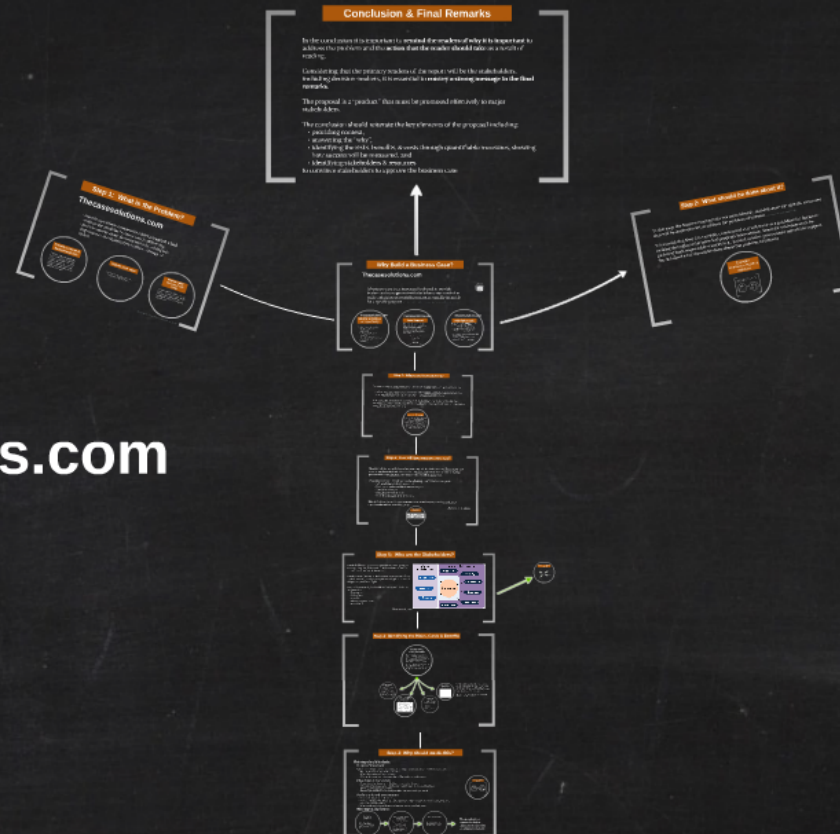


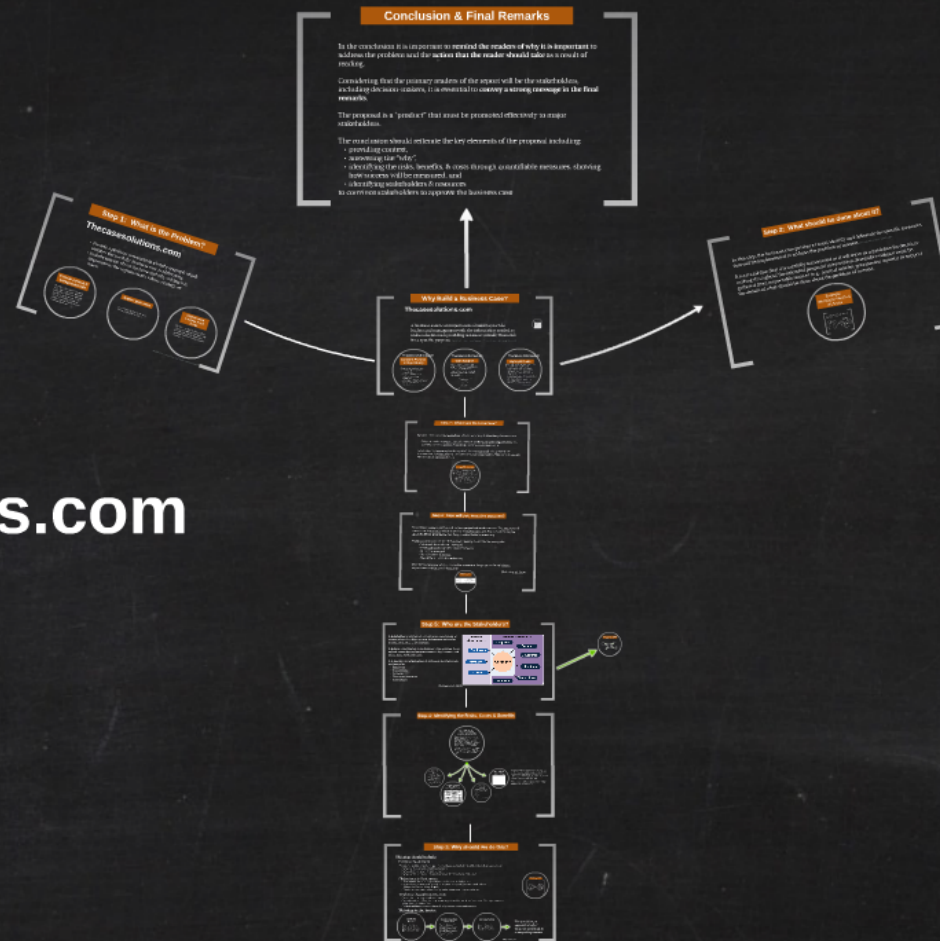
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The Business Case for Integrated Reporting: Insights from Leading Practitioners, Regulators, and Academics

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Why Build a Business Case?

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A business case is an important tool used to provide leaders and management with the information needed to make a decision on providing resources (usually financial) for a specific purpose.

(British Heart Foundation, n.d., Oregon Department of Human Services, 2006, Public Record Office Victoria, 2015)



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Identify a Problem or Opportunity

A business case can be used to:

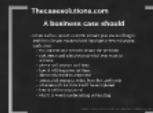
- identify a problem, idea or opportunity,
- secure or develop current services, resources or equipment,
- or to support implementing new services, equipment, or resources

Project Plan Canvas v. 1.0 - Project Plan Canvas Foundation, 2016. Public Record Office Victoria, 2015.

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Gain Support

Written well, it can serve multiple purposes to gain the **commitment, support, and participation** required from management and leadership to **transform an idea into reality.**



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Highlight Goals

Effective business cases highlight specific, clear goals about the proposed idea which:

- demonstrate the benefits to the target audience, stakeholders, and organization
- align with the overall vision, goals, or objectives of the decision makers and the organization
- follow evidence-based or best practices which show promising results
- is managed well, financially viable, and economically sound,
- show the risks if it is not implemented

(British Heart Foundation, n.d.)

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A business case should

- relate to the context or environment you are working in and the relevant national and local government targets and cover:
 - the context and content about the problem
 - outcomes and objectives of what you want to achieve
 - who it will impact and how
 - how it will improve services
 - alternative options explored
 - associated impacts, risks, benefits, and costs
 - a framework for how it will be completed
 - how it will be resourced
 - why it is worth undertaking or funding

Public Resource Planning, 2013. Oregon Department of Human Services, 2006

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General Format
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- Executive summary
- Introduction & background
- Statement of the problem
- Objectives of the project
- Analysis
- Discussion of possible options & anticipated outcomes
 - Benefits/risks
 - Cost/benefits
 - Financial analysis
- Recommendation
- Details of chosen option
 - Implementation approach & timeline
 - **How it will be evaluated & success measured**
 - Implications if not done or unsuccessful
- Conclusion

Step 1: What is the Problem?

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- Provide a problem statement in a brief paragraph which outlines the need the business case is addressing.
- Include context about the issue and why solving it is important to the organization's values, strategy, or vision.

Provide context & background info

Provide background information and context on what is currently being done and how it is working including the resources, current services or options, equipment, staffing, or programming in place, and associated costs.

Support your case

Use statistics to support the issue you are proposing to address.

Explain what success it will bring

Be sure to provide evidence of best practices on why your proposal will work and identify the risks of not moving forward with the proposed business case.