<Project Title>

**Project Business Case**

**Review Checklist**

Version History

|  |  |  |  |
| --- | --- | --- | --- |
| Version # | Date | Author | Key Differences |
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# Business Case Review Checklist

[This checklist is an aid in analyzing a business case at hand. It is intended to help you ask the right questions - either yourself or in the team - to extract all relevant information.

The list makes no claim to completeness but is intended as a guide and suggestion and can of course be supplemented at any time with your own questions.]

## Executive Summary

|  |  |  |
| --- | --- | --- |
| Executive Summary | | Notes: |
| **☐** | **Did the executive summary appropriately summarize the detailed case?** | **<enter your notes here>** |
| **☐** | **Did it contain all the critical information for decision making?** | **<enter your notes here>** |
| **☐** | **Was the summary of an appropriate length (usually less than 10% of the total case)?** | **<enter your notes here>** |
| **☐** | **Did the summary follow the format of the complete report?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Alignment to Strategy

|  |  |  |
| --- | --- | --- |
| Alignment to Strategy | | Notes: |
| **☐** | **Is the business case aligned to strategy?** | **<enter your notes here>** |
| **☐** | **Is the business case mandatory / regulatory?** | **<enter your notes here>** |
| **☐** | **Is the business case tactical?** | **<enter your notes here>** |
| **☐** | **If tactical what is rationale?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Opportunity / Solution

|  |  |  |
| --- | --- | --- |
| Opportunity / Solution | | Notes: |
| **☐** | **Was the current state contrasted with an ideal future state?** | **<enter your notes here>** |
| **☐** | **Was the scope of the issue adequately defined (including exclusions)?** | **<enter your notes here>** |
| **☐** | **Did it frame the ‘problem’ as an opportunity?** | **<enter your notes here>** |
| **☐** | **Is the proposed solution clear?** | **<enter your notes here>** |
| **☐** | **Is it sufficiently developed?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Risk

|  |  |  |
| --- | --- | --- |
| Risk | | Notes: |
| **☐** | **What is the external risk i.e. to clients?** | **<enter your notes here>** |
| **☐** | **What is the project execution risk?** | **<enter your notes here>** |
| **☐** | **Is the level of risk acceptable to organization?** | **<enter your notes here>** |
| **☐** | **Are actual risk costs (contingency and management reserves) available for previous projects?** | **<enter your notes here>** |
| **☐** | **Are the estimates for this project in line with those numbers, and if not are differences explainable?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Stakeholders / Buy-In

|  |  |  |
| --- | --- | --- |
| Stakeholders / Buy-In | | Notes: |
| **☐** | **Sponsor and senior stakeholder support?** | **<enter your notes here>** |
| **☐** | **Support of business?** | **<enter your notes here>** |
| **☐** | **Support of technology?** | **<enter your notes here>** |
| **☐** | **Have key stakeholders from previous projects been involved in preparing/reviewing this business case?** | **<enter your notes here>** |
| **☐** | **Are external vendors involved?** | **<enter your notes here>** |
| **☐** | **If so, have they been used before and what is their track record of delivering on time, scope and budget?** | **<enter your notes here>** |
| **☐** | **Have those likely variances been considered in the business case?** | **<enter your notes here>** |
| **☐** | **Are external stakeholders involved (regulators, customers, etc)?** | **<enter your notes here>** |
| **☐** | **If so, have historic delays for reviews/approvals been considered in the business case?** | **<enter your notes here>** |
| **☐** |  |  |

## Resources

|  |  |  |
| --- | --- | --- |
| Resources | | Notes: |
| **☐** | **Have resource requirements been defined?** | **<enter your notes here>** |
| **☐** | **Are the resources available (business / technology)?** | **<enter your notes here>** |
| **☐** | **Is there a reliance on 3rd party resources?** | **<enter your notes here>** |
| **☐** | **Is there a reliance on specialist resources?** | **<enter your notes here>** |
| **☐** | **Is there expected to be a need for new resources and/or contractors to be used on the project** | **<enter your notes here>** |
| **☐** | **If so, has the historic impact of hiring delays, ramp up time, etc. been considered in the business case?** | **<enter your notes here>** |
| **☐** | **Can key resources be identified this early in the process?** | **<enter your notes here>** |
| **☐** | **If so, has their historic performance been considered and the business case adjusted accordingly?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Budget / Cost

|  |  |  |
| --- | --- | --- |
| Budget / Costs | | Notes: |
| **☐** | **Has a budget been defined?** | **<enter your notes here>** |
| **☐** | **Confidence level in budget** | **<enter your notes here>** |
| **☐** | **Key assumptions for budget** | **<enter your notes here>** |
| **☐** | **Budget aligns to plan and resource requirements** | **<enter your notes here>** |
| **☐** | **How will costs be allocated?** | **<enter your notes here>** |
| **☐** | **Have project cost estimates been produced using relevant historic data?** | **<enter your notes here>** |
| **☐** | **Have total estimates been compared with previous projects?** | **<enter your notes here>** |
| **☐** | **Are any significant differences explainable?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Benefits / ROI

|  |  |  |
| --- | --- | --- |
| Benefits / Retunr on Investmen (ROI) | | Notes: |
| **☐** | **What is the return on investment?** | **<enter your notes here>** |
| **☐** | **Are the benefits tangible?** | **<enter your notes here>** |
| **☐** | **If so how will they be measured?** | **<enter your notes here>** |
| **☐** | **What is the payback period?** | **<enter your notes here>** |
| **☐** | **Have actual benefits from previous projects been compared with planned benefits for those projects?** | **<enter your notes here>** |
| **☐** | **Have variances been considered in producing benefits projections for this?** | **<enter your notes here>** |
| **☐** | **For revenue generating projects, have forecasts for timing of benefit been compared with previous similar projects?** | **<enter your notes here>** |
| **☐** | **Are differences explainable?** | **<enter your notes here>** |
| **☐** | **For cost reduction projects, have forecasts for timing of benefit been compared with previous similar projects?** | **<enter your notes here>** |
| **☐** | **Are differences explainable?** | **<enter your notes here>** |

## Technology

|  |  |  |
| --- | --- | --- |
| Technology | | Notes |
| **☐** | **Does the solution require technology?** | **<enter your notes here>** |
| **☐** | **Does the solution require hardware?** | **<enter your notes here>** |
| **☐** | **Does the solution require software?** | **<enter your notes here>** |
| **☐** | **Will software be in-house, 3rd party or package?** | **<enter your notes here>** |
| **☐** | **Is the solution / technology mature? If not who else is using?** | **<enter your notes here>** |
| **☐** | **Will legacy technology be demised?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Assumptions & Constraints

|  |  |  |
| --- | --- | --- |
| Assumptions & Constraints | | Notes: |
| **☐** | **Have constraints from similar historic projects been reviewed?** | **<enter your notes here>** |
| **☐** | **Have those assumptions been included in this proposal?** | **<enter your notes here>** |
| **☐** | **Are variances in assumptions explainable?** | **<enter your notes here>** |
| **☐** | **Have assumptions from similar historic projects been reviewed?** | **<enter your notes here>** |
| **☐** | **Have those assumptions been included in this proposal?** | **<enter your notes here>** |
| **☐** | **Are variances in assumptions explainable?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |

## Miscellaneous

|  |  |  |
| --- | --- | --- |
| Miscellaneous | | Notes: |
| **☐** | **Are there comparable previous projects? If yes, have they been reviewed for reuse of data where applicable?** | **<enter your notes here>** |
| **☐** | **If yes, have they been reviewed for reuse of data where applicable?** | **<enter your notes here>** |
| **☐** | **Has previous actual performance been compared with estimates for those projects?** | **<enter your notes here>** |
| **☐** | **Have variances been considered in estimates for this initiative?** | **<enter your notes here>** |
| **☐** | **What are the most challenging elements of the project?** | **<enter your notes here>** |
| **☐** | **Have similar situations been handled in the organization before?** | **<enter your notes here>** |
| **☐** | **If so, has the actual performance on those projects contributed to the business case?** | **<enter your notes here>** |
| **☐** | **If not, are there industry/ external guidelines that can support the business case and have those been used?** | **<enter your notes here>** |
| **☐** | **Can previous projects help identify the extent of likely change requests?** | **<enter your notes here>** |
| **☐** | **If so do the business case forecasts consider this (cost, schedule and benefits)?** | **<enter your notes here>** |
| **☐** |  | **<enter your notes here>** |