

STEPS		ATTENTION POINTS	
1. Define the assignment		<input type="checkbox"/> Primary trigger or reason <input type="checkbox"/> Decisions already made <input type="checkbox"/> Has a budget already been defined? <input type="checkbox"/> External deadlines? <input type="checkbox"/> Resources available to develop the business case? <input type="checkbox"/> Who is the project sponsor?	<input type="checkbox"/> Who are going to decide? <input type="checkbox"/> Decision makers expectations <input type="checkbox"/> Requirements regarding structure and content of the business case document <input type="checkbox"/> Approach: start with an outline business case, to be detailed after approval?
2. Lay the foundation	Analyse stakeholder environment	<input type="checkbox"/> Draft a stakeholder map with your team <input type="checkbox"/> Define communication priorities and actions	<input type="checkbox"/> Organise stakeholder management as a permanent activity
	Analyse strategic landscape	<input type="checkbox"/> Impact of legislation, strategies and policies <input type="checkbox"/> Related projects and programmes	<input type="checkbox"/> Expected (yet undocumented) developments
	Define need or reason	<input type="checkbox"/> What if we don't do the project or programme (now)?	<input type="checkbox"/> External developments <input type="checkbox"/> Main reason vs. bycatch
	Find factual material	<input type="checkbox"/> Existing data and reports <input type="checkbox"/> Baselines	<input type="checkbox"/> Benchmarks <input type="checkbox"/> Key players' quotes
	Define constraints	<input type="checkbox"/> As defined in strategy documents <input type="checkbox"/> Legal deadlines	<input type="checkbox"/> Contractual obligations <input type="checkbox"/> Constraints of related changes
3. Define options		<input type="checkbox"/> 'All ideas are ok' -> long list <input type="checkbox"/> Check ideas -> shortlist <input type="checkbox"/> Define related visions	<input type="checkbox"/> Adapt stakeholder analysis <input type="checkbox"/> Approach, amongst other things, project or programme
4. Analyse options (to be executed for every option)	Define the benefits	<input type="checkbox"/> Draft a global benefit model <input type="checkbox"/> Align with strategy, policies and existing definitions of performance indicator <input type="checkbox"/> Define benefit owners, involve them in the process and adapt the benefit model	<input type="checkbox"/> Quantify non-financial benefits <input type="checkbox"/> Quantify financial benefits <input type="checkbox"/> Quantify disbenefits <input type="checkbox"/> Compare with zero option (doing nothing) <input type="checkbox"/> Clarify assumptions
	Define the time scale	<input type="checkbox"/> Principal milestones <input type="checkbox"/> Be careful mentioning delivery dates	<input type="checkbox"/> Are necessary resources available to meet the deadlines?
	Define the cost	<input type="checkbox"/> Direct costs of change, such as for procurement, development, building, transition, training and implementation <input type="checkbox"/> Overheads like project and programme management and auditing <input type="checkbox"/> Turnover lost during project execution <input type="checkbox"/> Costs of temporary provisions	<input type="checkbox"/> Costs of risk mitigation <input type="checkbox"/> Compensation of side effects, costs of claims <input type="checkbox"/> Permanent costs of operation, maintainance, management and licences <input type="checkbox"/> Are cost estimates based on supplier commitments? <input type="checkbox"/> Be careful mentioning necessary budgets
	Define the risk	<input type="checkbox"/> Based on methods/checklists <input type="checkbox"/> Based on stakeholder input <input type="checkbox"/> Based on expert input <input type="checkbox"/> Assumptions are risks	<input type="checkbox"/> Focus on risks that are relevant for option selection <input type="checkbox"/> Define net risk, including the effect of risk mitigation
	Make an investment analysis	<input type="checkbox"/> Comply with organizational standard <input type="checkbox"/> Monetize risk	<input type="checkbox"/> In case of major assumptions: scenario analysis
5. Arrange a decision	Draft a proposal	<input type="checkbox"/> Work closely with stakeholders <input type="checkbox"/> Top down decision making vs. stakeholder support <input type="checkbox"/> Ambition and risk appetite	<input type="checkbox"/> Align with existing assessment instruments, e.g. balanced scorecard <input type="checkbox"/> Check: does proposal align with main reason?
	Complete the business case document	<input type="checkbox"/> Comply with organizational standard <input type="checkbox"/> Match stakeholder expectations	<input type="checkbox"/> Allow independent review
	Support decision making	<input type="checkbox"/> Consider reason and sentiment <input type="checkbox"/> Make a business case one-liner	<input type="checkbox"/> Present a vision and a proposal <input type="checkbox"/> Supported by business case document
6. Implement the decision	Use the business case	<input type="checkbox"/> Directional for: project sponsorship, steering committee composition, stakeholder management, communication, risk management, scope, approach, quality management, planning, cost management, go/no-go decisions, issue management and benefit management	
	Maintain the business case	<input type="checkbox"/> In case of new facts or assumptions <input type="checkbox"/> At stage transitions	<input type="checkbox"/> In case of new facts or assumptions <input type="checkbox"/> At stage transitions