Program Business Case

Enhance Your Program Management with PMI Standard Templates

Welcome to the Program Management Templates designed according to **PMI's Standard for Program Management - Fifth Edition (2024)**. These templates are invaluable tools for professionals preparing for **PgMP Certification** on [**Knowledge Map**](https://knowledgemap.pm) (https://knowledgemap.pm). By completing these templates for your real programs, you seamlessly blend real-world experience with PMI program management concepts, ensuring a comprehensive understanding and practical application.

Explore the full range of templates to streamline your program management processes and elevate your expertise. Available Templates:

* Program Business Case
* Program Charter
* Program Management Plan
* Program Risk Register
* Program Benefits Register
* Benefits Management Plan
* Stakeholder Register
* Stakeholder Engagement Plan
* Program Governance Plan
* Program Change Request
* Resource Management Plan
* Risk Management Plan
* Schedule Management Plan
* Scope Management Plan
* Program Performance Report
* Change Log
* Change Management Plan
* Communications Management Plan
* Financial Management Plan
* Information Management Plan
* Lessons Learned Register
* Procurement Management Plan
* Quality Management Plan
* Final Program Report

To access and benefit from these templates, visit: [KnowledgeMap.pm/Certifications/PgMP](https://knowledgemap.pm/certifications/pgmp)

Utilize these structured, professional templates to ensure your program's success and to boost your readiness for PgMP certification.

Program Business Case Template

Organizations build strategy to define how their vision should be achieved. The completion of the strategic planning cycle results in the creation or update of the organization’s strategic goals and objectives, which are then documented in the organization’s strategic plan. The organization’s vision and mission are used as inputs to the strategic planning cycle and are reflected throughout the strategic plan. The organization’s strategic plan is subdivided into a set of organizational initiatives that are influenced in part by market dynamics, customer and partner requests, shareholders, government regulations, the organization’s strengths and weaknesses, risk exposure, and competitor plans and actions. These initiatives may be grouped into portfolios to be executed during a predetermined period.

Programs are formally evaluated, selected, and authorized based on their alignment with, and support of, the organization’s strategic plan, usually as part of its governance practices. To facilitate alignment and goal setting, the organization’s strategic plan is further delineated as a set of goals and objectives that may have measurable elements such as products, deliverables, benefits, cost, and timing, among others. The goal of linking the program to the organization’s strategic plan is to design and manage a program that will help the organization achieve its strategic goals and objectives, and to balance its use of resources while optimizing value. This optimization is achieved through the **Program Business Case**. During program definition, the program manager collaborates with key sponsors and stakeholders to develop the **Business Case**, which assesses the program’s investment against the intended benefits. The **Business Case** can be basic and high level or detailed and comprehensive. It usually describes key parameters that may be used to assess the objectives and constraints for the intended program.

The **Business Case** may include details about the program outcomes, approved concepts, issues, high-level risks and opportunity assessments, key assumptions, business and operational impacts, cost-benefit analysis, alternative solutions, financial analysis, intrinsic and extrinsic benefits, market demands or barriers, potential profits, social needs, environmental influences, legal implications, time to market, constraints, and the extent to which the program aligns with the organization’s strategic plan. The **Business Case** describes the intent and authority behind the drivers of the program and the underlying philosophy of the business need. It serves as both approval and justification for the investment that will be expended to deliver the program benefits in line with the organization’s strategy.

The **Business Case** is required as one of the document deliverables before the program can be chartered and may be considered as the primary justification document for an investment decision. It also describes success criteria to be maintained throughout the program. The variance between the achieved and the planned outcomes is calculated to measure the success of the program.

One such measurement of success determined in a **Business Case** involves intangible (or nontangible) benefits. These are benefits that a program intends to produce but may not be measured in units of money; examples include brand awareness, regulatory compliance, or enhanced customer experience. Organizations should strive to monitor these intangibles.

The **Business Case**, once approved, indicates the investment earmarked for achieving a component of the organization’s strategic objectives. Any expenditure outside of the approved **Business Case** is a deviation from the strategy and represents misalignment. It is the role of the Governance Framework performance domain to ensure such deviation does not occur.

# Executive Summary

What is the program about, and how does it align with our organizational goals and expected outcomes?

* Brief overview of the program
* Strategic alignment with organizational goals
* Key benefits and expected outcomes

# Organizational Strategy and Alignment

How does this program align with our organization's vision, mission, and strategic goals and objectives?

* Vision and mission of the organization
* Strategic goals and objectives from the strategic plan
* How the program aligns with and supports these goals

# Program Overview

What are the primary objectives, scope, key deliverables, and milestones of this program?

* Description of the program
* Objectives and scope
* Key deliverables and milestones

# Business Need and Justification

What is the business need driving this program, and what is the justification for the investment?

* Business need driving the program
* Underlying philosophy and drivers
* Justification for investment

# Stakeholder Analysis

Who are the key sponsors and stakeholders, what are their roles and responsibilities, and how will we engage with them?

* Key sponsors and stakeholders
* Roles and responsibilities
* Stakeholder expectations and engagement plan

# Benefits and Outcomes

What measurable benefits (financial and non-financial) and intangible benefits do we expect from this program, and what are the success criteria and metrics?

* Measurable benefits (financial and non-financial)
* Intangible benefits (brand awareness, regulatory compliance, etc.)
* Success criteria and metrics

# Cost-Benefit Analysis

What are the detailed costs, expected benefits, and return on investment for this program, and what does the financial analysis project?

* Detailed cost analysis
* Expected benefits and return on investment
* Financial analysis and projections

# Risk and Opportunity Assessment

What are the high-level risks and mitigation strategies, key opportunities, and assumptions and dependencies for this program?

* High-level risks and mitigation strategies
* Opportunity assessment
* Key assumptions and dependencies

# Market and Environmental Analysis

What are the market demands, barriers, environmental influences (social, legal, ecological), and time to market considerations for this program?

* Market demands and barriers
* Environmental influences (social, legal, ecological, etc.)
* Time to market considerations

# Alternative Solutions

What alternative solutions were considered, how do they compare, and what is the rationale for the selected approach?

* Description of alternative solutions considered
* Comparative analysis
* Rationale for selected approach

# Program Constraints and Dependencies

What are the key constraints (time, budget, resources) and dependencies or interdependencies with other programs/projects for this program?

* Key constraints (time, budget, resources, etc.)
* Dependencies and interdependencies with other programs/projects

# Governance and Approval

What is the governance framework for this program, who has the approval authority, and what monitoring and control mechanisms will ensure alignment with our strategy?

* Governance framework and practices
* Approval authority and decision-making process
* Monitoring and control mechanisms to ensure alignment with strategy

# Conclusion

What are the key points summarized, the final recommendation for program initiation, and the next steps and immediate actions?

* Summary of key points
* Final recommendation for program initiation
* Next steps and immediate actions

# Appendices (if applicable)

* Detailed financial analysis
* Risk register
* Stakeholder engagement plan
* Supporting documents and references