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By Business Case Approach phase and the five-case model

Select the links to go to web pages with more information about the phases, cases and other guidance.

		Single-stage business case (activity)			
BCA phase	Point of entry	Programme business case	Indicative business case (activity)	Detailed business case (activity)	Pre-implementation and implementation phases
Five-case model					
Strategic case 	Check:  <ul style="list-style-type: none"> What's known What's needed 	Develop:  <ul style="list-style-type: none"> Strategic context Problem/benefit definition Risks and uncertainties Investment objectives 	Progress/refine:  <ul style="list-style-type: none"> Strategic context Problem/benefit definition (activity) Risks and uncertainties (activity) Investment objectives (activity) 	Progress/refine:  <ul style="list-style-type: none"> Strategic context Problem/benefit definition (activity) Risks and uncertainties (activity) Investment objectives (activity) 	Review and confirm:  <ul style="list-style-type: none"> The case for change
Economic case 	Check:  <ul style="list-style-type: none"> What's known What's needed 	Develop:  <ul style="list-style-type: none"> Multi-criteria analysis (MCA) criteria Alternatives and options Strategic response Recommended programme 	Progress/refine: (activity-level)  <ul style="list-style-type: none"> MCA criteria Longlist options and evaluation Recommended option (or shortlist) 	Progress/refine:  <ul style="list-style-type: none"> Recommended option (or shortlist) Develop:  <ul style="list-style-type: none"> Economic evaluation of shortlist Other MCA criteria Preferred option 	Review and confirm:  <ul style="list-style-type: none"> Optioneering from detailed business case
Commercial case 	Check:  <ul style="list-style-type: none"> What's known What's needed 	Develop: (high-level – programme)  <ul style="list-style-type: none"> Procurement strategy 	Progress/refine: (high-level – activity)  <ul style="list-style-type: none"> Procurement strategy 	Progress/refine:  <ul style="list-style-type: none"> Procurement strategy Risk allocation Contractual and other issues 	Finalise:  <ul style="list-style-type: none"> Procurement risk management
Financial case 	Check:  <ul style="list-style-type: none"> What's known What's needed 	Develop: (high-level)  <ul style="list-style-type: none"> Programme affordability and funding 	Progress/refine: (high-level)  <ul style="list-style-type: none"> Activity affordability and funding 	Progress/refine:  <ul style="list-style-type: none"> Activity funding plan 	Finalise:  <ul style="list-style-type: none"> Activity funding plan
Management case 	Check:  <ul style="list-style-type: none"> What's known What's needed 	Develop:  <ul style="list-style-type: none"> Programme management planning (including implementation plan) Programme governance 	Progress/refine: (high-level – activity)  <ul style="list-style-type: none"> Project management planning 	Progress/refine:  <ul style="list-style-type: none"> Project management planning Change, benefits, risk and post-project management planning 	Finalise:  <ul style="list-style-type: none"> Project management arrangements Change, benefits, risk and post-project management planning arrangements

Note: If you are going straight from point of entry to an indicative or single-stage business case, the above actions will be 'Develop' instead of 'Progress/refine'.