<Project Title>

**Project Business Case Outline**

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# Executive Summary

[This section should contain general information on the issues related to the business problem. Usually, this section is the last to be completed after all other business case sections have been written. That is because this is just a summary of the details given in the following areas of the document.

This Section should address at least the following points:

* *Why should we undertake the project? The issue to resolve or the opportunity available*
* *The outcomes offered by the project*
* *Recommendations of this business case*
* *Headline reasons to justify the recommendations*

*Note: The Executive Summary comes first BUT, it will be written at last, after all the other topics have been developed!*]

Sample Text 1:

This business case outlines how the XYZ Project will address current business concerns, the project's benefits, and recommendations and justification of the project. The business case also discusses clear project goals, performance measures, assumptions, constraints, and alternative options.

Sample Text 2:

The project will address these findings and ensure that applications comply with security policies and pass compliance testing. The solution approach consists of three parts:

1. Improving standards for application development
2. Enforcing strict governance for application development and deployment
3. Integrating security and compliance testing as a requirement in the stage-gate approval process

Sample Text 3:

In the current environment, orders received by mail are opened and stacked using high-speed mail processing equipment. They are shipped in stacks to data entry resources in the metropolitan area. Data entry specialists enter the orders into a stored file on a single data disk and return them to the processing center. The files are then uploaded and processed in batches. The resulting delays in order processing mean that customer satisfaction is lower for customers who order by mail than for customers who order online—besides, rising fuel and insurance costs for delivery harm mail order profit margins.

This project aims to use imaging technology to scan the orders into a temporary data store and implement a secure place where data entry specialists can enter the orders directly using images of the shipped orders instead of entering them from the paper copy. If this project is successful, optical character recognition (OCR) or intelligent character recognition (ICR) may be used in the future to reduce further the time required for manual data entry.

Sample Text 4:

Over the next three years, XYZ, Inc.’s business plan calls for increasing spare part sales from 3 million to 30 million dollars through increased use of Internet auctions. This rapid increase in sales will require significant improvements to the company’s Internet applications and supporting infrastructure. Toward this end, a task force was commissioned to develop a cost-effective plan that would position the company to achieve its revenue enhancement goals and maintain its margin objectives of 23%

This report provides the task force’s findings and presents a proposal for a project that directly supports the company’s business objectives. The project scope, outcomes, and expected ROI are summarized below:

**Project Scope** (4 months in duration – Cost = $1.7 million)

* Acquire or license an e-fulfillment system that supports the company’s product structure and costing models
* Interface the company’s ERP system to the e-fulfillment system so that product information and resulting orders can be seamlessly shared and maintained
* Outsource server farm management to the primary provider to ensure proper facilities security, uptime, and bandwidth
* Conduct auction and fulfillment simulations
* Launch a new marketing campaign to drive auction business

**Outcomes**

* Ability to conduct up to 25 auctions simultaneously on a global basis, providing the company with a 600% increase in market penetration capability
* Ability to route orders for fulfillment within 12 minutes of auction close; a 4- hour improvement over the existing order processing function
* Ability to support order volumes 30 times current levels (from $3 million to $300 million) with only a 20% increase in staffing levels ($3.1 million over the next three years)
* Ability to provide sales force with real-time access to product and auction data on a 24 by 7 basis

**Return on Investment (ROI)**

The return on investment for this project is expected to average 27% per year, as summarized below.



Management’s approval of this project within the next 30 days will allow the task force to complete the project, ensuring that the company’s revenue growth objectives are achieved.

# Business Case Analysis Team

[ This section describes the team members roles who developed the business case. Participants and roles must be clearly defined for the business case and throughout the project’s life. ]

The following individuals comprise the business case analysis team. They are responsible for analyzing and creating the WP Project business case.

|  |  |  |
| --- | --- | --- |
| Role | Description | Name/Title |
| Executive Sponsor | Provide executive support for the project | John Doe, VP Operations |
| Technology Support | Provides all technical support for the project | Jane Smith, VP Information Technology |
| Process Improvement | Advises team on process improvement techniques | Jim Jones, Process Team Lead |
| Project Manager | Manages the business case and project team | Steve Smith, Project Manager |
| Software Support | Provides all software support for the project | Amy White, Software Group Lead |

# Business Problem

[This section should briefly describe the business problem that the proposed project will address. This section should not explain how the issue will be addressed, but only what the problem is.]

**For simple Business Cases:**

Sample Text 1:

Due to a growing customer base, Smith Consulting has moved to a decentralized business model over the last two years. Managing our staff has become more difficult as we serve more clients in more locations. Until now, many of our internal requirements, such as reporting, payroll, and resource management, have been handled through legacy mainframe systems. As our workforce grows in number and size, these legacy mainframe systems are no longer sufficient to manage these administrative activities effectively. This inadequacy is reflected in higher costs and increased staff turnover, which we have seen over the last 12 months. To manage our administration more effectively, reduce costs, and improve staff turnover, Smith Consulting must move to a web-based application, as outlined in this business case for the WP project. In this way, employees will have a more significant role in managing their administrative affairs. They will be able to access timesheets online securely. The company will manage its administration from a central and shared platform.

Sample Text 2:

In recent years, the urgency of application development for market launch has meant that applications have not passed security and compliance checks. Although the results are not critical, these issues must be addressed and resolved to improve security and compliance. Continued non-compliance may result in our company losing business opportunities for the government in the future.

**Detailed Problem Analysis and Description for more complex Business Cases:**

## Environmental Analysis

[Describe the critical aspects of the business environment that have resulted in the need for this project to take place. Provide facts or evidence to support any conclusions.

**About This Section**

Outline the core aspects of the business environment that have contributed to the need for this project. These aspects may include:

* Business vision, strategy, or objectives
* Inefficient business processes or technologies
* Newly identified competitor products or processes
* New technology trends (or opportunities resulting from newly introduced technologies)
* Commercial or operational trends that are driving changes in the business
* Changes to statutory, legislative, or other environmental requirements

Provide any facts or evidence to support the conclusions drawn above.]

Sample Text 1:

Imaging technology is available in the company and has been successfully used by the XYZ department, but this equipment is currently being fully utilized. New equipment must be purchased and installed to support this project. The internal information security team has recently approved NBC technology for secure intranet sites. Approximately 30% of data entry specialists do not have high-speed Internet access.

Sample Text 2:

The WP project will influence Smith Consulting in several ways. The following is a high-level explanation of how the organization, tools, processes, roles, and responsibilities will be affected as a result of the implementation of the WP project:

**Tools:** The existing old management platform will be fully phased out once the AP project is up and running. That will require staff to be trained to use the WP tools and support other organizational tools.

**Processes:** The WP project will make the administrative and payroll processes more efficient and streamlined. This improved efficiency will reduce managers' burden and give employees autonomy in managing their administrative and payroll tasks and actions.

Roles and responsibilities: Besides providing more autonomy to employees and less burden to managers, the WP project will adequately reduce staffing needs to staff HR and payroll departments. While we value our employees, reducing non-billable overhead items will directly reflect our bottom line and provide an immediate return on our investment. The IT group will manage the new platform, and we do not expect any changes in IT staffing needs.

**Hardware/Software:** In addition to the software and licensing for the project, Smith Consulting will need to purchase additional servers to accommodate the platform and its expected growth over the next ten years.

## Problem Analysis

[Outline the fundamental business problem or opportunity the resulting project will directly address.

**Business Problem**

Provide a summary of the core business problem, including:

* A generic description of the core issue
* The reasons that the problem exists. Elements that create it:
  + human
  + process
  + technology
* The impact this problem is having on the business (e.g., financial, cultural, operational)
* The timeframes within which it must be resolved ]

Sample Text 1:

Web orders are processed faster than orders placed by mail, but mail orders generate approximately 35% of order revenue. 80% of those who have been customers for five years or more continue to order by mail. Still, the cost of these orders is higher per order than web orders and continues to rise, while customer satisfaction with mail-order orders is steadily declining. Our current mail processing equipment provider does not offer related imaging equipment but partners with a third-party imaging specialist.

Sample Text 2:

Since its founding, Smith Consulting has relied on a mainframe system to manage payroll and other administrative employee functions. As the number of employees grows, so does the burden on headquarters to effectively manage the business administration at an acceptable level. Over the past two years, Smith Consulting has hired five employees in overhead positions to help manage and perform day-to-day administrative functions. These positions provide little or no return on investment because they are not billable positions and only maintain the status quo; they do not improve the management of the company's administration. Besides, employees currently have to call their regional managers to enter their working hours and raise payroll and administrative tasks concerns. That places a heavy burden on managers to balance these requirements with their day-to-day billable tasks.

Reporting is another problem area related to the legacy mainframe system. All weekly and monthly financial reports have to be generated manually, which is highly error-prone and time-consuming. These manual tasks further increase the effort and costs of the company.

**Business Opportunity**

[Outline the business opportunity that has been identified, including:

* A generic summary of the opportunity
* Any supporting evidence to prove that the opportunity is real
* The timeframe within which the opportunity will likely exist
* The positive impact that realization of the opportunity will have on the business ]

Sample Text 1:

If this project is successful, the mail-order business will be handled faster and more cost-effectively than today without compromising the information's security.

Sample Text1:

The move to a centralized, Web-based management platform will enable Smith Consulting to manage its employees' payroll systems and administrative functions. This technology migration will reduce the overhead costs associated with many required staff to handle these tasks. Decentralized employees will have more autonomy to manage their payroll choices, training, reporting, and other administrative tasks. The company will also benefit from more timely and accurate financial reporting as our regional managers will enter and continuously update their financial metrics. This real-time access reduces errors, improves cycle time, and is easily accessible to any authorized user.

# Recommendation

[This section summarizes the approach for how the project will address the business problem. This section should also describe how desirable results will be achieved by moving forward with the project.]

Sample Text 1:

Various options and alternatives were analyzed to determine the best way to use technology to improve business processes and reduce overhead costs within Smith Consulting. The approach described here will enable us to achieve our business goals of continuous efficiency improvement, cost reduction, and technology capitalization. The recommended WP project will methodically migrate our current mainframe system's data and functions to our new web-based platform to maintain data integrity and allow sufficient time for training all employees and managers in their responsibilities and respective administrative functions. The web-based platform is compatible with all other current IT systems and will improve its efficiency and accuracy. Some of how this technology will achieve the desired results are

- Employees will be able to enter and edit their timesheet data at any time and from any location instead of calling their regional manager to enter their data into the mainframe system.

- Timesheets and payroll data will be instantly accessible for quality control and reporting purposes, reducing the need for non-billable staff to collect, analyze and compile data

- Employees will have the opportunity to register for training, reducing the burden on managers and training staff.

Sample Text:

Imaging technology will allow jobs to be imaged during the high-speed post-processing cycle so that each job is processed only once. Cost-effective resources for remote data entry will continue to be used, but the costs associated with delivery will be significantly reduced or eliminated.

## Justification

[ This section justifies why the recommended project should be implemented and selected over other alternatives. Where applicable, quantitative support should be provided, and the impact of not implementing the project should also be stated. ]

Sample Text:

The migration of payroll and other administrative functions from the legacy mainframe system to the Web-based platform will increase corporate resources and business processes. The WP project is also aligned with its strategy and goals, as it uses technology to improve our business processes. While other alternatives and the status quo were analyzed, the WP project was selected as the business case proposal. It offers the best opportunity to realize benefits faster while providing significant efficiency gains and cost reductions. Other alternatives took a greater risk, offered fewer benefits, were too difficult to define, or were not adequately aligned with the current business strategy and/or goals.

Initial estimates for the WP project are:

- Overhead costs were reduced by 15% in the first 12 months

- 10% decrease in employee turnover in the first 12 months

- 50% immediate time savings in the preparation of weekly and monthly financial reports

- 25% immediate reduction in the time required to resolve payroll issues

# Achievability

[This section contains an assessment of how difficult it will be for the organization to complete the project. It provides

* an assessment of the organization's ability to complete the project,
* an overview of procurement considerations,
* recommendations on how the project should be led and managed,
* a high-level timetable for the project with phases and milestones,
* an explanation of how risks should be managed, and
* available funding for the project]

## Capability

[**For internal projects, answer the following questions:**

* Does the organization have the needed skills and experience to execute this project successfully?
* Are enough people resources with the needed skills and experience available to execute this project successfully?
* Has the organization completed similar projects in the past?

**For outsourced projects, answer the following questions:**

* Are there vendors available to complete this project?
* Do the vendors have experience delivering similar projects successfully?
* How will procurement be managed?]

## Procurement

[If procurement is required to complete the project, provide information on how the procurement process is handled. It would help if you also described how the contract is negotiated and managed once a vendor is selected.]

## Project Management Framework

[This section describes how the project will be managed. It is an outline only; the detail should be contained in the Project Management Plan/Project Charter.

Outline the proposed:

* Project governance model (who is responsible for what)
* Quality Plan – consists of quality assurance (the standards and methodology) and quality control (a checklist of things to verify that the outputs have been delivered),e.g., the meeting schedule, project monitoring arrangements, structure/format of reports
* Plan for Organisational Change Management ]

## Timeline

[Describe, with supporting schedule chart, the estimated duration of the entire project, broken down by constituent phases. Include proposed start and end dates and critical milestones.]

## Risk Management

[ This section lists the risks identified to date and the recommended response to each threat. A risk may or may not occur in the future, impacting the project’s success.  
  
List the known risk factors that can impact the project. Specify the following for each risk:

* Category (e.g., related to technology, organizational changes, market, etc.)
* Probability of occurrence – H, M, L
* Impact on the project – H, M, L
* Degree of difficulty to detect – H, M, L
* Prevention strategy
* Detection indicators
* Remedy actions in the event of the occurrence

]

## Affordability

[ This section assesses available funding for the project and should answer the following questions:

* Is the budget currently available for this project?
* If the budget is unavailable, how can the budget be obtained to deliver the whole project?
* If a budget cannot be obtained for the whole project, are there ways to reduce the scope or extend the timeline to reduce costs this year and still achieve meaningful results? ]

# Strategic Alignment

[ All projects should support the organization's strategy and strategic plans to add value and maintain executive and organizational support. This section provides an overview of the organization's strategic goals related to the project. These include the strategic plan, what the plan requires, and how it supports the strategic plan. ]

Sample Text:

The WP project directly supports several of Smith Consulting's strategic plans. By directly supporting these strategic plans, this project will improve our business and help take the company to the next level of maturity.

|  |  |  |
| --- | --- | --- |
| Plan | Goals/Objectives | Relationship to Project |
| 20xx Smith Consulting Strategic Plan for Information Management | Improve record-keeping and information management | This project will allow for real-time information and data entry, increased information accuracy, and a consolidated repository for all payroll and administrative data |
| 20xx Smith Consulting Strategic Plan for Information Management | Utilize new technology to support company and department missions more effectively | New technology will allow many payroll and administrative functions to be automated, reducing the levels of staff required to manage these systems |
| 20xx Smith Consulting Strategic Plan for Human Capital | Engage the workforce and improve employee retention | This project allows the employee to take an active role in managing their payroll and administrative elections |

# Cost-Benefit Analysis

[ Many consider this to be one of the most critical parts of a business case, as it is often the costs or savings generated by a project that receives final approval to continue. It is essential to quantify the project's financial benefits in the business case as much as possible. That is usually done in the form of a cost-benefit analysis. The purpose of this analysis is to illustrate the project’s costs and compare them with the benefits and savings to determine whether it is worth continuing the project.]

Example 1:

The following table provides an overview of the cost and savings measures associated with the WP project, descriptions of these measures, and the associated costs or savings in the first year. The table below shows the net savings for the project’s first year.

|  |  |  |  |
| --- | --- | --- | --- |
| Action | Action Type | Description | First-year costs (- indicates anticipated savings) |
| Purchase Web-based products and licenses | Cost | The initial investment for WP Project | $400,000.00 |
| Software installation and training | Cost | Cost for IT group to install new software and for the training group to train all employees | $100,000.00 |
| Reduce HR and payroll staff by five employees | Savings | An immediate reduction in overhead equals the annual salary of 3 HR specialists and two payroll analysts. | -$183,495.00 |
| Managers are no longer required to work non-billable payroll and administrative tasks | Savings | 18 regional managers currently average 16 hours per week non-billable time. It is anticipated that this number will be reduced to no more than 2 hours per week. At an average of $36.00 per hour, this results in ($36.00 x 14 hours/wk reduced non-billable time x 18 managers) $9072.00 increased revenue per week. | -$471,744.00 |
| System maintenance is required every six months instead of monthly | Savings | Less frequent use of IT resources working on non-value-added tasks results in approximately $42,000 savings per year. | -$42,000 |
| Reduce employee turnover by 10% | Savings | Savings in cost to out-process exiting employees and recruit, hire, and train new employees are approximately $50,000 in the first year. | -$50,000 |
| Net First Year Savings |  |  | **$247,239.00** |

Based on the above cost-benefit analysis, we see that Smith Consulting will save $247,239.00 in the first year alone by approving the WP project. That represents a significant improvement in our operating costs and is a clear indicator of this project’s benefits to the company.

Example 2:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Project Objective | Adds Value To | | | Supports | |
| Customers | Owners | Employees | Vision | Plan |
| Improve our customer service and beat the competition by reducing the time it takes to process an order from the order desk through shipping from 5 days to 2 days | Improved service levels | A better level of service improves sales | Reduced frustration and fewer customer complaints | Better sales and service levels improve industry leadership position | Supports 20% growth objective |
| Increase our sales by over $40 million a year by keeping lost sales due to stock shortages to less than 2 per day | Improved service levels | A better level of service improves sales | Reduced frustration and fewer customer complaints | Increased sales make us more attractive to investors | Supports 20% growth objective and improves cash position |
| Improve our collections by identifying when a customer has a 3-day change in his paying habits | Avoids embarrassing bad debt situations | Improves the value of the organization | Moves employees closer to ownership | Better sales and service levels improve industry leadership position | Supports cash flow objective and reduces bad debts |

# Alternatives Analysis

[All business problems may be addressed by any number of alternative projects. While the business case results from having selected one such option, a brief summary of considered alternatives should also be included—one of which should be the status quo or doing nothing. The reasons for not selecting the other options should also be included.]

Sample Text 1:

The following alternative options have been considered to address the business problem. These alternatives were not selected for several reasons, also explained below.

|  |  |
| --- | --- |
| No Project (Status Quo) | Reasons For Not Selecting Alternative |
| Keep the mainframe legacy system in place | * Unnecessary expenditure of funds for increased staffing levels * Continued occurrence of a high number of data errors * Poor and untimely reporting * Lack of automation |
| Alternative Option | **Reasons For Not Selecting Alternative** |
| Outsource the implementation of a web-based platform | * Significantly higher cost * Expertise already exists in the house * Vendor’s lack of familiarity with our internal requirements |
| Alternative Option | **Reasons For Not Selecting Alternative** |
| Develop software internally | * Lack of qualified resources * Significant cost associated with software design * Timeframe required is too long |

Sample Text 2:

|  |  |  |
| --- | --- | --- |
| Alternative Considered | Description | Reason Rejected |
| Take no action now | Continue to leverage the existing processes without any changes. | Decreasing customer satisfaction scores is falling outside of customer service tolerance; next year's budget forecasts indicate a shortfall between the funds available for insurance and fuel and the anticipated expenses. Doing nothing will likely cause (A) a potential loss of long-term customers and (B) cost reductions in other department areas to offset the increased insurance premiums and fuel costs. |
| Change insurance providers | End the contract with the current insurance provider and seek a different provider with more affordable rates. | The current insurance provider does not have the most competitive rates on delivery driver insurance. However, we receive significant discounts on other insurance coverage because we have multiple insurance products through this vendor. Changing vendors would likely increase our insurance costs in other areas. Additionally, this solution only addresses the rising cost of insurance premiums; it does not address the increasing fuel costs or the decreasing customer satisfaction scores. |
| Move data entry function in-house | Discontinue the use of off-site data entry specialists, and allow all data to be keyed internally. | The current mail processing facility does not have the space to accommodate the additional data entry specialists. Space could be built out at a neighboring facility. However, the costs of space modification are high, and, without an imaging solution, the paper orders would still need to move from one location to another. Processing times would not be significantly improved. Off-site data entry employment opportunities continue to be a selling point for our company, allowing us to attract specific talent in the current market and causing us to remain in the top 5 Workplaces with the Most Flexible Employment Options list for the past 17 years. |

# *Investment Appraisal*

[This is the formal financial evaluation of your project. Most organizations have a methodology that they approve (or even mandate) for assessing the net economic cost or benefit. Many organizations require you to use a discounted cash flow methodology for larger projects, which will take more than a year. They set either Net Present Value (NPV) or Internal Rate of Return (IRR) levels that your project must achieve.]

Sample:

Return on Investment (ROI)

ROI is expressed as a calculation of the increased profits yielded by a project weighed against the costs of conducting and supporting the project. The calculation should measure short- and long-term ROI; it should reflect the annual ROI for each year during a period of <years> project years and the cumulative ROI for the entire period.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Project Component | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| Operating Profit Improvement |  |  |  |  |  |  |
| Increased Revenues |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Increased Revenue |  |  |  |  |  |  |
| Reductions (increases) in Ongoing Operating Cost |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Cost Reductions |  |  |  |  |  |  |
| Total Operating Profit Improvement |  |  |  |  |  |  |
| Project and Ongoing Costs |  |  |  |  |  |  |
| Capital Costs (5-year Depreciation) |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Capital |  |  |  |  |  |  |
| Facilities Costs |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Facilities |  |  |  |  |  |  |
| Outside Services Costs |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Outside Services |  |  |  |  |  |  |
| Labor and Payroll Costs |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Labor & Payroll |  |  |  |  |  |  |
| Maintenance and License Costs |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Maintenance and Licenses |  |  |  |  |  |  |
| Operating Costs |  |  |  |  |  |  |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Total Operating Costs |  |  |  |  |  |  |
| Total Project Costs |  |  |  |  |  |  |
| Net Operating Profit Improvement |  |  |  |  |  |  |
| Cumulative Net Operating Profit Improvement |  |  |  |  |  |  |
| Annual Return on Investment |  |  |  |  |  |  |
| Cumulative Return on Investment |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# Approvals

[The business case is a document with which approval is granted or denied to move forward with creating a project. Therefore, the document should receive approval or disapproval from its executive review board.]

The signatures of the people below indicate an understanding of this document’s purpose and content by those signing it. By signing this document, you indicate that you approve of the proposed project outlined in this business case and that the following steps may be taken to create a formal project by the details outlined herein.

|  |
| --- |
| Business Case to be Approved by: *< Enter name here >* |

|  |  |
| --- | --- |
| Document Version *< Enter Version here >* | Date  *< Enter Date here >* |

|  |  |
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| Document Author *< Enter name here >* | Date  *< Enter Date here >* |

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| Authorized by: *< Enter name here >* | |

|  |  |
| --- | --- |
| Approval Status | Date  *< Enter Date here >* |

# Annex

## Glossary and abbreviations

|  |  |
| --- | --- |
| Term | Explanation |
|  |  |
|  |  |
|  |  |

## Agreements, References, accompanying documents

|  |  |  |
| --- | --- | --- |
| Reference # | Title | Doc. # |
|  |  |  |
|  | Procurement options and selection |  |
|  | Governance and expenditure authorization processes |  |
|  | Relevant policy and strategy papers |  |
|  | Cross-reference project definition and planning documents |  |
|  | Change control (for the project and the business case) |  |
|  | Business case author and development team |  |
|  | The project team |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |