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?

- Executive Summary
- Problem Statement
  - Who, What, When, Where, Why?
- Background and Context
  - Current capabilities, work to data, scope of collections, links to strategy, key stakeholders
- Options
  - Requirements, descriptions and assessments of options, recommendation
- Implementation Plan
  - Scope, Objectives, Dependencies and Assumptions, Roles and Responsibilities, Project Governance
- Benefits
- Risks
- Resourcing/Financial Analysis
- Cost/Benefit Analysis
Developing a Business Case: Research and Planning
Organizational Context

• Understand strategic context
  • Mission, strategy, policy
  • PESTLE Analysis

• Assess current DP capabilities
  • A RAM Assessment
  • Previous business cases
  • Existing systems and staffing

• Depending on the scope and granularity of your activity you may want to:
  • Audit your digital collections
  • Conduct a risk assessment
  • Investigate activities at other organizations
Identifying Your Audience

• Who will:
  • Assess your business case?
  • Be affected by the resulting activities?
• Are stakeholders internal or external?
• Helps with the right tone, language, structure, and content
• What “hooks” will work
• Remember to identify champions
Consider Options

- Understand your high-level DP objectives
  - Perhaps a SWOT Analysis
- 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 and the required budget
Business Case Requirements

- Know what you need to include in your business case
  - Check if your org has a standard business case template
- Consider if the timing is right
  - Is there a specific funding cycle?
  - Can you avoid busy times?
  - Make sure it is expected
- Look at previous examples
  - Can learn from successful and unsuccessful
- Ask for advice and input
Developing a Business Case: Drafting and Delivery
Draft Business Case

• Bring together all of the information gathered
  • Key facts, evidence, costs, benefits, value, impact and other details

• Collaborate with key stakeholders and experts within your organization

• Validate and refine through 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?
Deliver Effectively

• Make sure your sponsor/advocate is briefed 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
Share If You Can!

• If possible, remove sensitive details from your business case and share to help others...

• DPC looks for resources to complement our advocacy tools!
Final Tips
What Makes a Good Business Case

• Using the correct format
• A clear statement of need
  • Aligned to strategy/mission
  • Supported by evidence
• Clear, concise, jargon-free text
  • Supplement with graphics where they add value
• Well-defined scope and objectives
• Clear and realistic plan for implementation
  • Including budget, assumptions, and dependencies
• Considered analysis of risks and benefits
Business Case Toolkit

• Step by step guide
• Business case template
• Common questions

• New edition coming soon!

Any final questions?

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