**<Company Name>**

**<Company Logo>**

**Business Case**

**Template**

**V0.1**

## 

## Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Author** | **Description** | **Date** |
| 0.1 |  | First Draft for Review |  |
| 1.0 |  | Approved Baseline |  |
|  |  |  |  |

**Table of Contents**

[1 Executive Summary 4](#_Toc272223378)

[2 Product/Solution Objectives 4](#_Toc272223379)

[2.1 Product/Solution Description and Goals 4](#_Toc272223380)

[2.2 Business Rationale 4](#_Toc272223381)

[3 Product/Solution Profile 4](#_Toc272223382)

[3.1 Product/Solution Description 4](#_Toc272223383)

[3.2 Market Pricing Strategy 4](#_Toc272223384)

[3.3 Product/Solution Value Propositions 5](#_Toc272223385)

[4 Market Profile 5](#_Toc272223386)

[4.1 Market Analysis 5](#_Toc272223387)

[4.2 Customer Analysis 5](#_Toc272223388)

[5 Competitive Analysis 6](#_Toc272223389)

[5.1 Competitive Positioning 6](#_Toc272223390)

[5.2 Competitors’ products and solutions 6](#_Toc272223391)

[6 Financial analysis 6](#_Toc272223392)

[6.1 Revenue forecast 6](#_Toc272223393)

[6.2 Key cost components 6](#_Toc272223394)

[6.3 Financial models 6](#_Toc272223395)

[7 RISKS AND DEPENDENCIES 6](#_Toc272223396)

[7.1 Risks 6](#_Toc272223397)

[7.2 Dependencies 6](#_Toc272223398)

[8 Glossary of Terms 7](#_Toc272223399)

[9 References 7](#_Toc272223400)

# Executive Summary

This section should be kept short and succinct and is typically no more than half a page.

Provide an overview of *why* the product/solution is being built. Discussion can include:

* Product/solution’s business objectives
* Product description
* Target customers
* Value propositions
* Overview of Financials

# Product/Solution OBJECTIVES

## Product/Solution Description and Goals

Discuss the product/solution’s goals and objectives. Objectives include, but are not limited to:

* Revenue/market share
* Target customer type, specifically targeted accounts, targeted channel
* Strategic objectives to leverage the portfolio

Metrics should also be defined so as to be able to measure the success of the product/solution. It is likely that metrics will include both quantitative and qualitative measurements. Metrics should also have timeframes associated with them.

## Business Rationale

What is the strategic importance of this product/solution to <Company Name>?

* Does this product/solution enhance/complete a portfolio or solution?
* Does this product/solution open up new markets for <Company Name>?
* How does this support <Company Name>’s business objectives?

# Product/Solution Profile

## Product/Solution Description

* + 1. What is the product/solution? If a solution, list the products and services that are part of it. If a product, list what solutions it is part of.
    2. What are the key features/benefits of this product/solution? What are the product's/ service's unique selling points?
    3. Indicate how this is new product/solution is positioned in the existing portfolio of products/solutions. What additional products/solutions could be sold leveraging this one?
    4. Describe future planned roadmap, i.e., 1-2 year roadmap
    5. Indicate, if relevant whether this new product/solution will cannibalize any current product/solution and whether previous releases will still be commercialized.
    6. How will this product be developed/delivered (in-house, vs partnership/vendor?)

## Market Pricing Strategy

List related pricing policy: such as general discount, specific discount for specific case and etc.

*Considerations*: How a product is priced obviously has a direct effect on its market success. Though pricing strategy and computations can be complex, the basic rules of pricing are straightforward:

* Pricing must reflect the dynamics of cost, demand, changes in the market and response to your competition.
* Pricing must ensure a reasonable return on investment and an acceptable time period for recover of project costs and up front per-unit costs. <Company Name> generally measures these values based on margin, payback and cashflow.
* Prices must be established to assure sales. Don't price against a competitive operation alone. Rather, price to sell and build market share. This a standard volume versus gross margin calculation; does higher volume at a lower price contribute better bottom-line value to <Company Name> compared to lower volume at a higher price?
* Product utility, longevity, maintenance and end use must be judged continually, and target prices adjusted accordingly.
* Prices must be set to preserve order in the marketplace. This is of special consideration to <Company Name> with its established and often complicated channel structure where the potential for channel conflict could rapidly result in downward pricing pressure.

## Product/Solution Value Propositions

* + - Why should partners/customers care about this product/solution?
    - What partner/customer needs are addressed by this product/solution?
    - What are the compelling value propositions that will create partners/customers demand for the product/solution?
* How can the partners/customers increase revenue?
* How can the partners/customers reduce costs?

# Market Profile

## Market Analysis

* + What is the target market for this product/solution?
  + What is the total market size? What portion of the market is addressable?
  + Does this product/solution expand the addressable market for <Company Name>?
  + What is the size of the target market and over what timeframe?
* Is this a growth market, mature market, emerging market, etc.?
  + What are the trends driving this market
  + List all the factors which may influence the market
  + Who are the market leaders in this target market?
* Why are these companies the market leaders?
* Any specific window for launch required?

## Customer Analysis

* + What customer segments are we targeting with this product/solution?
* Are we targeting existing <Company Name> accounts with certain products already installed?
* What are the profiles of the partner/customer segments to target?
  + Are we targeting customers nationwide or is this product/solution targeted at specific regions?
  + What specific accounts are being targeted by this product/solution?
  + What was the feedback of partners/customers?

# Competitive Analysis

## <Company Name>’s Competitive Positioning

* Describe how the product/solution will be positioned against the key competitors in the target market. Positioning is how the product will be perceived by the customer in relation to the competition. Highlight the key differentiators and proof points

## Competitors’ products and solutions

* Who are the top 3 competitors for this product/solution?
* For each competitor’s product/solution:
* Provide a competitive/SWOT analysis. Include their sales and pricing strategies as well as customer segment relationships
* Detail the top 3 sales tactic/strategies to use against the competitor’s product/solution and how the competitor will respond to each tactic
* Detail the top 3 sales tactic/strategies used by the competitor against <Company Name>’s product/solution and how the <Company Name> sales force should respond

# Financial analysis

\**All financial analysis should be validated by a Finance expert.*

## Revenue forecast

* Three year revenue forecast
* Market share analysis
* Revenue forecast
* Is the revenue incremental to <Company Name>?
* Some key factors to consider: NRC, MRC, Churn, Line count

## Key cost components

* What are the key cost components?
* What investments need to be made?
* What is the capex investment?
* What is the opex investment?
* What is the SWIS investment?
* What is the Research and Development investment (trial and lab cost)?
* What is the NPV, EBITDA, and IRR?

## Financial models

* Finance should approve financial analysis
* Cash flow
* NPV, EBITDA, IRR
* PPP (capex, Opex, SWIS cost)

# RISKS AND DEPENDENCIES

## Risks

* Market risks/issues
* Business risks/issues
* Product strategy risks/issues
* Product availability risks/issues
* Competitor risks/issues

## Dependencies

* Availability of other products/solutions
* Partnership agreements
* Execution of other marketing plans

# Glossary of Terms

# ReferenceS

**-End of document-**