A picture containing drawing, table

Description automatically generated

|  |
| --- |
| LOGO |

|  |
| --- |
| Organisation [Name] |
| Department [Name] |
|  |
| **<Business Case>** |
| **<Project Name>** |
|  |
| Date: <Date> |
| Doc. Version: <Version> > |
|  |

Template version: 3.0.1

This artefact template is aligned with the PM² Guide V3.0

For the latest version of the templates visit:   
https://www.pm2alliance.eu/publications

The PM² Alliance is committed to the improvement of the PM² Methodology and of its supporting artefact. Project management best practices and community contributions & corrections are incorporated in the   
PM² Alliance’s artefact templates.

*A picture containing drawing

Description automatically generated*Join the PM² Alliance and visit the PM² Alliance GitHub to provide your feedback & contribution: https://github.com/pm2alliance

**Document Control Information**

|  |  |
| --- | --- |
| **Settings** | **Value** |
| **Document Title:** | Business Case |
| **Project Title:** | <Project Name> |
| **Document Author:** | <Document Author> |
| **Project Owner:** | <Project Owner (PO)> |
| **Project Manager:** | <Project Manager (PM)> |
| **Doc. Version:** | <Version> |
| **Sensitivity:** | <Public, Basic, High> |
| **Date:** | <Date> |

**Document Approver(s) and Reviewer(s):**

NOTE: All Approvers are required. Records of each approver must be maintained.   
All reviewers in the list are considered required unless explicitly listed as Optional.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Role** | **Action** | **Date** |
|  |  | *<Approve / Review>* |  |
|  |  |  |  |
|  |  |  |  |

**Document history:**

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

* Editorial, formatting, and spelling
* Clarification

To request a change to this document, contact the Document Author or Project Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

|  |  |  |  |
| --- | --- | --- | --- |
| **Revision** | **Date** | **Created by** | **Short Description of Changes** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Configuration Management: Document Location**

The latest version of this controlled document is stored in <location>.

|  |
| --- |
| *<These notes should be deleted in the final version :>*  **Notes for Templates:**   * Text in <orange>:has to be defined. * *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version. * Text in green: can be customised. Should be recolored to black in the final version. |

TABLE OF CONTENTS

1 Project Initiation Request Information 4

2 Context 5

2.1 Current Situation Description and Urgency 5

2.2 Current Situation Impact 5

2.2.1 Current Impact on Processes and the Organization 5

2.2.2 Impact on Stakeholders and Users 7

2.3 Interrelations and Interdependencies 7

3 Expected Outcomes 7

4 Possible Alternatives 7

4.1 Alternative A: Do nothing 7

4.2 Alternative B: *<Solution Title>* 8

4.3 Alternative C: *<Solution Title>* 8

4.4 Chosen alternative: *<Solution Title>* 8

5 Solution Description 10

5.1 Legal Basis 10

5.2 Benefits 10

5.3 Success Criteria 10

5.4 Scope 10

5.5 Solution Impact 10

5.6 Deliverables 10

5.7 Assumptions 10

5.8 Constraints 10

5.9 Risks 11

5.10 Costs, Effort and Funding Source 11

5.11 Roadmap 11

5.12 Synergies and Interdependencies 11

6 Governance 13

6.1 Project Owner (PO) 13

6.2 Solution Provider (SP) 13

6.3 Approving Authority 13

Appendix 1: References and Related Documents 14

# Project Initiation Request Information

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Title:** | *<Initial project title proposal.>* | | |
| **Initiator:** | *<Any person (usually from the business community) can define a Project Initiation Request.>* | **Organisation / Unit:** | *<Organisation / Department requesting the project.>* |
| **Date of Request:** | *<Date that the Project Initiation Request is completed.>* | **Target Delivery Date:** | *<Date that the project delivery is needed.>* |
| **Type of Delivery:** | In-house  Outsourced  Mix  Not-known | | |

# Context

## Current Situation Description and Urgency

<This section should detail the high-level current situation description included in the Project Initiation Request, complemented by pertinent considerations regarding the urgency of addressing it.>

## Current Situation Impact

### Current Impact on Processes and the Organization

<This section should describe the organisational impact of the current situation as described. This impact can be detailed by describing:

* The impact in the organisation's strategy;
* The impact on the business processes;
* The impact on people;
* The impact on the IT landscape.>

Although a detailed analysis of the Business Process may be documented at a later stage of the project, this section should provide high-level answers to the following questions:

1. The impacted business processes can belong to one of the following business process categories:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Process Category** | **Yes/No** |  | **Process Category** | **Yes/No** |
| Policy Lifecycle |  |  | Financial Management |  |
| Legislation Lifecycle |  |  | Procurement |  |
| Coordination |  |  | Document Management |  |
| Programme Management |  |  | Asset Management |  |
| Grant Management |  |  | Audit |  |
| Communication and Dissemination (external) |  |  | Human Resources |  |
| Communication and Dissemination (internal) |  |  | IT |  |
| Strategic Management |  |  | Other |  |

1. What business processes are impacted by the situation?
2. What is the impact to the process owners and users (i.e. minor, moderate, and significant)?>

*<Questions 2 & 3 are answered in the table below:*

| **Process Category[[1]](#footnote-1)** | **Domain[[2]](#footnote-2)** | **Sub-domain[[3]](#footnote-3)** | **Macro Process**[[4]](#footnote-4) | **Process[[5]](#footnote-5)** | **Situation**  **Impact Description** | **Impact to Process Owners and Users** |
| --- | --- | --- | --- | --- | --- | --- |
| *Policy Lifecycle* | [*Accession Negotiations*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37002) | [*Negotiations & Benchmark Reports*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37020) | *Negotiations management & support* | *Negotiations strategy & co-ordination (NSC)* |  | *e.g.*  *minor, moderate, significant* |
| *Policy Lifecycle* | [*Accession Strategy & Country Relations*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37003) | [*Country Relations*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37024) | *Economic, trade matters & statistics (ETS)* | *Economic, trade matters & statistics - horizontal issues* |  |  |
| *Policy Lifecycle* | [*Accession Strategy & Country Relations*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37003) | [*Country Relations*](http://intragate.ec.europa.eu/govisp/govis/protected/processGlossary/detailDomain.govis?itemId=37024) | *Economic, trade matters & statistics (ETS)* | *Economic, trade matters & statistics related to a specific country* |  |  |

### Impact on Stakeholders and Users

<This section should describe the impact of the current situation as described above from the stakeholders/users perspective (people perspective). In this context, the user is considered as the group of people that are affected by the current situation and will be affected by the proposed solution. Any required change management efforts will be described as part of the implementation plan of the proposed solution.

Note: In the case that the project includes an Information System (IS), this section should also detail the current working environment of the target users. Provide this information from a non-technical / end-user perspective. Provide further relevant contextual information. Suggestions are:

* User population;
* Which IT systems/platforms are in use today? Future platforms?
* What other IT systems do the users currently use for doing what they have to do? Does your IT system need to integrate with those?>

## Interrelations and Interdependencies

<This section should describe the interrelations and interdependencies of the current situation and therefore relating it to other problems, opportunities or needs. These interrelations and interdependencies can be found "inside" the organisation and "outside" of the organisation. This analysis is important as it places the current situation in the broader context of the organisation and the interrelations with other environments outside the organisation (e.g. external stakeholder groups).>

# Expected Outcomes

<This section should explain, from the business point of view, what are the desired outcomes in terms of organisation, human resources, assets, reputation, etc. Think of outcomes as the result of the change that the proposed solution will result in the organisation. The high-level outcomes identified in the Project Initiation Request should be considered in this section.>

# Possible Alternatives

<This section should describe any known or potentially available alternative solutions to tackle the current situation. From the list of the potential alternatives, one of them should be clearly chosen. The chosen alternative is the one that is the best for this proposed solution and it should be detailed in the next chapter. Other alternatives may be useful to bear in mind later-on for business continuity purposes. As a minimum, it is expected to analyse 2 alternatives. However comparing 3 or 4 alternatives is more convincing. The first solution is always “Do nothing”. So, what if we keep the current solution and do not solve the problem, fulfil the need or grab the opportunity? For an IT project the alternatives could be:

1. Do nothing;
2. Re-using an existing solution;
3. Development of a simple solution or buying/customising a solution;
4. Development of or buying/customising a sophisticated solution.

For each identified alternative, a general description, a SWOT analysis and a qualitative assessment should be provided. The SWOT analysis should provide the major Strengths, Weaknesses, Opportunities and Threats as perceived by the stakeholders considering the organisational impact, the financial impact, the timing impact and the associated risks.>

## Alternative A: Do nothing

<Provide the General Description, SWOT analysis and Quantitative Assessment.>

**General Description**

<Describe this alternative.>

**SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
|  |  |
| **Opportunities** | **Threats** |
|  |  |

**Qualitative Assessment**

<Describe how this alternative is viable (or not viable).>

## Alternative B: *<Solution Title>*

<Provide the General Description, SWOT analysis and Quantitative Assessment.>

**General Description**

<Describe this alternative.>

**SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
|  |  |
| **Opportunities** | **Threats** |
|  |  |

**Qualitative Assessment**

<Describe how this alternative is viable (or not viable).>

## Alternative C: *<Solution Title>*

<Provide the General Description, SWOT analysis and Quantitative Assessment>

**General Description**

<Describe this alternative.>

**SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
|  |  |
| **Opportunities** | **Threats** |
|  |  |

**Qualitative Assessment**

<Describe how this alternative is viable (or not viable).>

## Chosen alternative: *<Solution Title>*

<The recommended alternative should be clearly presented in this section after all alternatives have been discussed.>

**SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
|  |  |
| **Opportunities** | **Threats** |
|  |  |

**Qualitative Assessment**

<Describe how this alternative is viable (or not viable).>

To conclude based on the above analysis of alternatives, the chosen solution is <name of the alternative>. <Provide a final summary justifying the selection of this solution vis-à-vis the other alternatives described. The reader should be convinced that the benefit of choosing this alternative outweighs the costs of it.>

# Solution Description

<This chapter should elaborate on the solution chosen in chapter 4>

## Legal Basis

<This section should describe the legal basis of the proposed solution. Provide the link to the organisation's Strategic goals. Can be in the form of a Directive coming from the organisation’s senior management>

## Benefits

<This section should identify and describe the main benefits of the proposed solution (the results of the positive change and impact to the current situation). Think of benefits as the measurable improvement resulting from the previously described expected outcomes as they are perceived as an advantage by one or more stakeholders.>

## Success Criteria

<This section should describe the success criteria of the project. Think of success criteria as the measurable criteria based on which the project as a whole can be deemed as a success or a failure.>

<Critical criteria for the project are those which in their absence the project cannot be considered a success. Success criteria may be on scope, schedule and costs. Try to distinguish any product success criteria from the overall project success criteria, in a way that the latter can relate to the project's expected outcomes.>

<Example: Conference project –"minimum of 150 conference attendants with representatives from at least 20 different countries".>

## Scope

<This section should describe the high-level proposed solution scope setting the boundaries of the project. It clarifies which topics belong to the project. As an example, which outputs, processes, organisations are in scope. Is this a common solution for multiple organisations, countries, or only for one organisation or unit or one country?>

## Solution Impact

*<This section should describe how the proposed solution will address the identified impact for each of the affected processes analysed in section 2.2.1 Impact on Processes and the Organization.>*

| **Process** | **Solution**  **Impact Description** |
| --- | --- |
| *Negotiations strategy & co-ordination (NSC)* |  |
| *Economic, trade matters & statistics - horizontal issues* |  |
| *Economic, trade matters & statistics related to a specific country* |  |

## Deliverables

<This section should describe the most important deliverables of the proposed solution, e.g. a new process, an information system, a new policy, a service, a platform, a change management strategy, a communication plan, a conference, a promotional campaign, staff trained, etc.>

## Assumptions

<This section should describe any key assumptions of the proposed solution related to business, technology, resources, organisation environment, scope, expectations, or schedules.>

## Constraints

<This section should describe any key constraints of the proposed solution imposed in areas such as schedule, budget, resources, or products to be used or acquired.>

## Risks

<This section should describe the key risks of the proposed solution that have been initially identified with an associated high-level mitigation strategy if there is such.>

## Costs, Effort and Funding Source

This section should identify the Total Cost of Ownership (TCO) for the proposed solution over at least 5 years:

* In principle, this should include overall investments and costs (i.e. including IT and business side) for the whole life of the proposed solution until its final phase out.
* To establish a basis for comparison, TCO is currently defined as all the costs for delivering the solution as well as the costs of keeping the solution operational (e.g. maintenance, support, training, licencing, etc.) for the first 5 years of the proposed solution.
* These costs breakdown should distinguish between the "costs" of staff (expressed in FTE) and the other costs in k€ (e.g. costs of consultants, outsourcing, etc.).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Solution Implementation Costs** | 202a | 202b | 202c | 202d | 202e |
| Solution Development |  |  |  |  |  |
| Solution Maintenance |  |  |  |  |  |
| Support |  |  |  |  |  |
| Training |  |  |  |  |  |
| Infrastructure |  |  |  |  |  |
| **TOTAL** |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Business Implementation Costs** | 202a | 202b | 202c | 202d | 202e |
| Change management |  |  |  |  |  |
| Start-up costs |  |  |  |  |  |
| Coordination |  |  |  |  |  |
| Training |  |  |  |  |  |
| **TOTAL** |  |  |  |  |  |

## Roadmap

<This section should identify the expected start date and the expected delivery date of the project and the major milestones that break down the project in smaller management parts.>

## Synergies and Interdependencies

<This section should describe the synergies and interdependencies of the proposed solution with other opportunities, needs, or initiatives addressing them. These synergies and interdependencies can be found both "inside" and "outside" the organisation and could be identified by taking into account organisation-wide processes, practices, services and infrastructure. This information is useful to ensure that the project is not about to deliver something that already exists elsewhere (e.g. another part of the organisation) and that it could be re-used.

Note: In the case that the proposed solution includes an Information System (IS), the synergies and interdependencies should be identified taking into account corporate systems (e.g. HR, finance, procurement), other cross-organisational systems (e.g. systems used in several departments) and other common IT services or components.

These should be briefly described here and include:

* The IT services and components already available which will be re-used.
* The request for corporate/common IT services and components which doesn't exist at the current time but which might reduce the cost and time of development. This request should come with a precise timing by which the IT service has to be provided.
* The IT services and components which will be made re-usable and shared inside the organisation.

Consult the organisations portfolio of IT solutions that could be re-used and look for synergies with other projects.

Consider synergies with Open Source Observatory[[6]](#footnote-6) (OSOR) Repository and Forge, by reflecting on the following questions:

* Is there an open source project that delivers outputs related to the current project? Can the current project benefit from leveraging such open source outputs?
* Does this project contribute useful components for other projects? Is it worth considering delivering these components to OSOR or pursue a synergy with other OSOR projects?>

# Governance

## Project Owner (PO)

<As defined in the **PM2 Projects Roles & Responsibilities**.

The organisation funding and being the main beneficiary of the project usually nominates a person as the owner of the project, namely the Project Owner (PO).>

## Solution Provider (SP)

<As defined in the **PM2 Projects Roles & Responsibilities**.

The organisation, that will execute the project and will be accountable for the deliverables requested by the PO, will nominate a person to act as the supplier, namely the Solution Provider (SP). >

## Approving Authority

<The appropriate decision maker as specified in the organisation's governance structure (usually the chairman of a steering committee or the PO or the superior of the PO).>

Signature of the approving authority …………………………… Date ………

Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*  *<01.Project\_Initiation\_Request.XYZ.dd-mm-yyyy.V.1.0.docx>* | *<Example of a location>*  *< U:\PROJECTS\ProjectX\Documents\>* |
| 2 | Project folder | *<Insert project folder location.>* |
| 3 |  |  |

1. **Process Category** - The processes are classified in 14 process categories as follows: Asset Management, Audit, Communication & Dissemination, Coordination, Document Management, Financial Management, Grant Management, Human Resources, IT, Legislation Lifecycle, Policy Lifecycle, Procurement, Program Management, Strategic Planning [↑](#footnote-ref-1)
2. **Domain** - The domain is the cutting of the highest level of activities of the organisation. An organisation has only a few areas of activities, sometimes only one. In some cases, a domain is shared by several organisations, and even by all organisations [↑](#footnote-ref-2)
3. **Sub-Domain** - A Sub-Domain is a subset of areas of activities that meets a set of common objectives and constraints [↑](#footnote-ref-3)
4. **Macro-process** -A macro-process is a set of processes related to a sub-domain. It corresponds to a grouping of activities according to a common business logic. Sometimes the consolidation process corresponds to the sequential execution of many processes [↑](#footnote-ref-4)
5. **Process** - A process is an organised and repetitive sequence of actions involving resources which aims at producing a result to satisfy a client’s need [↑](#footnote-ref-5)
6. For more info on OSOR please refer to [http://www.osor.eu/](http://www.osor.eu/)) [↑](#footnote-ref-6)