



Developing the Business Case

Building the economic justification for IT-enabled change

IT investments are no longer about implementing IT solutions. They're about implementing IT-enabled change. Business value is generated by what organizations do with IT rather than by the technology itself. IT-enabled change starts by choosing investments wisely and then managing them as an asset or service throughout their lifecycle.

To ensure you identify and choose IT investments that will facilitate and enable change it's critical that you develop a clear and cohesive business case. Why change? What value will it bring? Does the proposed investment contribute to our strategic objectives and is the technology consistent with our existing architecture? Do we have a clear, shared understanding of the expected benefits and a plan to realize them? A well researched and fully informed business case will answer these questions—and more.



Getting Started

When developing a business case—few things substitute for experience. For over 15 years, BTRG has been helping clients understand the complete context of their IT investment decisions. Having implemented ERP systems for the Fortune 1000 since the early 90's we have been witness to the impact ERP investments have on corporate performance. We understand how the decisions you make today impact the options available to you tomorrow. We also understand the need to drive results now. That's why we begin developing every business case with a thorough base line accounting of recent performance.

Why Change? Understand your Baseline Performance

A business case will frame the context of the decision your about to make in terms of more than just the pressures and forces driving you to act. The decision context should include an analysis of your current state, the competitive environment, your strategy and your existing IT environment relative to the investment under consideration.

In order to fully understand your current, our financials experts will take a measure of your recent performance and work closely with you to estimate what future results will look like if you choose to do nothing. We'll compare the results against the averages for your industry. Knowing where you stand relative to your competitors will provide you with a set of benchmarks useful during decision making and will enable you to begin answering the question; why change?



What value will it bring? Understand Expected Benefits

Next, a value impact analysis will evaluate the quantitative and qualitative benefits of the investment. To accomplish this, we'll estimate the future net benefits of the proposed investment. Our expertise with ERP systems will be critical in fully identifying and understanding the elements of the proposed investment that are likely to drive value. We'll evaluate the proposed investment relative to your existing IT architecture to determine both its short and long-term fit.

Any IT investment you make now has implications for the future. The business case must address how the investment will enable your organization to accommodate a shift in strategic direction down the road. Will today's investment render future change facile and timely or cumbersome and time-consuming? Together, we'll develop a clear and shared understanding of the expected benefits of the proposed investment and we'll quantify their likely impact. Comparing the results against our earlier baseline performance, we'll enable you to determine if there's an economic justification for the proposed investment.

What steps are necessary? Understand How You'll Succeed

Once we have developed a clear justification for the investment in terms of total returns—analyzed according to financial and non-financial effects and projected over time—the last step is to develop a realistic plan to deliver. When developing the implementation plan, core issues will be addressed concerning your organization's leadership capability, availability of skilled technical resources and more. We'll also layout realistic time frames for achieving benefits realization and then we'll test our projections to avoid over or under estimating the performance forecast. In addition, we'll identify and establish metrics you can use to manage and evaluate progress.

With these core elements clearly defined and well researched—an informed and useful business case will answer the questions; Why change? What value will it bring and what steps are necessary for success?



Armed with answers to these questions—you can be confident that the decision your making will not only drive value today but support IT-enabled change tomorrow. BTRG provides business case development consulting services. Our expertise with the leading commercial-off-the-shelf ERP systems, custom software development, middleware technologies, business process optimization and financial analysis will bring an informed and insightful perspective to your investment decision. Our experts will guide your organization through a structured business case development process based on our 15+ years of experience advising the Fortune 1000 on their IT investment decisions. Call us today to schedule an assessment at 877-287-4462 or email us at sales@btrgroup.com.