

ERP-263 Project Business Case

Approved

Please see the [SyWay Analytics Approach](#) document, section 'Documentation' for more information about the context of this document.

Status	Approved
Functional Specification Owner	CONNELLY-ext, Delia
Stakeholders	UPADHYAY-ext, Anjali
Jira Request ID	[ERP-125] Business Case form to capture Project Financial Indicators - Jira
Jira Development (Build) ID	[ERP-263] Business Case form to capture Project Financial Indicators - Jira
Lean IX App Link	
Business Process Reference (L4)	10.01.03.01. Manage Initiatives and Items Signavio

High-Level Specification

Parameter	Value
Application System (Delivery Tool)	SAC Story

Functional Overview

The Project Business Case captures key financial information about a project in a simplified and standardized format to enable:

- Calculation of key financial indicators to enable comparable financial reporting across a Project Portfolio
- Calculation of Project Scoring to support the Prioritization process

The Business Case includes:

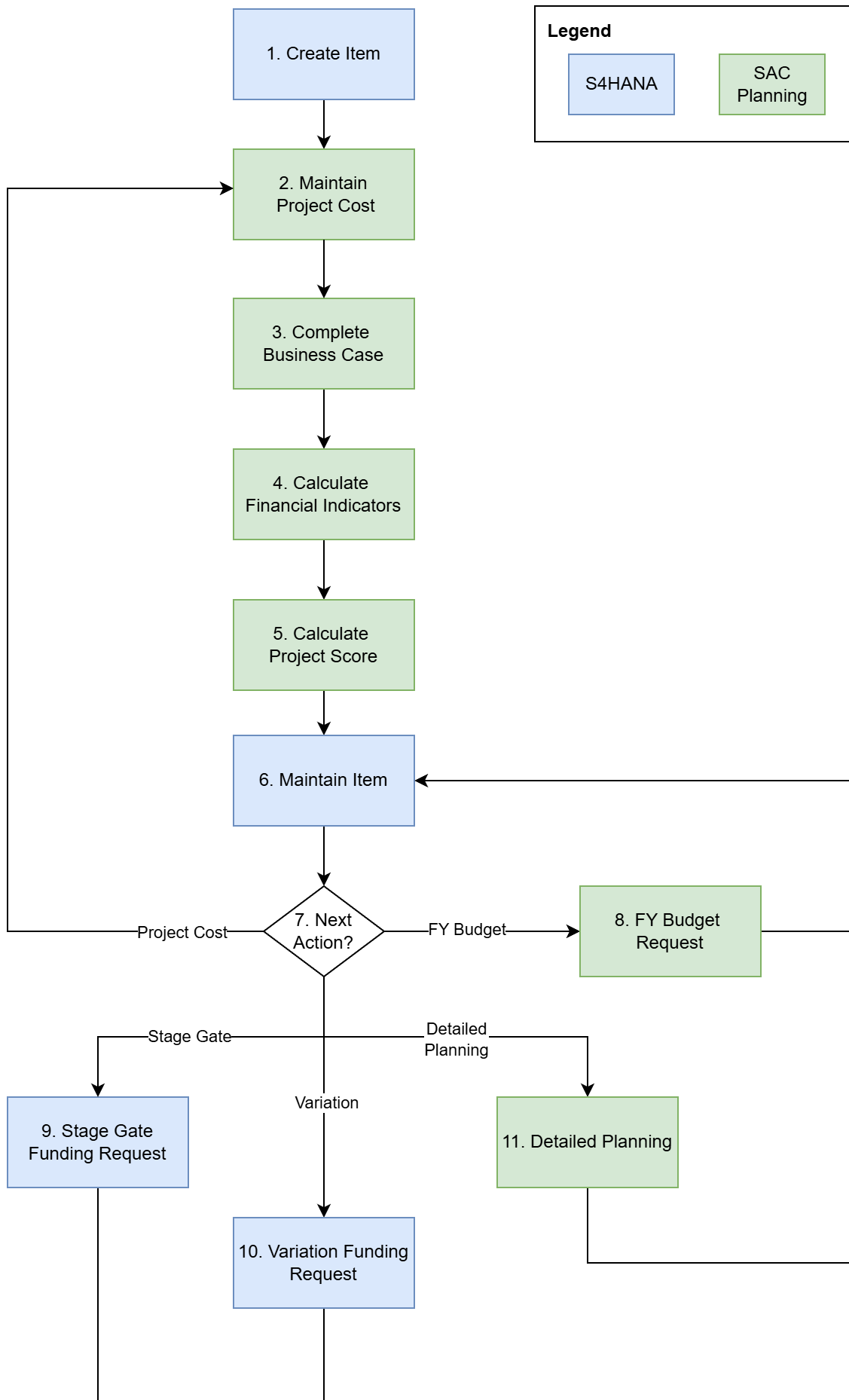
- Capturing financial information such as Sales Prices, Sales Volumes
- Capturing recurring product costs
- Calculation of financial measures such as Sales Forecast, Contribution Margin
- Calculation of financial indicators, such as NPV, MIRR and VCI
- Calculation of Project Score.

Scope

The Project Business Case must be completed for all financially driven projects, except for Items linked to a Cluster Item.

Process Flow Diagram

The following flow diagram provides context for the Business Case within the scope of all the Item/Project planning functions:



Step	Description	Comment
1.	Create Item	A new Item is created in S4HANA. The Item master data is synch'd to SAC.
2.	Maintain Project Cost	A time-phased Project Cost is required for all Portfolio Items. This is entered at Item level for new Items or copied from Detailed Planning for Items with a Project/WBS. Past periods are automatically over-written with actual costs.
3.	Complete Business Case*	The previously entered Project Cost is displayed in the Business Case (non-editable). Manual inputs to the Business Case are made as required.
4.	Calculate Financial Indicators*	Financial Indicators such as NPV, MIRR and VCI are calculated from the business case inputs.
5.	Calculate Project Score**	If the Project has a financial driver, Project Score is calculated based on the financial indicators from the Business Case. Otherwise, Project Score is calculated based on a Risk assessment.
6.	Maintain Item	Portfolio Item master data is maintained throughout its lifecycle.
7.	Next Action?	Various planning actions are required throughout the life of the Portfolio Item
8.	FY Budget Request	FY Budget Request is maintained for Items requiring budget for the next Financial Year. This is an annual process for the relevant Items.
9.	Stage Gate Funding Request	A Stage Gate is triggered. Depending on the Item Type and Stage Gate, this may involve a funding request.
10.	Variation Funding Request	A Variation Funding Request is made mid-phase when supplementary budget is required.
11.	Detailed Planning	During the life of the Item/Project a time-phased, detailed plan can be maintained at WBS Element level. This can be copied at Item level to Project Cost. Past periods are automatically over-written with actual costs.

* Covered in this Functional Specification

** Referenced in this Function Specification, but details not included.

Solution Overview

Input from: Reporting & Analytics Consultant

The Project Business Case incorporates data drawn from the following sources:

- Centrally maintained Master Data
- Project Costs - an Item Financial View maintained in a separate Planning page
- Data inputs directly in the Business Case
- Calculations

The results are stored in DSP against the Portfolio Item.

Story Definition

Overview Page

N/a - individual tiles will be available on the BTP launchpad to access each story and/or page as required.

Story Page 1 - Business Case

Page Objective

This page supports input of the Business Case and calculation of Financial Indicators and Project Score. It is also possible to display a previously saved snapshot of the Business Case.

Page filters

Report Field Name	Mandatory /Optional	Prompt Type (Single Value, Multiple Single Values, Interval, Selection Option, Hierarchy)	Default Value(s) or Restrictions (please provide default value)
Item Id	Mandatory	Single Value Select from Hierarchy with option to filter by Item attributes such as Description, Person Responsible	
Snapshot Version	Optional	Single Value Select from existing Business Case snapshots for the Item	

Page level input controls

N/a

Calculations

Calculations are incorporated in the Layout tables below.

All currency amounts will be saved in the Item Currency with the necessary conversions applied:

- If the Business Case was completed in EUR, then all currency amounts will be converted to the Item currency (if not EUR)
- If a Currency or Cost/Price Multiplier was selected, then all values and prices will be converted back to a factor of 1
- Finance will provide the relevant Exchange Rate Type to be used for currency conversions.

All quantities will be saved in the selected Unit.

Layout

Refer here for a mock-up of the Business Case: [Business Case Template - Google Sheets](#)

The Excel Add-In for SAC will be available for this page.

The following table describes the data sources and calculations:

Widget	Data Model	Field	Filter / Calculation
Header	PPM_ITEM	Project Name: CGPL_TEXT-TEXT1	
	PPM_ITEM	Project ID /RPM/ITEM_D-EXTERNAL_ID	
	PPM_ITEM	Project Owner: /RPM/ITEM_D-ZXX14	Derive Personnel Name from Position
	PPM_ITEM	/RPM/ITEM_D-CATEGORY	Retrieve description from RPM_PROJ_CAT
Time Horizon			Years to be displayed in the time horizon are repeated for each table/widget and determined as follows: If Year of Project Kick-Off not blank First year = Year of Project Kick-Off else First year = year of Planned Start (/RPM/ITEM_D-PLANNED_START) Final year = current year + 20 The following years are highlighted in the time horizon: • First year of Commercial Sales • Year of Maturity = (First year of Commercial Sales + Time to Full Maturity)

0. Preliminary Information	PPM_ITEM	Year of Project Kick-Off	Mandatory, format YYYY Default to year of /RPM/ITEM_D-PLANNED_START
	PPM_ITEM	First Year of Commercial Sales	Optional, format YYYY If entered, must be >= Year of Project Kick-Off
	PPM_ITEM	Time to Full Maturity (Years)	Optional, integer If entered, must be >= 0
	PPM_ITEM	Discount Rate (WACC)	Mandatory, format % If blank, take default from /SYQ/T_SCORING_PARAMS-PARAM_VALUE where: /SYQ/T_SCORING_PARAMS-CALCULATION = 'NPV' /SYQ/T_SCORING_PARAMS-PARAM = 'Discount Rate/WACC' Must be >= 0 and <= 100
	SCORING_PARAMETERS	Years for NPV Calculation: /SYQ/T_SCORING_PARAMS-PARAM_VALUE	Where: /SYQ/T_SCORING_PARAMS-CALCULATION = 'NPV' /SYQ/T_SCORING_PARAMS-PARAM = 'Years for NPV Calculation'
	PPM_ITEM	Currency	Mandatory Default to Group Currency (EUR) and allow to switch to Item currency (/RPM/ITEM_D-CURRENCY)
		Currency Multiplier	Mandatory Select from list of defined multipliers; 1, 1k, 1m If blank, default to 1k Derive Currency Factor and Currency Display : If Currency Multiplier = 1 Currency Factor = 1 Currency Display = Currency Elseif Currency Multiplier = 1k Currency Factor = 1,000 Currency Display = "k" & Currency Else (Currency Multiplier = 1m) Currency Factor = 1,000,000 Currency Display = "m" & Currency
	PPM_ITEM	Reinvestment Rate	Mandatory, format % If blank, default to Discount Rate (WACC) Must be >= 0 and <= 100
	PPM_ITEM	End Year for NPV Calculation	Calculated: If First Year of Commercial Sales = 0 then End Year for NPV Calculation = Year of Project Kick-Off + Years for NPV Calculation Else End Year for NPV Calculation = First Year of Commercial Sales + Years for NPV Calculation
	PPM_ITEM	Probability of Commercial Success	Optional, format % If entered, must be >= 0 and <= 100
	PPM_ITEM	Probability of Technical Success	Optional, format % If entered, must be >= 0 and <= 100
	PPM_ITEM	Risk Adjustment	Mandatory, format % Must be >= 0 and <= 100

	PPM_ITEM	Working Capital/Sales Ratio	Mandatory, format % Must be ≥ 0 and ≤ 100 If blank, take default from /SYQ/T_SCORING_PARAMS-PARAM_VALUE where: /SYQ/T_SCORING_PARAMS-CALCULATION = 'NPV' /SYQ/T_SCORING_PARAMS-PARAM = 'Working Capital/Sales Ratio'
	PPM_ITEM	EBITDA at Maturity	Optional, format as per Currency
1. Project Cost (FEC)		Project Cost (FEC) - Opex Currency /RPM/FIN_PLAN-CURRENCY	Display-only; Currency Display
	PPM_ITEM	Project Cost (FEC) - Opex: /RPM/FIN_PLAN-AMOUNT	Display-only, format as per Currency Filter: - Financial View = 20 (Project Cost) - Financial Category = Z002 (Opex) - Financial Group = Z001 (All Costs)
		Project Cost (FEC) - Capex Currency /RPM/FIN_PLAN-CURRENCY	Display-only; Currency Display
	PPM_ITEM	Project Cost (FEC) - Capex: /RPM/FIN_PLAN-AMOUNT	Display-only, format as per Currency Filter: - Financial View = 20 (Project Cost) - Financial Category = Z001 (Capex) - Financial Group = Z001 (All Costs)
		Total Project Cost (FEC) Currency	Display-only; Currency Display
		Total Project Cost (FEC)	Display-only, format as per Currency Calculated: Project Cost - OPEX + Project Cost - CAPEX
2. Project P&L Impact	PPM_ITEM	Price/Cost Multiplier	Mandatory Select from list of defined multipliers; 1, 1k, 1m Derive Price/Cost Factor: If Currency Multiplier = 1 Price/Cost Factor = 1 Price Currency Display = Currency Elseif Currency Multiplier = 1k Price/Cost Factor = 1,000 Price Currency Display = "k" & Currency Else (Currency Multiplier = 1m) Price/Cost Factor = 1,000,000 Price Currency Display = "m" & Currency
	PPM_ITEM	Unit	Mandatory Select from list of defined UOM
	PPM_ITEM	Product Volumes Unit: /RPM/FIN_PLAN-UNIT	Display-only, same as selected Unit Filter: - Financial View = 80 (Product Volume/Price) - Financial Category = Z003 (All Costs) - Financial Group = Z001 (All Costs)

	PPM_ITEM	Product Volumes: /RPM/FIN_PLAN-QUANTITY	Optional, format as quantity in selected Unit Filter: - Financial View = 80 (Product Volume/Price) - Financial Category = Z003 (All Costs) - Financial Group = Z001 (All Costs)
	PPM_ITEM	Product Selling Price Unit: /RPM/FIN_PLAN-UNIT	Display-only, derived as Price Currency Display / Unit Filter: - Financial View = 80 (Product Volume/Price) - Financial Category = Z003 (All Costs) - Financial Group = Z001 (All Costs)
	PPM_ITEM	Product Selling Price: /RPM/FIN_PLAN-AMOUNT	Optional, format is Currency per selected Unit Filter: - Financial View = 80 (Product Volume/Price) - Financial Category = Z003 (All Costs) - Financial Group = Z001 (All Costs)
		Sales Forecast Currency /RPM/FIN_PLAN-CURRENCY	Display-only; Currency Display
	PPM_ITEM	Sales Forecast	Display-only Calculated per year: Product Volumes * Product Selling Price * Price/Cost Factor / Currency Factor
	PPM_ITEM	Product Variable Cost Unit: /RPM/FIN_PLAN-UNIT	Display-only, derived as Price Currency Display / Unit Filter: - Financial View = 90 (Business Case) - Financial Category = Z092 (Product P&L) - Financial Group = Z922 (Product Variable Cost)
	PPM_ITEM	Product Variable Cost: /RPM/FIN_PLAN-AMOUNT	Optional, format as per Product Selling Price Filter: - Financial View = 90 (Business Case) - Financial Category = Z092 (Product P&L) - Financial Group = Z922 (Product Variable Cost)
		Contribution Currency /RPM/FIN_PLAN-CURRENCY	Display-only; Currency Display
2. Project P&L Impact	PPM_ITEM	Contribution	Display-only, format as per Currency Calculated per year: Product Volumes * (Product Selling Price - Product Variable Cost) * Price/Cost Factor / Currency Factor
	PPM_ITEM	Contribution in % of Sales	Display-only, format as % Calculated per year: Contribution / Sales Forecast * 100
		Total Fixed Costs Currency /RPM/FIN_PLAN-CURRENCY	Display-only; Currency Display
	PPM_ITEM	Total Fixed Costs: /RPM/FIN_PLAN-AMOUNT	Optional, format as per Currency Filter: - Financial View = 90 (Business Case) - Financial Category = Z092 (Product P&L) - Financial Group = Z924 (Total Fixed Costs)

3. Cash Impacts		Working Capital Currency	Display-only; Currency Display
	PPM_ITEM	Working Capital	Display-only, format as per Currency Calculated per year: Working Capital/Sales Ratio * Sales Forecast
		Change in Working Capital Currency	Display-only; Currency Display
	PPM_ITEM	Change in Working Capital	Display-only, format as per Currency Calculated per year: Working Capital/Sales Ratio * (Sales Forecast this year - Sales Forecast last year)
		Other Cash Impacts Currency /RPM/FIN_PLAN- CURRENCY	Display-only; Currency Display
	PPM_ITEM	Other Cash Impacts: /RPM/FIN_PLAN- AMOUNT	Optional, format as per Currency Filter: • Financial View = 90 (Business Case) • Financial Category = Z093 (Cash Impact) • Financial Group = Z932 (Other Cash Impacts)
4. Subsidies		Subsidy Currency /RPM/FIN_PLAN- CURRENCY	Display-only; Currency Display
	PPM_ITEM	Subsidy: /RPM/FIN_PLAN- AMOUNT	Optional, format as per Currency Filter: • Financial View = 90 (Business Case) • Financial Category = Z094 (Subsidies) • Financial Group = Z001 (All Costs)
5. Interim Calculations		Year XXXX - Year YYYY	Display only Year XXXX = Year of Project Kick-Off Year YYYY = End Year for NPV Calculation
	PPM_ITEM	Discount Period	Display-only, format as numeric, 1 decimal Calculated per year: Retrieve First Discount Period from /SYQ/T_SCORING_PARAMS-PARAM_VALUE where: ▪ /SYQ/T_SCORING_PARAMS-CALCULATION = 'NPV' ▪ /SYQ/T_SCORING_PARAMS-PARAM = 'First Discount Period' If Year = Year of Project Kick-Off then Set Discount Period to First Discount Period Else Add 1 to previous year Discount Period
		Cashflow Currency	Display-only; Currency Display
	PPM_ITEM	Cashflow	Display-only, format as per Currency Calculated per year: Cashflow = Contribution - Total Project Costs - Change in Working Capital - Other Cash Impact
		Discounted Cashflow Currency	Display-only; Currency Display
	PPM_ITEM	Discounted Cashflow	Display-only, format as per Currency Calculated per year: Cashflow / (1 + Discount Rate) ^ Discount Period
		Risk Adjusted Contribution Currency	Display-only; Currency Display

	PPM_ITEM	Risk Adjusted Contribution	Display-only, format as per Currency Calculated per year: $\text{Risk Adjusted Contribution} = \text{Contribution} * \text{Risk Adjustment \%}$
		Risk Adjusted Cashflow Currency	Display-only; Currency Display
	PPM_ITEM	Risk Adjusted Cashflow	Display-only, format as per Currency Calculated per year: $\text{Risk Adjusted Cashflow} = \text{Risk Adjusted Contribution} - \text{Total Project Costs} - \text{Change in Working Capital}$
		Risk Adjusted Discounted Cashflow Currency	Display-only; Currency Display
	PPM_ITEM	Risk Adjusted Discounted Cashflow	Display-only, format as per Currency Calculated per year: $\text{Risk Adjusted Cashflow} / (1 + \text{Discount Rate})^{\text{Discount Period}}$
		Cumulative Discounted Cashflow Currency	Display-only; Currency Display
	PPM_ITEM	Cumulative Discounted Cash Flow	Display-only, format as per Currency Calculated per year: $\text{Discounted Cashflow for this year} + \text{Cumulative Discounted Cash Flow for previous year}$
	PPM_ITEM	Payback Period (Days)	Display-only, format as per Currency Calculated per year: If Cumulative Discounted Cash Flow = 0 then $\text{Payback Period (Days)} = \text{zero}$ Elseif Cumulative Discounted Cash Flow < 0 then $\text{Payback Period (Days)} = 365$ Elseif previous year Cumulative Discounted Cash Flow > 0 then $\text{Payback Period (Days)} = \text{zero}$ Else $\text{Payback Period (Days)} = (\text{previous year Cumulative Discounted Cash Flow} * -1) / (\text{Cumulative Discounted Cash Flow} - \text{previous year Cumulative Discounted Cash Flow}) * 365$
		Present value -ve Cashflow Currency	Display-only; Currency Display
		Present value -ve Cashflow	Display-only, format as per Currency Calculated per year: If Cash Flow >= 0 then $\text{Present value -ve Cashflow} = \text{zero}$ Else $\text{Present value -ve Cashflow} = \text{Cashflow} / (1 + \text{Discount Rate})^{\text{Discount Period}}$
		Future value +ve Cashflow Currency	Display-only; Currency Display
		Future value +ve Cashflow	Display-only, format as per Currency Calculated per year: If Cash Flow <= 0 then $\text{Present value +ve Cashflow} = \text{zero}$ Else $\text{Present value +ve Cashflow} = \text{Cashflow} * (1 + \text{Reinvestment Rate})^{(\text{\# Cashflow Periods} - \text{Discount Period})}$
		# Cashflow Periods	Derived: $\text{\# Cashflow Periods} = \text{End Year for NPV Calculation} - \text{Year of Project Kick-Off} + 1$

6. Financial Indicators	PPM_ITEM	Year XXXX - Year YYYY	Where XXXX = Year of Project Kick-Off and YYYY = End Year for NPV Calculation
	PPM_ITEM	NPV (Net Present Value)	Display-only, format as per Currency Calculated: $\text{NPV (Net Present Value)} = \text{Sum (Discounted Cashflow) for all years up to End Year for NPV Calculation}$
		NPV Currency	Display-only; Currency Display
	PPM_ITEM	Risk Adjusted NPV	Display-only, format as per Currency Calculated: $\text{Risk Adjusted NPV} = \text{Sum (Risk Adjusted Discount Cashflow) for all years up to End Year for NPV Calculation}$
		Risk Adjusted NPV Currency	Display-only; Currency Display
	PPM_ITEM	MIRR (Modified Internal Rate of Return)	Display-only, format as per Currency Calculated: $\text{FVCF} = \text{Sum (Present value +ve Cashflow) for all years up to End Year for NPV Calculation}$ $\text{PVCF} = \text{Sum (Present value -ve Cashflow) for all years up to End Year for NPV Calculation} * -1$ $\text{MIRR} = (\text{FVCF} / \text{PVCF}) ^ {1 / \# \text{ Cashflow Periods}} -1$
	PPM_ITEM	Discounted Payback Period	Display-only, format as per Currency Calculated: $\text{Discounted Payback Period} = \text{Sum (Playback Period) for all years} / 365$
	PPM_ITEM	VCI (Value Creation Index)	Display-only, format as per Currency Calculated: $\text{VCI} = \text{NPV} / \text{Sum (Total Project Costs) for all years up to End Year for NPV Calculation}$
	PPM_ITEM	Project Score	Display-only, numeric Refer to ERP-669 SAC Planning Portfolio Items for the calculation
7. Comments and Justification	PPM_ITEM_Long_Text	CGPL_TEXT-LTXT	Optional, long text commentary to support Business Case Filter: • /RPM/OBJECT_LTXT-LTXT_FIELD_NAME = 'Business Case Comments/Justification'

Actions

Refresh & Calculate

On clicking 'Refresh & Calculate', the Project Cost rows are updated with the latest values (copied from the 'Project Cost' Financial View of the Portfolio Item) and all calculations are re-run.

Calculate & Save

On clicking 'Calculate & Save', the following automations occur all calculations are performed and the results saved.

Save as Version

On clicking 'Save as Version' a copy of the Business Case is saved. This is a non-editable version which can be displayed for future reference.

A Version is identified by the date & time it was created.

Story Page N+1 (etc.)

Story Filters

Report Field Name	Mandatory/Optional	Prompt Type (Single Value, Multiple Single Values, Interval, Selection Option, Hierarchy)	Default Value(s) or Restrictions (please provide default value)
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Data models

Data Model Technical Name	Data Model Description	Jira Development ID	Link to Data Model Functional Specification
(Filled when available)	Text for data model		

Business Roles

The Business Case can be completed by:

- Project Owner

Design Rationale

Input from: Reporting & Analytics Consultant

Assumptions

The following assumptions have been made:

- Global parameters mentioned are maintained in S4HANA and extracted into DSP/SAC
- The Financial Views required for saving the Business Case inputs have been configured in PPM

Dependencies

- Exchange rates must be maintained to support conversion between local and group currencies. The Exchange Rate type will be provided by Finance.
- Master data must exist in DSP (extracted from S4HANA)

Special Requirements

Frequency of Analysis/Report Run

The Business Case will be completed/updated prior to each Stage Gate although ad-hoc updates are possible.

Testing Considerations / Dependencies

N.B. Unless this is a planning story, the testing should cover layout and user experience NOT data values for metrics created in the data model. Data model values will be tested in conjunction with the data model specification.

How to test

The developer will need to test repeatedly, so where appropriate provide instructions to reverse the actions performed so the test may be run again, or explain how to create new input data to the test. In particular, the developer will need logons for test users representing the various roles within the approval process.

Test Conditions and Expected Results

ID	Condition	Expected Results
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1	Item is selected which has no previous Business Case.	Business Case is presented with default values and Project Costs pre-populated.
2	All required data is entered.	Entered data is validated as expected.
3	User clicks 'Calculate & Save'	The calculations are performed and data is saved.
4	Item is selected which has a previously saved Business Case.	Business Case is presented with previously entered data. Calculations are re-run with same results as before.
5	Item is selected which has a previously saved Business Case. Input data is changed. User clicks 'Calculate & Save'	Calculations are re-run for the changed data with new results.
6	Project Cost is updated for an Item which has a previously saved Business Case. Business Case is reopened. User clicks 'Refresh' & Calculate'.	Initially, the Business Case is displayed with the previously saved data, including Project Costs. Onn 'Refresh & Calculate' the latest Project Cost is copied into the Business Case and calculations re-run.
7	User clicks 'Calculate & Save'	The calculations are performed and data is saved, over-writing any previous data.
8	Use clicks 'Save as Version'	The current version of the Business Case is taken with date & time stamp.
9	A Business Case Version is selected for display.	The Version is displayed with all information unchanged. The data in non-editable.

Testing Considerations / Dependencies

Prerequisites for testing:

- A PPM Item exists
- Project Cost has been maintained for the Item
- Global parameters have been maintained

Other Requirements

See also

File	Modified
File Planning Process Flow draw.io diagram	Jan 13, 2026 by CONNELLY-ext, Delia
File ~Planning Process Flow.tmp draw.io Draft	Jan 13, 2026 by CONNELLY-ext, Delia

[Download All](#)

Change log

Version	Published	Changed By	Comment
CURRENT (v. 45)	Feb 24, 2026 13:46	CONNELLY-ext, Delia	
v. 44	Jan 14, 2026 08:25	CONNELLY-ext, Delia	
v. 43	Jan 13, 2026 14:10	CONNELLY-ext, Delia	
v. 42	Jan 13, 2026 11:06	CONNELLY-ext, Delia	
v. 41	Jan 13, 2026 11:05	CONNELLY-ext, Delia	

v. 40	Jan 07, 2026 16:44	CONNELLY-ext, Delia
v. 39	Jan 06, 2026 15:51	CONNELLY-ext, Delia
v. 38	Jan 06, 2026 15:44	CONNELLY-ext, Delia
v. 37	Jan 06, 2026 15:36	CONNELLY-ext, Delia
v. 36	Dec 18, 2025 15:12	CONNELLY-ext, Delia

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Workflow history

This view shows the 5 most recent entries. The complete workflow log is available from the 'Document Activity' menu item.

Mar 13, 2026	Actor	Type	Activity	Version
Approved	UPADHYAY-ext, Anjali	State	changed state to Approved at 2:02 am	v45
Lead Approval	UPADHYAY-ext, Anjali	State	gave <i>POD Lead Review</i> approval at 2:02 am	
Mar 12, 2026				
	BARROW-ext, ian	State	changed expiry date to '19 Mar, 2026 03:53 pm' at 3:53 pm	
		State	changed state to Lead Approval at 3:53 pm	v45
Tech Review	BARROW-ext, ian	State	gave <i>Tech Review</i> approval at 3:53 pm	
From Jan 07, 2026 to Feb 24, 2026				
	CONNELLY-ext, Delia	Edit	updated the page at 4:44 pm	