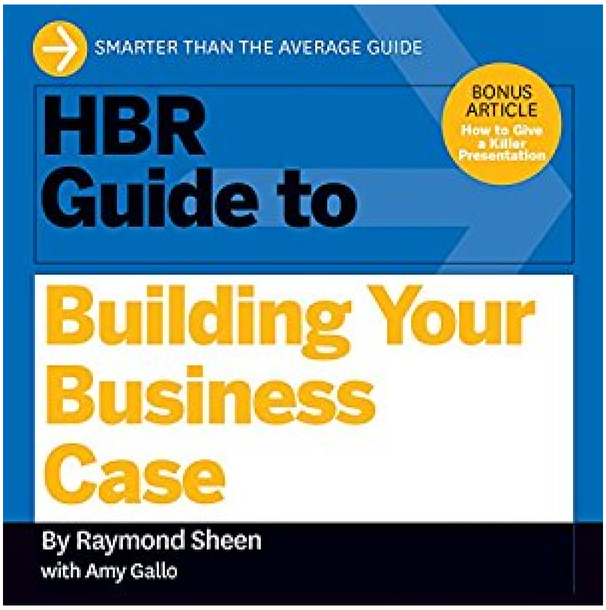
HBR Guide To Building Your Business Case



Synopsis

Get your idea off the ground. You've got a great idea that will increase revenue or boost productivity - but how do you get the buy-in you need to make it happen? By building a business case that clearly shows your idea's value. That's not always easy: Maybe you're not sure what kind of data your stakeholders will trust. Or perhaps you're intimidated by number crunching. The HBR Guide to Building Your Business Case, written by project management expert Raymond Sheen, gives you the guidance and tools you need to make a strong case. You'll learn how to: Spell out the business need for your idea Align your case with strategic goals Build the right team to shape and test your idea Calculate the return on investment Analyze risks and opportunities Present your case to stakeholders

Book Information

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Customer Reviews

Good discussion of fundamental concepts for building a business case. Doesn't quite distinguish the business case from a proposal well enough and assumes the reader is creating a business case to develop a product, which is one of many purposes for a business case. Light reading, good front-end reading for discussion or conference on the subject.

You can never go wrong with anything from HBR! I used this as background for myself on a consulting project and it provided the precise information I needed to guide my client. There are supplementary ppt decks that help you build your deck.

the book is remarkably written in such a simple and clear form. You'll waste no time in crafting a business plan after reading through it.

A very neat, straigthforward guide to build a business case.

Does a good job outlining the basics.

Very basic.

Most of the volumes in the Ã¢Â ÂœHBR Guide toÃ¢Â Â• series consists of anthologies of articles previously published in Harvard Business Review in which various contributors share their insights concerning a major business subject such as Better Business Writing, Getting the Right Work Done, and Project Management.As is also true of volumes in other such series, notably HBR Essentials, HBR Must Reads, and HBR Management Tips, HBR Guides offer substantial value in cutting-edge thinking from 25-30 sources in a single volume at a price (each at about $15-20 from in the bound version) for a fraction of what article reprints would cost.What we have in this volume Ã¢Â Â" on sale by US for only $18.47 Ã¢Â Â" is material created by Raymond Sheen with Amy Gallo. It is also noteworthy that Chris Anderson, TEDÃ¢Â Â™s Curator, contributed Appendix B, Ã¢Â ÂœHow to Create a Killer Presentation.Ã¢Â Â• Nancy Duarte supplements AndersonÃ¢Â Â™s material with an explanation of how to Ã¢Â ÂœFind the perfect mix of data and narrative,Ã¢Â Â• Figure B-1.Formulation of a business case requires effective use of the four levels of discourse that Aristotle examines in his classic work, Rhetoric: Explain with information (exposition), make vivid with compelling details (description), tell a story for explain a sequence (narration), and convince with logic and/or evidence (argumentation). According to Sheen, Ã¢Â ÂœNo matter where you work or what type of idea youÃ¢Â Â™re pitching, you should follow the same basic process for any business case you develop.Ã¢Â Â•Here is the five-step process he recommends and explains:1. Ã¢Â ÂœThe story starts, as all good ones do, with a problem. This is the [begin] business need [end] youÃ¢Â Â™re trying to solve.Ã¢Â Â• (See section 1)2. Ã¢Â ÂœOnce youÃ¢Â Â™ve pinpointed the problem or opportunity, itÃ¢Â Â™s time to identify your storyÃ¢Â Â™s charactersÃ¢Â Â•o Your stakeholders have the authority to approve or reject your business case.o Beneficiaries are those who stand to gain from what youÃ¢Â Â™re proposing.o YouÃ¢Â Â™ll draw on subject-matter experts to help create the case.3. Ã¢Â ÂœThen youÃ¢Â Â™ll consider alternatives for meeting the business need Ã¢Â Â” different ways your story might play out.Ã¢Â Â• (See section 3)4. Ã¢Â ÂœAfter making the best choice in light of what you know at that point, youÃ¢Â Â™ll create a very high-level project plan to roughly gauge the amount of time and resources youÃ¢Â Â™ll need and the value your solution will bring.Ã¢Â Â•5. Ã¢Â ÂœFinally. itÃ¢Â Â™s time to tell your story. Package it in whatever format your company uses for business cases and present it to your stakeholders. If no templates exist, create your own logical format.Ã¢Â Â• (See section 5)With Gallo, Sheen explains HOW to complete each step.If you need to prepare a Ã¢Â Âœkiller presentationÃ¢Â Â• in one form or another, here are the first two of AndersonÃ¢Â Â™s five recommendations:Frame Your Story: Ã¢Â ÂœWhen I think about compelling presentations, I think about taking an audience on a journey. A successful talk is a little miracle Ã¢Â Â” people see the world differently afterward. If you frame the talk as a journey, the biggest decisions are figuring out where to start and where to end. To find the right place to start, consider what people in your audience already know about your subject Ã¢Â Â” and how much they care about itÃ¢Â Â¦The most engaging speakers do a superb job of very quickly introducing the topic, explaining why they care so deeply about it, and convincing the audience members that they should, too.Ã¢Â Â•Plan Your Delivery: Once youÃ¢Â Â™ve get the framing down, itÃ¢Â Â™s time to focus on your delivery. There are three main ways to deliver a talk. You can read it directly off a script or teleprompter. You can develop a set of bullet points that map out what youÃ¢Â Â™re going to say in each section rather than scripting the whole thing word for word. Or you can memorize your talk, which entails rehearsing ton the point where you internalize every word Ã¢Â Â” verbatimÃ¢Â Â¦My advice: DonÃ¢Â Â™t read it, and donÃ¢Â Â™t use a teleprompter. ItÃ¢Â Â™s usually just too distancing Ã¢Â Â” people will know your reading [rather than personally sharing what you really care about].Ã¢Â Â•Anderson also explains how to Develop Stage Presence, Plan the Multimedia, and Putting It All Together.* * *Those who need to formulate a business case Ã¢Â Â” such as CEO preparing a Ã¢Â Âœdog and pony showÃ¢Â Â• for an IPO road show, a brand manager unveiling a new product, a team seeking additional resources for a project team, or a start-up putting to VCs Ã¢Â Â” will find an abundance of information, insights, and counsel in the HBR Guide to Building Your Business Case.Be sure to keep in mind, meanwhile, that the presentation must take into full account a question that is in the mind of every member of the given audience: "Why should I care?"

Being a fan of HBR’s anything, I was eager to get my hands on this book for a review. Being in healthcare business development for over 15 years, this book sung out to me. This is an awesome basic book that lays out the Who, What, When and Why of a business case. In tradition HBR excellence, it took it a step above and I was able to pull things out that I could utilize as well. As usual, this will be an HBR guide that I purchase, use and refer to. I think I would have liked to have seen it go a tad bit deeper into tips that someone in my position could utilize. At its core, this was still a book for novices to utilize and learn from.

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