



<Project Title>

Project Business Case Review Checklist



Version History			
Version #	Date	Author	Key Differences



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1 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.]

1.1 Executive Summary

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



1.2 Alignment to Strategy

Alignment to Strategy		Notes:
<input type="checkbox"/>	Is the business case aligned to strategy?	<enter your notes here>
<input type="checkbox"/>	Is the business case mandatory / regulatory?	<enter your notes here>
<input type="checkbox"/>	Is the business case tactical?	<enter your notes here>
<input type="checkbox"/>	If tactical what is rationale?	<enter your notes here>
<input type="checkbox"/>		<enter your notes here>



1.3 Opportunity / Solution

Opportunity / Solution		Notes:
<input type="checkbox"/>	Was the current state contrasted with an ideal future state?	<enter your notes here>
<input type="checkbox"/>	Was the scope of the issue adequately defined (including exclusions)?	<enter your notes here>
<input type="checkbox"/>	Did it frame the 'problem' as an opportunity?	<enter your notes here>
<input type="checkbox"/>	Is the proposed solution clear?	<enter your notes here>
<input type="checkbox"/>	Is it sufficiently developed?	<enter your notes here>
<input type="checkbox"/>		<enter your notes here>



1.4 Risk

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



1.5 Stakeholders / Buy-In

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



1.6 Resources

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



1.7 Budget / Cost

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



1.8 Benefits / ROI

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



1.9 Technology

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



1.10 Assumptions & Constraints

Assumptions & Constraints		Notes:
<input type="checkbox"/>	Have constraints from similar historic projects been reviewed?	<enter your notes here>
<input type="checkbox"/>	Have those assumptions been included in this proposal?	<enter your notes here>
<input type="checkbox"/>	Are variances in assumptions explainable?	<enter your notes here>
<input type="checkbox"/>	Have assumptions from similar historic projects been reviewed?	<enter your notes here>
<input type="checkbox"/>	Have those assumptions been included in this proposal?	<enter your notes here>
<input type="checkbox"/>	Are variances in assumptions explainable?	<enter your notes here>
<input type="checkbox"/>		<enter your notes here>



1.11 Miscellaneous

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



<input type="checkbox"/>	If so do the business case forecasts consider this (cost, schedule and benefits)?	<enter your notes here>
<input type="checkbox"/>		<enter your notes here>