Now for a Business Case!
What is a Business Case?

• A business case captures the reasoning for initiating a project or task.
• Key step in gaining (financial) support and resources for programme/project.
• Back to the Golden Circle: Why→How→What.
What is *in* a Business Case?

May include sections on:
- Scope
- Objectives
- Strategic Fit
- Stakeholders
- Financial Analysis/Options
- Appraisal
- Benefits
- Risks

- Dependencies
- Constraints and Assumptions
- An Implementation Plan
  - Project Governance
  - Timescales and Milestones
  - Deliverables
  - Staffing and Responsibilities
  - Communications Plan
  - Quality Management
Steps for Developing a Business Case
1. Assess Where You Are

• Assess your institutional readiness
  • e.g. A RAM Assessment

Depending on the scope and granularity of your activity you may want to:

• Audit your digital collections
  • Assess and understand the characteristics of a collection of digital assets

• Conduct a risk assessment
  • DP risks
  • Organizational risks
2. Clarify Your Objectives

• Understand your high-level DP objectives
• Decide what you want the business case to provide
  • A subset of the high-level objectives that you need resources for
• Clearly and concisely articulate:
  • What you want to achieve
  • What you need to achieve it
• Define the scope of the activities
3. Understand Your Audience and Organizational Context

- Know what you need to include in your business case
  - Check if your org has a standard business case template
  - Look at example business cases and case studies

- Read your organization’s high-level strategy documents
  - Consider completing a PESTLE analysis

- Identify your key stakeholders
  - Those with an interest in the success of your DP work

- Identify your audience
  - Who will review your business case

- Consider if the timing is right...
3a. Stakeholder Analysis

• Deciding how to group stakeholders is key:
  • Affected by vs Able to effect
  • Relationship to area of work/stage of lifecycle
  • Their role

• Once identified should be prioritized
  • e.g. Where they sit on a power matrix (see right)

• Tailor advocacy to each group:
  • Form of advocacy
  • Frequency
  • Information to be shared
4. Draft Business Case

- Bring together all of the information gathered
- Think carefully about the language you use
  - Avoid jargon, provide simple explanations
- Make sure you know how your business case will be presented/assessed
  - May need to produce other supporting resources – e.g. presentations, elevator pitch
5. Validate and Refine

• Try for an independent and objective review
  • Is it realistic?
  • Does it use appropriate language?
  • Are there assumptions about DP knowledge?
  • Are there gaps in evidence or unrealistic assertions?

• Identify weaknesses

• Consider why some reviewers might not be receptive or have different perspectives, agendas, and/or priorities
6. Deliver Effectively

• Try to identify a main sponsor/advocate
  • Brief them on key issues

• Create an Elevator Pitch
  • Be prepared for any impromptu opportunities to help sell the business case!

• If presenting your case in person, make sure to practice ahead of time
  • Consider and prepare for likely questions

• Persistence may well be required
  • May need to re-submit your case at a later date
  • Adapt it to the feedback you receive after the 1st presentation
7. Share!

• If possible, remove sensitive details from your business case and share to help others...
• DPC looks for resources to complement our advocacy tools!
Business Case Toolkit

- Step by Step Guide
- Business Case Templates
- Common Questions
- Case Studies
- Additional Resources.....