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Global Learning for Operational Leaders



COMMUNICATION AND WRITING SKILLS | CWS-039

Writing Effective Business Cases

Contact

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Course content

Why Attend

Investment proposals, new projects, system purchases and service changes usually require a business case before they can proceed. A strong business case sets out the problem, options, costs, benefits and risks clearly enough for decision makers to approve with confidence. A weak one stalls good ideas or allows poor ones to proceed.

This Writing Effective Business Cases training course gives participants a structured method for building and writing persuasive, evidence-based business cases. Participants learn how to define the case for change, develop and appraise options, estimate costs and benefits, assess risks, plan delivery and present the case convincingly in writing and in person.

Course Methodology

• The course is practical and project-based. Participants work on a business case from their own organisation or a realistic case study, developing each section in turn with guidance, examples and templates. Peer challenge sessions test the strength of their arguments, and participants present their case at the end of the course.

Course Objectives

• Explain the purpose of business cases in investment decisions

• Define the problem, objectives and case for change clearly

• Develop and appraise a realistic range of options

• Estimate costs, benefits and financial measures credibly

• Assess risks, assumptions and sensitivities

• Plan implementation, governance and benefits realisation

Target Audience

• Managers proposing projects and investments

• Project and programme managers

• Business analysts

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- Finance business partners

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Course outline

Detailed course outline

Day-by-day outline for Writing Effective Business Cases.

Day 1 - Business Cases and Decision Making

- 09:00-09:34 | Why organisations require business cases
- 09:34-10:08 | Stages of business case development from outline to full
- 10:08-10:42 | Common business case frameworks in overview
- 10:42-11:00 | What decision makers look for in a business case
- 11:00-11:30 | Coffee break
- 11:30-11:46 | What decision makers look for in a business case (continued)
- 11:46-12:20 | Reasons business cases fail to gain approval
- 12:20-12:53 | Understanding your organisation's approval process
- 12:53-14:00 | Exercise: assessing a sample business case

Day 2 - Strategic Case and Options

- 09:00-09:34 | Defining the problem and the need for change
- 09:34-10:08 | Setting SMART objectives and success measures
- 10:08-10:42 | Aligning the proposal with organisational strategy
- 10:42-11:00 | Generating a long list of options
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Generating a long list of options (continued)
- 11:46-12:20 | Shortlisting options using clear criteria
- 12:20-12:53 | Including a credible do-minimum option
- 12:53-14:00 | Workshop: building the strategic case and options

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Day 3 - Costs, Benefits and Financial Appraisal

- 09:00-09:34 | Estimating capital and operating costs
- 09:34-10:08 | Identifying financial and non-financial benefits
- 10:08-10:42 | Quantifying and valuing benefits credibly
- 10:42-11:00 | Payback, net present value and return on investment
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Payback, net present value and return on investment (continued)
- 11:46-12:20 | Affordability and funding sources
- 12:20-12:53 | Presenting financial information for non-specialists
- 12:53-14:00 | Exercise: preparing a simple cost-benefit analysis

Day 4 - Risks, Delivery and Benefits Realisation

- 09:00-09:34 | Identifying risks, assumptions and dependencies
- 09:34-10:08 | Sensitivity analysis and scenario testing
- 10:08-10:42 | Procurement and commercial considerations
- 10:42-11:00 | Implementation plan, timeline and resources
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Implementation plan, timeline and resources (continued)
- 11:46-12:20 | Governance and decision points for delivery
- 12:20-12:53 | Benefits realisation and tracking after approval
- 12:53-14:00 | Workshop: drafting risk and delivery sections

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Day 5 - Writing and Presenting the Case

- 09:00-09:39 | Writing a compelling executive summary
- 09:39-10:18 | Structuring the full document for easy review
- 10:18-10:57 | Using clear language, tables and visuals
- 10:57-11:00 | Anticipating and answering challenging questions
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Anticipating and answering challenging questions (continued)
- 12:06-12:44 | Presenting the case to an approval panel
- 12:44-13:22 | Final presentation with peer and trainer feedback
- 13:22-14:00 | Personal action plan for business case writing

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Seminar dates

Available seminar dates

Live dates and pricing for Writing Effective Business Cases generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	London	Classroom	**€2,915**
7 - 11 December 2026	Barcelona	Classroom	**€2,275**
14 - 18 December 2026	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	London	Classroom	**€2,915**
11 - 15 January 2027	Barcelona	Classroom	**€2,275**
18 - 22 January 2027	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	Rome	Classroom	**€2,830**
8 - 12 February 2027	London	Classroom	**€2,915**
15 - 19 February 2027	Barcelona	Classroom	**€2,275**
22 - 26 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Live dates and pricing for Writing Effective Business Cases generated from the course details page.

Date	Location	Format	Fee
1 - 5 February 2027	Vienna	Classroom	**€3,425**
15 - 19 March 2027	London	Classroom	**€2,915**
22 - 26 March 2027	Barcelona	Classroom	**€2,275**
1 - 5 March 2027	Frankfurt	Classroom	**€2,175**
8 - 12 March 2027	Amsterdam	Classroom	**€3,215**
26 - 30 April 2027	London	Classroom	**€2,915**
5 - 9 April 2027	Barcelona	Classroom	**€2,275**
12 - 16 April 2027	Frankfurt	Classroom	**€2,175**
19 - 23 April 2027	Cape Town	Classroom	**€1,825**
3 - 7 May 2027	London	Classroom	**€2,915**

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Date	Location	Format	Fee
10 - 14 May 2027	Barcelona	Classroom	**€2,275**
17 - 21 May 2027	Frankfurt	Classroom	**€2,175**
24 - 28 May 2027	Dubai	Classroom	**€2,845**
21 - 25 June 2027	London	Classroom	**€2,915**
7 - 11 June 2027	Barcelona	Classroom	**€2,275**
14 - 18 June 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	London	Classroom	**€2,915**
26 - 30 July 2027	Barcelona	Classroom	**€2,275**
5 - 9 July 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	Istanbul	Classroom	**€2,825**

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Seminar dates

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Date	Location	Format	Fee
23 - 27 August 2027	London	Classroom	**€2,915**
2 - 6 August 2027	Barcelona	Classroom	**€2,275**
9 - 13 August 2027	Frankfurt	Classroom	**€2,175**
16 - 20 August 2027	Kuala lumpur	Classroom	**€2,425**
20 - 24 September 2027	London	Classroom	**€2,915**
6 - 10 September 2027	Barcelona	Classroom	**€2,275**
13 - 17 September 2027	Frankfurt	Classroom	**€2,175**
11 - 15 October 2027	London	Classroom	**€2,915**
18 - 22 October 2027	Barcelona	Classroom	**€2,275**
25 - 29 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

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Date	Location	Format	Fee
4 - 8 October 2027	Munich	Classroom	**€2,425**
15 - 19 November 2027	London	Classroom	**€2,915**
22 - 26 November 2027	Barcelona	Classroom	**€2,275**
1 - 5 November 2027	Frankfurt	Classroom	**€2,175**
8 - 12 November 2027	Paris	Classroom	**€2,810**
27 - 31 December 2027	London	Classroom	**€2,915**
6 - 10 December 2027	Barcelona	Classroom	**€2,275**
13 - 17 December 2027	Frankfurt	Classroom	**€2,175**
20 - 24 December 2027	Rome	Classroom	**€2,830**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Writing Effective Business Cases generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**

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15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**

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24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**

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2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**

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22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**