UC Irvine Extension
Business Analyst Seminar Series

The Business Case
“5Ws and 1H”
Introduction of Panelists

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Discussion Topic

- The use of business cases: trends and practices

“*I keep six honest serving-men (they taught me all I knew);*

*Their names are what and why and when*  
*And how and where and who.”*

Kipling. *The elephant’s child*
What is a Business Case?

• **Definitions (oxford university press):**

  *Business*: work to be done or matters to be attended to

  *Case*: an instance of a particular situation

• A formalized strategic tool for evaluating financial and non-financial criteria for a given business opportunity
Why Business Cases?

• They show management and/or potential investors how value will be created:
  – Financial
  – Non-financial
  – Show “Total Cost –vs.- Total Benefits”

• They help justify investing scarce resources

• They are important in major (large) firms where competition for limited funds is getting tighter
When are Business Cases Conducted?

• Performing an initial evaluation
• Seeking funds
• Considering new opportunities
• Sustaining a current business
Who is Involved in Conducting a Business Case?

• Depending on the organization, they can involve individuals, a business unit, designated teams, or ad hoc teams.
• They may include customers and suppliers in the process
Where are Business Cases Being Conducted?

• At various levels:
  – Corporate-wide (strategic planning), divisions, business units, functional units, projects, etc.

• In various functions:
  – Marketing, operations, engineering, materials management, information technologies, etc.

• It is now more than just a financial tool
Who Initiates Business Cases?

- Business analysts
- Financial analysts
- Business managers
- Business development managers
- Project and program managers
The Business Analysis Processes

- Framework
- “As-Is” Process
- Assessment
- “To-Be” Process
- Requirements
- Use Cases
- Business Case
- Implementation
- Monitor and Control
Documenting the Process

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Process Documentation

Requirements Documentation
Increasing Business Case Acceptance “Hit Rate”

• Have a strategy
• Gain support
• Know your case
• Be prepared to defend your case