

# Making a business case

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**City Information Group**  
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**Venue: TFPL Ltd**



# Value of making a business case

- business case or business plan?
- powerful decision-making tool
- addresses the concerns of the organisation
- considers 3 perspectives: you, your team, the organisation
- involves a range of people
- establishes stronger credibility
- helps to develop “what if..?” approach

# 3 cases

1. Case for more staff: a sector specialist
  - Demonstrating demand for your skills
2. Case for project involvement: the redevelopment of the intranet
  - Demonstrating your value
3. Case for a new online resource: adding new capabilities
  - Demonstrating efficiency

# Scenario: An additional member of staff

“We have been getting more and more enquiries and research projects from some of the big teams, especially those in telecommunications.

They really need someone to track their industry closely, seek out and use specialist data sources, organise and analyse information to present ideas and work with the team members to spot business opportunities.

The sector approach is becoming stronger across the firm as a means of differentiation in this crowded marketplace”.

# Additional staff: arguments

## FOR

- Business is demanding new skills and approaches
- Sector focus is a trend across the business
- Opportunity to really add value
- Integrates the team into the business, tailoring services to developing needs
- Could manage the person and split the costs with the relevant team
- Allows other information staff to concentrate on developing other aspects of the service

## AGAINST

- The organisation is cutting headcount, why are you adding to it?
- Can you retrain someone in your team to do this work?
- Is this a one-off request or are you building an empire?
- Can someone else in the organisation do this? Can't a junior person on the telecomms team do this?
- Have you planned for this in your budget?

# Scenario: Intranet development project

“The intranet is being under-utilised. It has little credibility and is barely more than a repository for standard forms and the café menu.

The IT department are going to revamp it, put on a new search engine and try to get people to add more data to it.

An “intranet development” team has been set up with people from each department to work out what to do”.

# Intranet development project: arguments

## FOR

- We have specialist information skills which could help the project in many ways
- We constantly see people struggling to organise information or failing to find and use credible sources
- People re-invent the information wheel every day: it's a waste of time and resource
- We have examples of where our input has had an impact already
- Structuring information around business needs is our forte

## AGAINST

- The team/s seem to be getting along OK without you...aren't they?
- What evidence do you have that your involvement is necessary?
- What problem are you solving?
- What will really change if you get involved?
- How will you find the time to attend extra meetings when you tell me you are already busy?
- How will you convince IT that this is a good idea?

# Scenario: purchasing a new online resource

“Several departments have been trying to get European company and market information for a while now. Our current databases don't have the necessary information and we are paying over the odds to buy it on an ad hoc basis. It also takes ages to get hold of.

The system we have our eye on will deliver the information the business needs and will help the teams to make decisions faster”.

# Purchasing a new online resource: arguments

## FOR

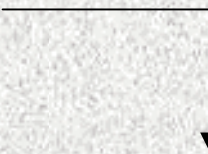
- This new system will really deliver the information we are missing
- The system chosen has a good reputation in the marketplace and has established itself
- We know what it can do - we have trialled a version of it with 3 departments and gathered their feedback
- It will save lots of time – for us searching and for the end users who need to analyse and integrate data under pressure

## AGAINST

- How have you been supplying this information to date?
- Where is the demand for this? Is it in one team or across the whole organisation?
- How will this improve the way we do things?
- What will be the impact on the end-users and your team?
- How much does it cost and who will pay?

# The 6 W questions

**What's the idea?**



**Which problem are you solving?**



**Who is involved?**



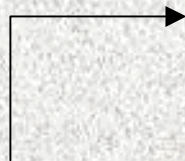
**Where will we see the impact?**



**When will this begin or take effect?**



**Which goals will be achieved by implementing this?**



**Writing the business case**

# Contents pages

<b>Adding staff</b>	<b>Intranet project</b>	<b>New database</b>
Outline current staff roles	Skills and value you can add	Outline of current services used
Staff qualifications, skills	Roles you can play in the team	Evidence of developing needs
Observations/feedback/research about user needs	Examples of similar collaborative approaches	Benefits to the business: end users, information team, etc
Examples of how you are trying to meet these needs	Business benefits of your involvement	Cost analysis
Benefits to the business of new skills	Impact on your team	The deal: negotiation and contract management
Recruitment and people management	Time limited	Review and feedback process

# Top tips

- Know who you are building the case for
- Be clear about what you want to achieve
- What if the answer is no? Determine the risk factors.
- Do your homework and ask yourself all the awkward questions
- Get buy in from your advocates and peers
- Understand organisational priorities
- Measure your success