4-step guide to building a business case.

Build an investment business case by demonstrating the investment's strategic value, showcasing financial feasibility and risk analysis, and structuring investment proposal documents.

So you've decided to present a new project to your leadership team: the development of a knowledge management strategy that includes Bloomfire as your primary platform. In response, they've requested the detailed knowledge management business case to understand the rationale behind it.

Whether this is your first time preparing a business case or you are an old pro, this step-by-step guide is designed to help you identify stakeholders needs, make sure you address the potential competing interests across multiple groups or functions, showcase the strategic value of your plan and then get buy-in from the executive team. Ultimately, any business case is about making a case for change - you want to do something different than the way it was done before. This means that internal inertia (doing nothing, keeping the status quo) will be a challenge because most people aren't comfortable with change. You must address that by calculating the cost of doing nothing and presenting your case for change to your leadership team.

This guide is primarily designed for short-cycle projects that can be up and running in a matter of months. Projects requiring more in-depth planning can still follow these basic steps; however, the stakeholder groups will likely be larger, and the funding threshold may be higher. Take this into consideration while following these recommendations.

"When I get messages from people saying, 'I thought it would take an hour to find this information, but it took me two minutes,' that makes me very happy, because the team can now spend less time compiling resources and more time strategically thinking for the client"

- Before you start we recommend you take some early steps to help you get in the right frame of mind when approaching your knowledge management business case. Senior leaders care the most about outcomes, and how soon you can deliver the promised benefits, so it can be helpful to try these things to help frame your thinking:
- Engage with senior leaders or colleagues who have presented successful business cases in the past to understand the approval process and key stakeholders who will need to be involved
- Gather information on the proposed investment including costs, benefits, underlying technology, alternatives, and key implementation risks
- Understand the strategic and operational objectives for the enterprise as well as all relevant metrics
- Download the Building a Business Case Toolkit from **Bloomfire.com**

Step 1
Understand stakeholder need, gather evidence

Collect internal and external research, case studies, stakeholder priorities, proof points and goals

Step 2
Showcase the strategic value of your investment

Align investment objectives and metrics to innovation and organizational priorities

Step 3
Demonstrate financial value and investment feasibility

Conduct a financial analysis and create an implementation plan. prepare a risk mitigation strategy

Step 4
Document & prepare to communicate the business case

Tailor your messaging to your target audience and use storytelling techniques.

Bloomfire

Common Pitfalls and how to avoid them

Where business cases struggle	Keys to success
Overemphasis on Financial Benefits To show impressive financial returns, emphasizing cost savings or revenue generation at the expense of capturing broader strategic benefits.	**Supplement Financial Value with Strategic Value** Link benefits to non-financial organizational objectives and financial benefits to showcase the investment's broader strategic value.
Ignoring Lifecycle Costs Investment proposals that focus primarily on upfront costs and measure returns without factoring in the costs to maintain the benefits over time cause questions that can be difficult to answer when presenting.	**Focus on Total Cost of Ownership (TCO)** Gain an early and complete understanding of the lifecycle costs for the new platform, which includes a change management plan and all downstream technology, management, support, administrators, maintenance and ongoing end- user training costs.
Overly Technical Business Cases It can be exciting to introduce a new technology or program, but if your presentation contains too much technical information, complex analysis and jargon it is difficult for senior leadership to understand the project and its proposed benefits. Overemphasizing technology over the role that people or processes play in making the change will make it seem like a pet project instead of a strategic initiative.	**Highlight the Benefits of the Project through Storytelling** Use storytelling techniques and simplified slides to articulate the need for the investment, the benefits (including the impact on long-term strategy), its impact on the revenue and further opportunities that the project can realize. Don't worry about getting credit for all the detailed analysis. That will be apparent in your presentation if it aligns well with the corporate strategy.
Forgetting the Cost of Doing Nothing Projects can gain support but later stagnate because of a lack of urgency to deliver the results. Inertia is a real challenge at many companies and without putting a real cost to this you risk losing momentum at critical moments	**Calculate the Impact of Maintaining the Status Quo** Create a sense of urgency by framing the need to change as a cost of doing business that must be changed. Identify metrics that apply to the business's strategic goals and then use those same metrics to describe your benefits. Choose metrics that are clearly linked to the problem you are solving with this new program.

Begin by highlighting the key changes in the internal or external environment that led to the need for the investment. These changes could be related to cost pressures, customer demand or feedback, or the need for more efficient business processes.

Step 1

Understand stakeholder needs, gather evidence

most investments will be evaluated by a minimum of 3 stakeholders or stakeholder groups. Some teams are in the 8 to 10-person range.

During this first step, it is essential to understand stakeholder priorities, expectations and screening criteria for investments so you can collect the right information to address these needs.

- Make sure you have representation for all the groups from business areas that the launch of your knowledge management program will directly impact. Also include all those who will need to be involved in the implementation plan. The willingness of individuals to help build the business case and the availability of data from these groups will be a strong early indicator of the support you will have. It also can impact the time required to build a strong case for change.

Collect internal and external research, case studies, stakeholder priorities, proof points and goals

ESSENTIAL TASKS

- **Identify stakeholders directly impacted or that will be involved in the implementation plan**
- **Capture stakeholder priorities and expectations, including strategic objectives for each group**
- **Understand the criteria used for investment business case approval**
- **Gather evidence to support the business case**

Many stakeholder groups won't realize that they have a problem, or even be able to quantify the productivity losses that they have on their teams based on siloed information, difficulty finding the most up-to-date versions of documents or navigating and searching through complex folder structures or incoherent file naming conventions. They may consider this the cost of doing business, with no concept of a better path forward.

While conducting your discovery and meeting with stakeholder groups, pay close attention to pain points and the essential metrics they use to measure productivity on their team. If they don't currently measure team performance, refer to our guide on Establishing Key Metrics to calculate ROI which has a catalog of potential metrics that can be used to illustrate the cost of doing nothing and a way to measure the impact of your knowledge management program.

Engage with the IT finance team, Enterprise Architects, and the chief of staff or finance analysts who can help you understand the screening criteria used by your organization for different kinds of technology investment proposals. This may also uncover additional requirements such as security screenings, access protocols or cloud computing requirements established by your company. Ask if there are any prescribed business case templates, required analysis formats or mandated guidelines for financial projections.

Common Investment Criteria for Foundational or Innovation Investments:

- Alignment with Technology Strategy
- Enterprise-wide shared Benefits
- Specific use cases for each department or group using the new platform
- Impact analysis that includes near-term use cases and productivity metrics
- Long-term financial value (where possible)
- Implementation feasibility
- Risk mitigation strategies
- Dependencies for success
- Opportunities to advance strategic goals (where applicable)

Engage with stakeholders to gather case studies, empirical data, proofs of concept (POCs), that help to frame the business need and the conditions that your knowledge management program will impact.

Add other evidence to support your business case from secondary research (e.g., analyst reports, research publications), your professional network and other sources. Bloomfire has case studies for implementation across most major industries and can provide detailed metrics on how your peers are successfully implementing a knowledge management platform.

Also explore alternatives to the proposed investment, including the opportunity cost of doing nothing.

Step 2

Showcase the strategic value of your investment

Align investment objectives and metrics to innovation and organizational priorities

ESSENTIAL TASKS

- Articulate how the investment is aligned with organizational and departmental objectives
- Document key strategic and operational metrics (from enterprise or department dashboards) that measure performance that a knowledge management program can impact.
- Highlight investment objectives, the underlying context and assumptions.
- Build strategic assumptions that can easily be translated into benefits beyond simple cost savings. Assumptions must be objective, verifiable, precise and creative.

Begin this step by identifying metrics. Start with how your company measures performance and then look for benefits that can be measured that align with common investment criteria. Also, consider how you will measure the progress towards the implementation, adoption success, and ongoing metrics that demonstrate the business impact of your knowledge management program. When selecting metrics, also look for those with strategic value and where you can establish a baseline of your company's performance.

Depending on how you are planning on using Bloomfire, here are some metrics that customers typically use to measure performance:

- Technology-enabled employee productivity ratings
- Total effort required to identify and find information
- Call/inquiry resolution times and speed to answers for frontline employees

Financial Metrics	Operational Metrics	Customer Metrics	Employee Metrics
Gross Margins	Time to call resolution	Customer Satisfaction	Employee engagement
Cost Growth	Customer lead time	Customer Retention Rates	Collaboration maturity scores
Margin contribution of productivity gains	Application availability and uptime	Acquisition and Loyalty program costs.	Time to productivity for new hires.

Examples: Financial metrics are often tracked in enterprise reports or dashboards. Increasing margins or reducing costs can quickly deliver an attractive internal rate of return (IRR) for any investment. Most corporations have target net present value (NPV) or IRR thresholds to qualify potential investments. For a knowledge management program, one cost-saving exercise is to estimate the value of time saved by improving access to information. However this can be challenging to measure if you do not have a baseline for search time in your existing systems. If your company uses SharePoint, Average Time Spent per User is available in the Site Usage Reports. If your company uses Google Workspace, you can analyze site usage using the Reports API available through the admin console.

Operational, Customer, or Employee Metrics produce productivity gains contributing to company margins and profitability. It's also easier to gain the support of stakeholders when you can match the program's benefits to their departmental targets. For example - AI-powered search will improve first-time call resolution by 10% or Q&A Engine answers more than 90% of all questions within the first 2 hours, resulting in a 5% increase in collaboration maturity.

Always highlight the departmental key performance indicators impacted by the proposed investment. Using validated assumptions, indicate how the proposed investment will impact the KPIs.

When preparing the investment objectives, document the underlying context and assumptions you might make to help the reviewer understand why the investment is being proposed, the need or opportunity it aims to address and the subsequent benefits. Suppose you are unsure about what potential target improvements could be made. I n that case, Bloomfire's team can make recommendations based on the metrics commonly used by other companies in your industry or with similar objectives for your knowledge management program.

Changing business dynamics can also drive the case for change. A strategic shift in a customer's business model or pressures in the broader business environment may push peers to invest to gain a strategic advantage. Company shifts may occur if there is expansion into new markets, or new lines of business, acquisitions or expansions that further burdens legacy departments.

When preparing a strategic assumption, start with the ***belief or driver*** that initiates the need for investment, follow with the f***uture direction*** that the company will take. Identify the ***measure of validation*** and the ***time frame*** in which the impact will be noticed. These strategic assumptions then serve as inputs to the future state that will justify the need for an investment now.

When working with your assumptions, always vet them prior to presenting to the leadership team.
Use the following questions as a guide:

Are the assumptions objective? Is there potential bias or personal opinion that could be challenged?

Are the assumptions verifiable? How did you test the assumptions using verifiable, observable factors or clear metrics?

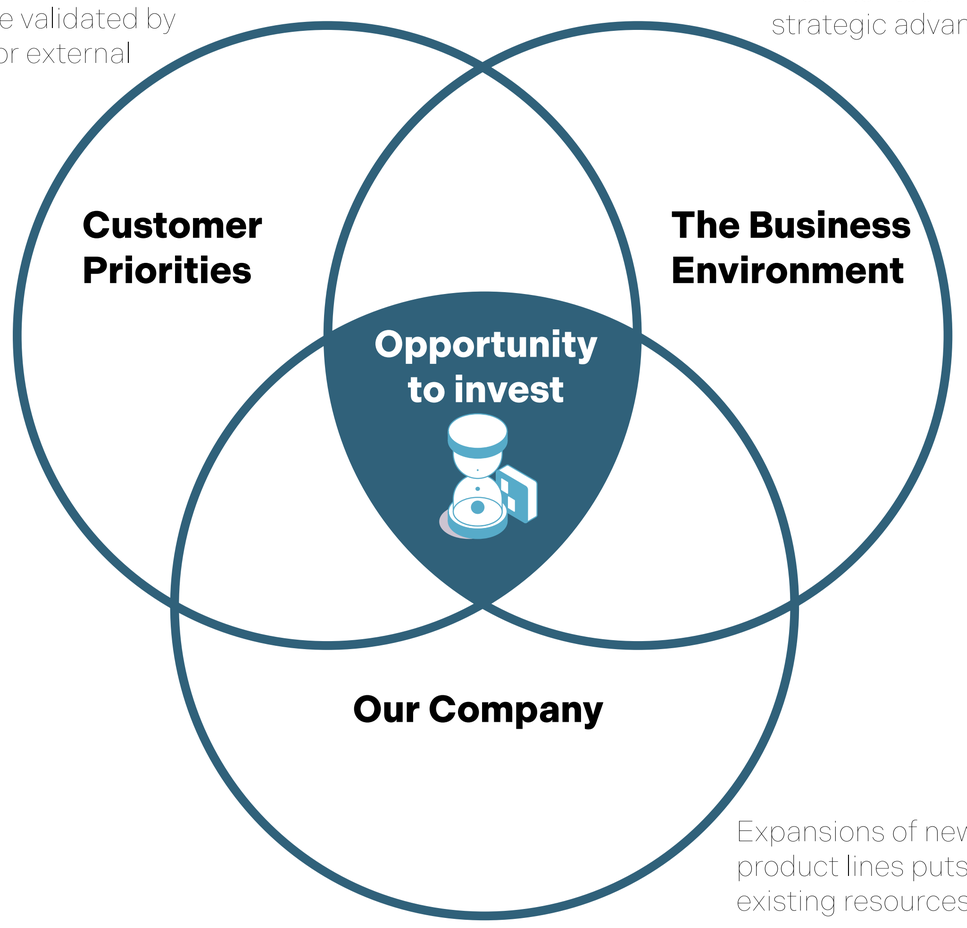
Are the assumptions precise? Can they be articulated in a way that prevents ambiguity of their impact?

How creative is the assumption? Does the assumption consider multiple driving forces of the organization's environment that may affect the investment decision?

Drivers of Change

Changes with customers should be validated by internal or external sources

Majority of peers are investing in similar technology to gain a strategic advantage



Expansions of new markets or product lines puts stress on existing resources

Step 3

Demonstrate financial value and investment feasibility

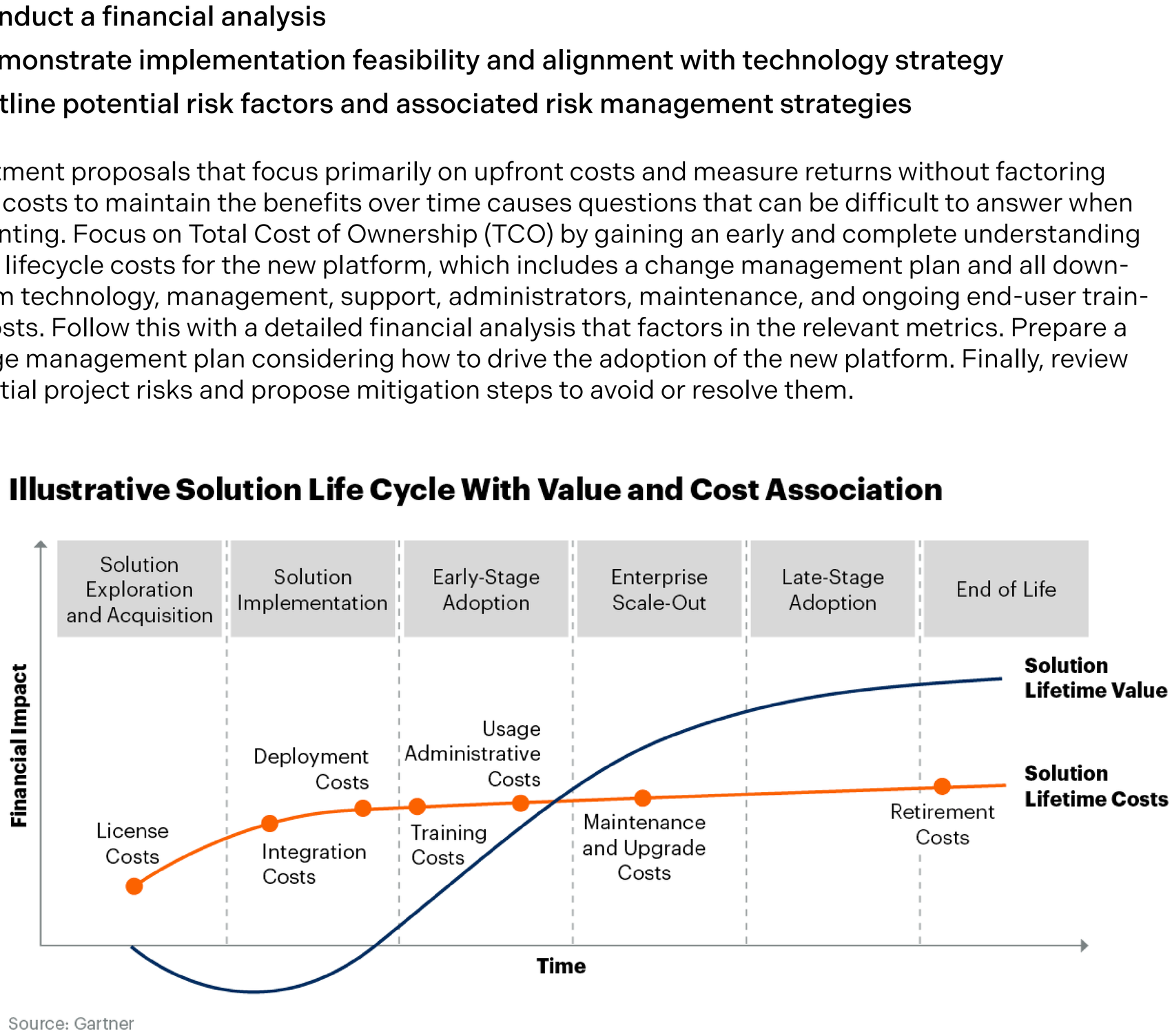
Showcase financial returns, implementation feasibility, alignment with the technology roadmap and risk mitigation strategies.

ESSENTIAL TASKS

- Calculate total cost of ownership
- Conduct a financial analysis
- Demonstrate implementation feasibility and alignment with technology strategy
- Outline potential risk factors and associated risk management strategies

Investment proposals that focus primarily on upfront costs and measure returns without factoring in the costs to maintain the benefits over time causes questions that can be difficult to answer when presenting. Focus on Total Cost of Ownership (TCO) by gaining an early and complete understanding of the lifecycle costs for the new platform, which includes a change management plan and all downstream technology, management, support, administrators, maintenance, and ongoing end-user training costs. Follow this with a detailed financial analysis that factors in the relevant metrics. Prepare a change management plan considering how to drive the adoption of the new platform. Finally, review potential project risks and propose mitigation steps to avoid or resolve them.

Illustrative Solution Life Cycle With Value and Cost Association



Source: Gartner

Understanding the Total Cost of Ownership

When preparing the case for the investment required to adopt a proposed platform or solution. Ensure you compare alternatives by understanding all the costs and risks associated with implementing and adopting the new program. Often, costs are omitted from investment cases, leading to cost overruns, failure to meet the promised objectives, and ultimately, a loss of confidence in the program manager. Speaking in terms of short-term and lifetime value will help executives evaluate the strategic importance of this initiative. Most executives want to not only understand the proposed investment's lifetime value, but also understand how long it will take to achieve that value.

Licensing costs -The ongoing expense to maintain access to a platform or tool. Just because a licensing cost is higher than an alternative, that does not mean that the total cost of ownership will be higher. In the case of Bloomfire, your annual licensing contract is determined by the number of users accessing the platform and various add-ons that you may require to meet the needs of the teams using Bloomfire.

Deployment costs - These costs are associated with any IT or administrative resources required to learn, configure, and deploy a new technology solution. This often includes determining business rules, configuring workflows, data importation, user provisioning, and customization. Your costs for deployment are typically measured in time and should be weighed against the opportunity cost of having those resources applied to an alternative project.

In the case of Bloomfire, your deployment will require minimal input from IT (typically less than 3 hours). The bulk of these costs will be associated with the time spent by your core team working through establishing your knowledge management strategy, migrating content into the platform and configuring communities to suit the needs of your teams. Bloomfire has resources to help make deployment go smoothly and quickly. The typical deployment period lasts between 12-20 weeks depending on the maturity of your current knowledge management strategy.

Integration costs - Costs for this can vary based on the scope and complexity of integrations into your team's current technology stack. Identifying must-have integrations early in the process will help to determine the associated costs. In the case of Bloomfire, the platform has several out-of-the-box integrations that are easily set up for front-line sales and service teams that need to access your information. Integrations to cloud storage systems, third-party news or insights feeds, or specialty applications are possible but could extend the cost and the timeline for implementation. Be sure to clearly understand any integration costs when comparing vendors, as this is often a place where hidden costs can arise.

Training costs - Platform training of administrators, authors, moderators, and users should all be part of your change management plan. Typically, vendors will provide a limited number of hours to train these individuals. Your costs will relate to the time, training environments (sandboxes), coverage while employees attend training, and any on- or off-site training costs. In the case of Bloomfire, we support new customers with in-person or virtual training; we can set up sandbox communities for future trainees.

We also will provide you with access to a customer success manager who will review your progress towards adoption goals and ensure you maximize the benefits throughout your first year on the platform.

Administrative costs - Understanding the number of administrators you will need to support the program, whether or not they will be 100% or only partially dedicated to the knowledge management program, and the appropriate salary costs is useful. You will want to show that you are making the administrative users more efficient - thus saving time and money and making your program more effective by being more accurate, reducing errors, or using AI to automate certain job functions. Solutions that are easily managed almost always have a lower TCO. This can be difficult to demonstrate.

In the case of Bloomfire, we always recommend that you have at least one dedicated community manager who can be responsible for maintaining taxonomies and using the Analytics Suite to ensure continuous improvement of your knowledge management program. Additional administrative resources may be needed depending on how many teams are using the platform and how many communities you have set up. Also using authors, moderators, and group admins can help ease the administrative burden. The platform itself is remarkably easy to administer. These individuals are more focused on building a culture of knowledge sharing within your company and can rely on Bloomfire's support to drive that change effectively.

Maintenance costs - The ongoing expense the company will incur associated with keeping the platform running. Implementation fees, licensing and integration costs are the upfront examples. Any additional costs incurred post-launch should fit into this category. This could include hardware maintenance for on-premise deployments or updates to cloud-based platforms.

In the case of Bloomfire, updates and new features for the platform are provided free of charge. Customers that incur new costs to their program typically add additional integrations, create new communities to expand the use of Bloomfire to other teams, or bring on additional users.

Retirement costs - When a platform enters its end-of-life period, retirement costs should not be forgotten. These costs could include changing to a new solution, the potential risk of lost benefits, and a review of new integration and training costs associated with the platform's replacement. Sometimes, these are also referred to as switching costs and should be considered when looking at the lifetime value and total cost of ownership.

For Bloomfire, the primary concern you will have if you decide to switch to an alternative solution will be ensuring that knowledge transfer happens effectively. While we do our best to ensure customer's platforms always serve their needs and have greater than 88% retention of new customers, we recognize that business environments change. We will do what we can to help.

Add up all your costs to gain a picture of the total cost of ownership. Compare this to the potential lifetime value of your investment. The sooner the investment can reach a positive NPV, the better!

Step One
Solicit hypothesis on investment benefits from business stakeholders

Step Two
Establish best case, most likely case and worst case for each benefit

Step Three
Calculate expected value

"if implemented, this investment will lead to 8-10% improvement in first time call resolution and reduce time to proficiency during onboarding by 50%"

based on actual Bloomfire customer results

Benefits	FCR Improvement	Onboarding time
Worst Case	8%	10%
Most Likely Case	9%	30%
Best Case	10%	50%

Benefits	FCR Improvement	Onboarding time
Worst Case	$30,240	$29,065
Most Likely Case	$34,020	**$87,075**
Best Case	$37,800	$145,125

$258 (average daily employee rate) **x** 45 (days in training to proficiency) **x** 25 (number of new employees per year) **x** 30% (onboarding proficiency improvement (most likely case))

When converting improvement metrics into a financial return, several key methods can be used. It can be expressed in terms of the employee costs to complete work based on an hourly, daily, weekly, monthly, or annual salary rate. An alternative option is to look at the revenue, margin or profitability generated per employee.

Cost method: If it takes 45 days for a new employee to become proficient on average, the average daily employee salary can be used to estimate the cost to train that employee. Multiply that rate by the number of employees onboarded in a year, and you get an annual cost of onboarding training.

Value method: IIf a department generates $1M in annual profit and has 30 employees, the profit per employee rate is $33k per year. If it takes the average employee 45 of 260 working days to become proficient, the profit impact of training for that employee is 17% or $5.7K.

Once you can quantify the solution's lifetime value, add up all the financial impacts so you can compare to the documentation of all the anticipated costs. As you project this impact over time, you can calculate a net present value and internal rate of return for the investment.

Typically most investments have higher initial costs and a negative return during the configuration, seeding, and launch phases. Once adoption begins, that is when the projected improvements and value will be realized. Be sure to model this progressive value from initial adoption through enterprise scale-up. One of the common mistakes that is made when business cases are presented is assuming that the benefits will come immediately. Change management and adoption of the new program are important metrics to ensure the promised benefits are realized.

You will need to gain the support of the individuals or teams accountable for delivering and realizing the benefits. To help drive change, create a sense of urgency by framing the cost of doing nothing as a business expense. Identify metrics that apply to the business's strategic goals and then use those same metrics to describe your benefits - calculating the financial impact. Choose metrics that are clearly linked to the problem you are solving with your knowledge management program.

Key questions to determine implementation feasibility and alignment with technical strategies

Technical feasibility	Alignment with technical strategies
Does our team have the right technical skills needed to implement this project?	How easy is it to integrate the new investment with the existing segment and enterprise platforms/technology stack?
Do we need to develop execution support in-house? If it's not viable to develop execution support in-house, do we have the right vendor partnerships for implementation?	To what extent (if any) does this investment rely on the use of existing technologies or platforms?
Are there existing business processes that can be used to execute this project? if not, what is the cost to develop the relevant processes needed to support the investment?	What is the expected degree of change to the logical architecture and number of key components at play in the current technology stack?
Who will be responsible for managing the and supporting the application once implemented? What is the transition plan between the implementation team and those who will be accountable to realize the benefits?	How well does this platform align with the technology roadmap? What synergies exist between this and other initatives already underway or under consideration?

Risk Management

Anticipate risks from factors such as realism of schedule, change management, and business impact of system downtime. Define mitigation strategies to build stakeholder confidence in the investment.

Several risk factors should be considered for any business case involving the investment in new technology. Addressing these will help show your executive team that you have begun to factor in potential outside influences that could negatively impact the lifetime value or dramatically increase the costs.

Technological Risk - These factors look specifically at the company providing the new technology and their business practices. You should always explore this with your new vendor. Consider factors such as the newness of the underlying technology to the company or the world. Scalability of the platform - are you dealing with a start-up company or someone who is more established? What market leaders in your industry are using the platform? What is the data security and privacy policy? What does their response plan for disaster or incident recovery look like?

At Bloomfire, we take these kinds of risks very seriously and would be happy to walk you through our programs to minimize risk to you.

Business Risk - Once implemented, these factors could hinder your ability to achieve the promised benefits. Understand the impact of a failure to achieve adoption, the impact of system downtime, or the impact of lost or improperly released information. Also, review the risk of doing nothing.

At Bloomfire, we understand how important access to knowledge is to the success of your business operations. We will work with you to help quantify these risks and develop an appropriate mitigation strategy.

Political Risk - These factors look internally at some of the key stakeholder groups that must be involved. The level of commitment from senior leadership, continued funding for maintenance costs, and support resources all fall into this category.

Risks to the Project Schedule - Consider what would happen if the project was delayed or if key implementation team members were removed mid-project. What kind of variability in planning have you considered? How critical to the business case is on-time delivery?

Dependencies- What other projects may compete for the same resources and time? How much are you indebted to the ability of external vendors to meet timely milestones? What impact on the business case exists if these milestones are not met?

Step 4

Document & prepare to communicate the business case

Tailor your messaging to your target audience and use storytelling techniques.

ESSENTIAL TASKS

- Document your business case
- Prepare to communicate your business case by leveraging storytelling techniques
- Create sharable content that is compelling, concise, and highlights investment benefits
- Remember that executives need to grasp the benefits and value of the investment immediately, leave time for them to discuss and ask questions during your presentation

After spending so much time on analysis, documentation of metrics and ensuring alignment to strategic initiatives, in can be tempting to spend the limited time you have presenting the business case on showing your "homework" so to speak. Do not fall into this trap.

It can be exciting to introduce a new technology or software, but if your presentation contains too much technical information, complex analysis, and jargon, it makes it difficult for senior leadership to understand the project and its proposed benefits. Overemphasizing technology over the role of people or process play in making the change will make it seem like a pet project instead of a strategic initiative.

Instead, plan to present the salient points on a single page. Communicate the value of the investment, and review the objectives, assumptions, and key performance indicators that will be impacted. Allow time for the executives to discuss the business case. If needed, before the meeting, review the implementation plan with any leaders that may be impacted so they are aware of the plan in advance and can speak to it during the meeting.

Creating an executive summary:
Using the information collected during the discovery and analysis steps, create a simple, structured presentation that highlights the key information executives will need to approve the investment:

- Start with a reframing of the business challenge, the drivers for change that focusing on strategic objectives.
- Quantify the problem using the same metrics you will use to evaluate the investment. Create urgency by emphasizing the cost of doing nothing.
- Create a project snapshot that includes the initial investment amount, total cost of ownership, lifetime value of the program, NPV, and IRR (if those are qualification criteria your executive uses). Other items could include the impact on cash flow, time to payback, and overall value and risk scores.
- Identify key objectives using quantifiable metrics that align with strategic priorities. ie Reduce our service cost by increasing profitability per employee by 3% through reduced onboarding time.
- Communicate any assumptions used to quantify the value to create a sense of transparency in the project review process. Be careful not to get bogged down into analysis paralysis
- Provide the metrics and key performance indicators you will use to evaluate the project's success. Try to organize them into leading indicators (those that can be acted on as the project progresses and can be non-financial) and lagging indicators (those that reflect past performance and typically include the financial benefits)
- Highlight key stakeholder groups that the program will impact. Ensure you have reviewed the business case details with each of these groups before presenting it to the executive team.
- Create a funding request summary outlining the executive sponsor, the opportunity, success metrics, material risks, vendors, impacted stakeholders, channels, integrated technologies, dependencies, and resource availability.

The power of an appendix
In your presentation document, put everything else not listed in the executive summary into an appendix. This can be referenced during your business case presentation, if the discussion goes in that direction. Some items commonly included would be:

- Detailed financial analysis including projections of costs and benefits using a total cost of ownership model.
- Project plan outlining the next steps once the investment approval is granted - show the executives that you can get working right away
- Project scoping documents or statement of work from vendors for review
- Alternative investment analysis - identify the viable alternatives to the project, and why you decided to eliminate those options in favor of the project being proposed
- Detailed risk assessment and mitigation plan

Every organization has preferences on the formatting of a business case. check to make sure you are using any prescribed business case templates, required analysis formats, or mandated guidelines for financial projections.

In the absence of prescribed templates, you can use some of the tools from the business case toolkit available on Bloomfire.com

Storytelling Techniques Checklist

Using this structure puts your customers and employee experience at the beginning of your story. By focusing on the situation, its impact on your company's objectives, and the resolution you can create a compelling case for changing your knowledge management strategy.

- **Open with the outcome:** Create a catchy headline, sentence, anecdote, or metaphor that illustrates the reasons why knowledge management is something you need to address now. Focus on benefits and identify hidden costs tied to maintaining the status quo.
- **Capture the current situation:** Discuss how the customer or employee experience is measured using metrics related to your business case.
- **Describe the impact:** Using the TCO model and lifetime value, illustrate the impact this investment will have on your customer or employee experience.
- **Stay strategic:** Ensure your content illustrates and exemplifies your organization's definition of success. Focus on team values and objectives for each of the primary stakeholders.
- **Show a resolution:** Paint a picture of the path forward. Show how the investment will address the customer or employee experience you are focusing on. Describe the transition state based on a single well-defined plot.
- **Make the resolution meaningful:** Use your analysis and quantify the value through meaningful metrics to each of the primary stakeholders.
- **Plan your delivery:** Be sincere, enthusiastic, dramatic and engaging; prepare to identify ways to acknowledge how your audience is responding and adjust accordingly. Anticipate challenging questions and plan your detailed responses
- **Be sure your ask to the executive team is clear:** if you are asking for funding, make sure it is easily understood, if you need approval to move forward ask for it directly. Ensure you ask for things only the executives can personally do. Be prepared for any possible response.

"Bloomfire has been more helpful than I would have ever imagined, there is no end to how valuable this program can be for your organization."

- Jessica McLaughlin, Training Manager at Giltner

