New division business case



We develop an options paper with delivery assumptions, resource estimates and a recommendation.

Who it helps

Founders and managing directors

The problem to solve

A proposed division can sound compelling before the team has compared delivery conditions and resource needs.

Working through the brief

1. **Confirm the division’s objective**

   Gather the agreed inputs. Current plans, team capacity and assumptions for the period under review.

2. **Estimate resources for delivery options**

   Track “Delivery option” and “Resource assumption” together so the reviewer can connect the source information to the result.

3. **Write the recommendation**

   Use the options paper to support a decision about whether to start, adjust the scope or investigate further.

4. **Check the scope at handover**

   Third-party data and work beyond the agreed business unit or market are separate.

Worked example

A proposed division assumes existing staff can absorb the work. Separate that assumption from confirmed capacity in the case.

Read the service scope / STR-018

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