

Business Cases in Higher Education

5Q-toolkit



*... van voring ... hospitaliteit ... door ...
... onbelem ... van ... onbelem ...
... enigerle ... van ... onbelem ...
... zieke ... van ... onbelem ...*

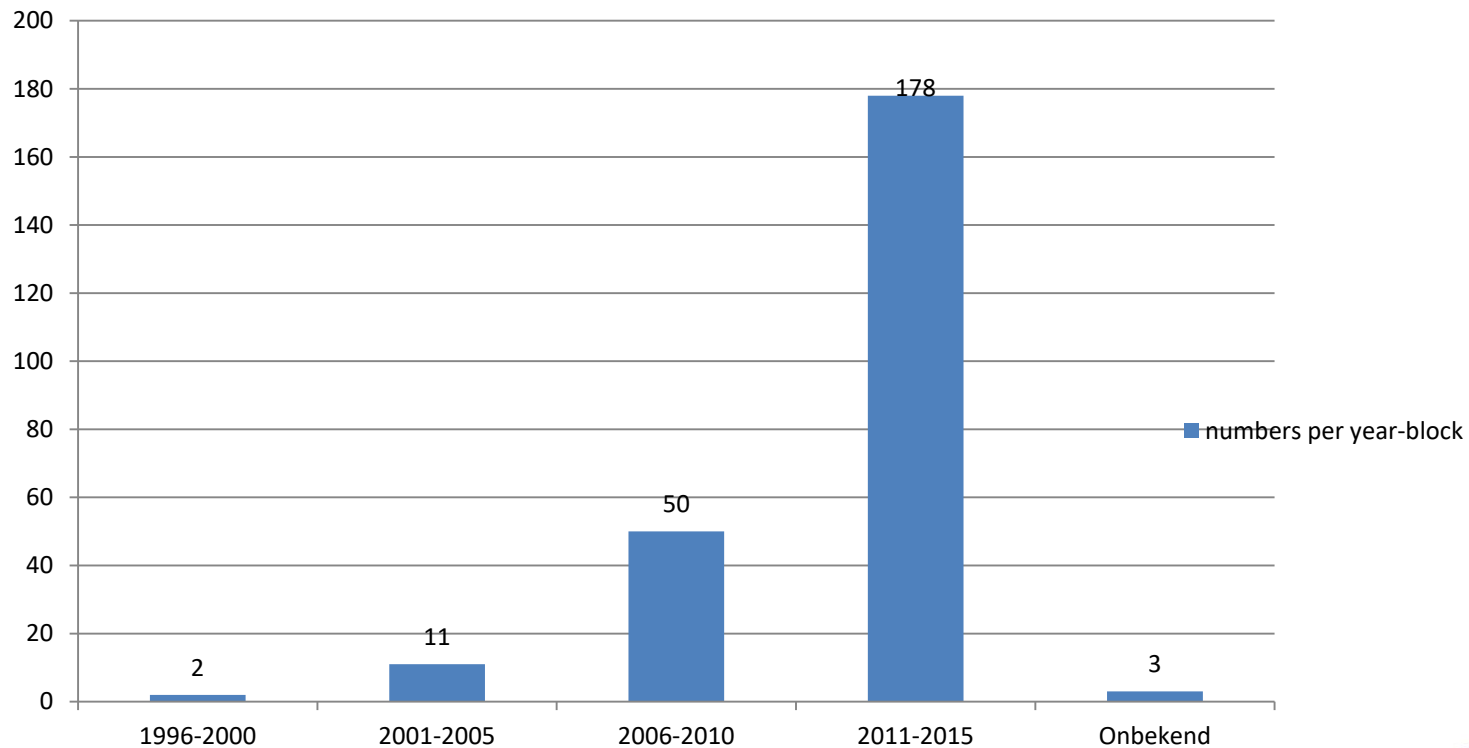
Business case in newspapers

- "No business case? is that real?"
- "Because there remains to much uncertainty on the business case of hospitals"
- "the business case for the independence for scotland has not been made"

Preliminary definition:

The business case is an instrument to decide on a proposed action from a business point of view.

Popularity of the business case



Set-up

- Introduction
- Definition
- Results International study
- (Self)-assessment
- Discussion

To start...

Take a proposed action in mind: How do you think / feel about it?

- Agree → Green
- Hesitate → Yellow
- Oppose → Red

5 minutes: discuss + catchwords

1: What kind of arguments could you use?

Theory	Practice
Quantitative	Turnover, market growth, profit, ROI
Qualitative	Satisfaction, belief systems, convictions

Types of arguments used

	Dutch	International	End total
Character			
One-sided	119 (81%)	54 (66%)	173 (76%)
Two-sided	28 (19%)	28 (36%)	56 (24%)
End total	147 (100%)	82 (100 %)	229 (100%)

2: Who is to benefit?

Theory	In practice
Owners	Shareholders, investors, owners
Other stakeholders	Customers, suppliers, competitors, authorities

Who benefits

Sector	Public	Private	Mixed	End Total
Beneficiaries				
Other stakeholders	22 (28%)	8(7%)	9(20%)	39(16%)
Owners	19 (24%)	45(38%)	7(16%)	71(30%)
Owners and other stakeholders	38(48%)	64(55%)	29(64 %)	131(54%)
End-total	79 (100%)	117(100%)	45(100%)	241(100%)

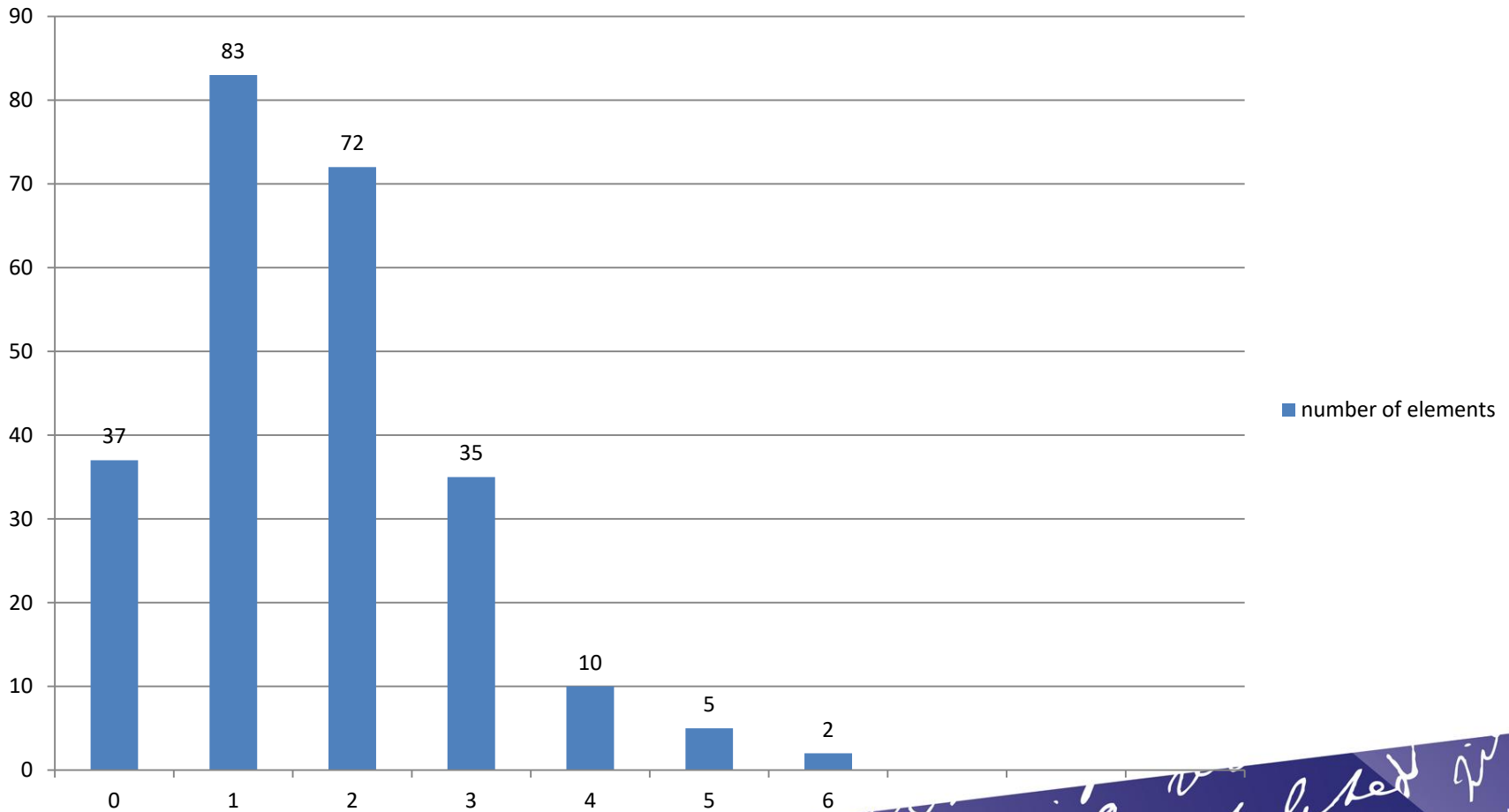
(n = 241; df = 4; p = 0,00023; $\chi^2 = 21,73$)

3: What should be in?

Theory	In practice
Technology	Technical challenges, availability and developments in technology, social engineering
Alternatives	Other possibilities, zero option, better / worse than ..., advantages and disadvantages of ...
Motivation	History, meaning and cause, legitimacy
Risks	Pitfalls, obstacles, difficulties, countermeasures
Planning	Dates, phases, milestones, deadlines
Impact on organization	Organization structure- and culture, staffing, strategic direction, feasibility



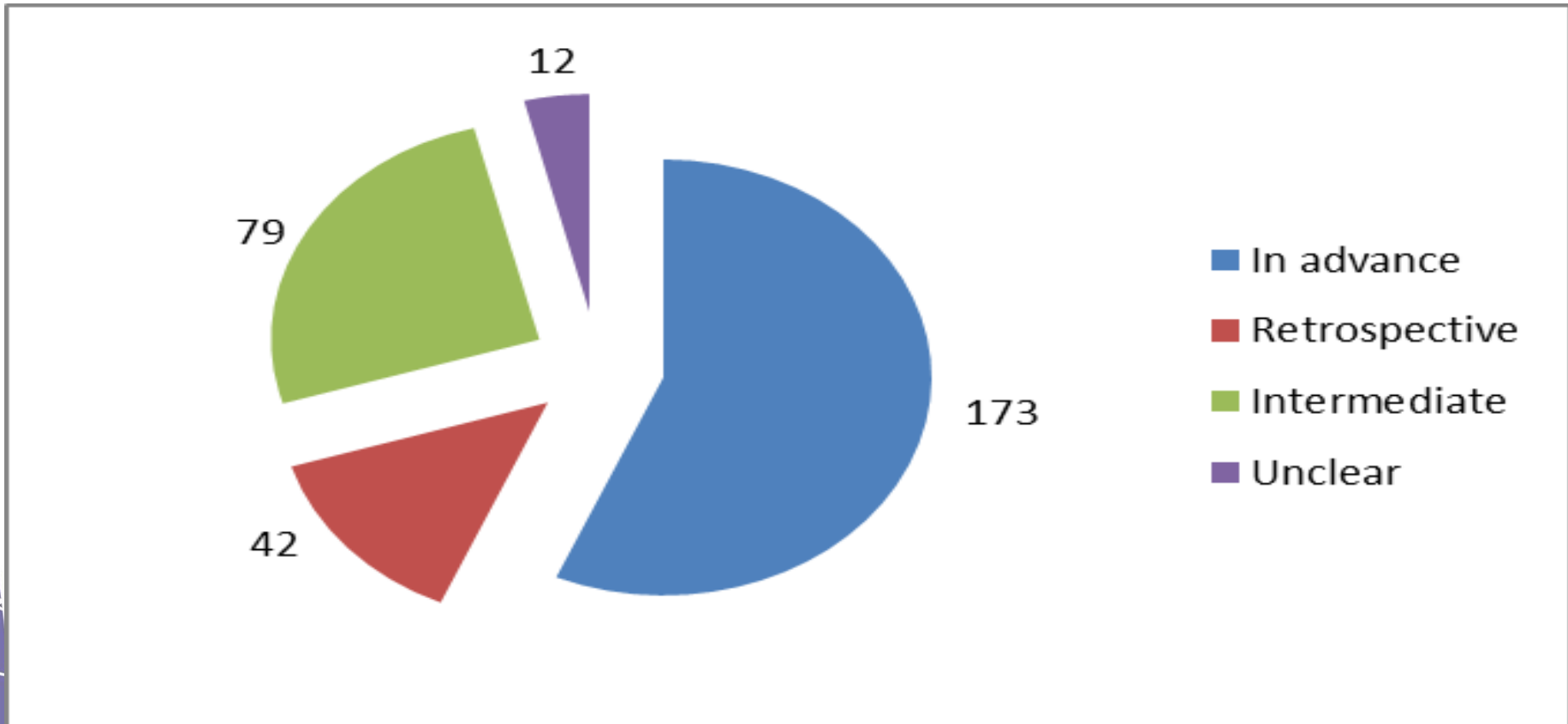
What actually is in



4: When to be used?

Theory	Practice
Ex Ante	Prior to a project or programme, preparatory, in advance
Intermediate	Reconsideration, adjustment
Ex Post	In retrospective, beyond, after

When used

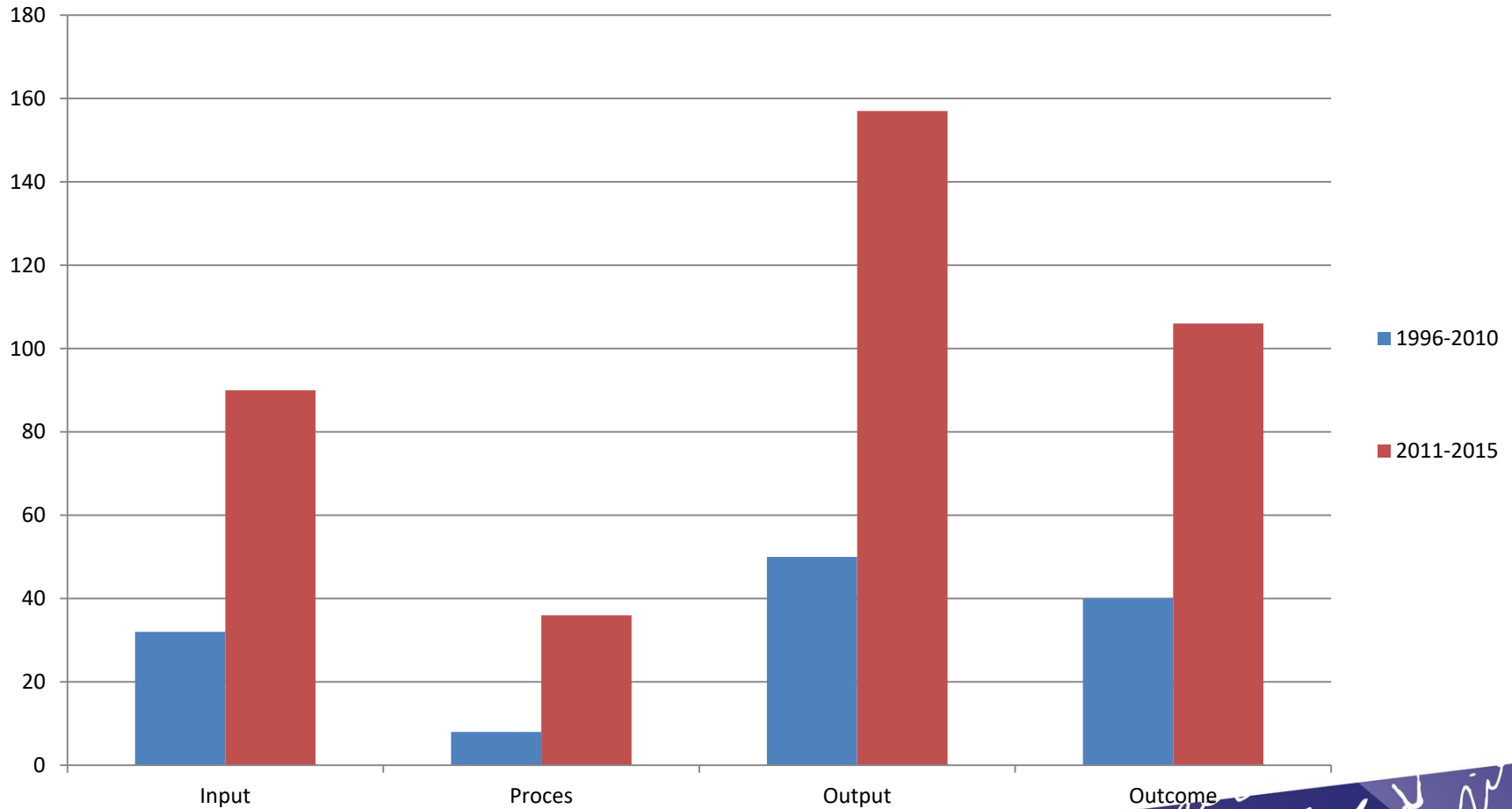


5: What should it cover?

Theory	Practice
Outcome	Effects, benefits, profit
Output	Results, products, services
Proces	Production chain, run times, efficiency
Input	Capital, investments, labour force



What it does cover



Points of discussion?

- BC a usefull tool?
- Escalating commitment
- Man as reluctant decisionmaker
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