

Business Value

Durée: 1 Jour Réf de cours: GK831184

Résumé:

The Business Value course helps teams make better investment decisions by consistently defining value, evaluating options, aligning work to strategy, and managing value realization, while explicitly addressing uncertainty and risk.

In this 1-day course, you'll learn how to define value across stakeholders and context, quantify costs and benefits (including the "hard-to-measure" ones), align initiatives to strategy, account for risk, and manage value through realization. This course blends practical frameworks with hands-on exercises—so you leave ready to build stronger business cases, influence funding decisions, and protect value from idea to outcome.

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Public visé:

- Business Analysts
- Systems Analyst
- Senior / Lead Business Analysts
- Product Owners
- Product Managers
- Project Managers
- Program Managers
- Portfolio Managers
- Enterprise Architects
- Cyber Analysts

Objectifs pédagogiques:

- **Explain what business value is** and why it is a critical factor in deciding which initiatives, projects, and solutions should be funded and prioritized
- **Analyze organizational capability and usefulness as value**, determining how proposed solutions simplify or complicate work for different stakeholders
- **Define business value across multiple perspectives**, using industry-recognized definitions (IIBA, PMI, BSI, public sector) and adapting them to stakeholder context
- **Assess business value under uncertainty**, recognizing assumptions, identifying risks, and presenting ranges of possible value outcomes rather than single-point estimates
- **Identify and compare tangible and intangible value**, understanding how benefits and costs extend beyond financial measures alone
- **Identify and categorize different types of risk** and understand how risk responses (avoid, mitigate, transfer, accept) influence overall business value
- **Assess costs and benefits over time**, including financial and non-financial impacts such as time, effort, morale, reputation, and organizational capacity
- **Engage stakeholders effectively in value discussions**, building shared understanding, buy-in, and consensus around what "value" truly means
- **Apply common financial evaluation techniques** such as Return on Investment (ROI), Payback Period, Net Present Value (NPV), and Internal Rate of Return (IRR) to support decision-making
- **Apply value management practices** to ensure value is not just promised in a business case but actively delivered and measured over time
- **Evaluate value in relation to business strategy**, identifying how solutions support—or conflict with—organizational priorities and strategic goals
- **Develop practical, repeatable tools**—including stakeholder questions, meeting agendas, and evaluation frameworks—that can be used immediately in real work situations

Pré-requis:

- There are **no required prerequisites** for this course. The workshop is suitable for professionals with varying levels of experience who are involved in decision-making, analysis, or solution delivery.

Contenu:

1. Foundations of Business Value

This module establishes a common understanding of what business value is and why it is central to effective decision-making.

- The importance of business value in organizations
- When and why business value should be assessed
- Definitions of business value
- How business value relates to other core business analysis concepts
- Types of business value (tangible and intangible)
- Introduction to value management

2. Assessing Costs and Benefits

Participants learn how to identify, measure, and compare value using both financial and non-financial approaches.

- Tangible and intangible values
- Applying Gilb's Law to value measurement
- Financial costs and benefits
- Understanding and analyzing cash flows
- Return on Investment (ROI)
- Payback Period
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Non-financial, tangible measures of value

3. Assessing Strategic Alignment

This module focuses on evaluating how proposed solutions support—or conflict with—organizational strategy.

- Understanding business strategy
- Assessing value in relation to strategic objectives
- Evaluating trade-offs when priorities compete

4. Assessing Organizational Capability

Participants explore usefulness as a form of value and how solutions impact organizational and stakeholder capabilities.

- Usefulness as value
- Usefulness from a stakeholder perspective
- The relationship between strategy and organizational capabilities
- Identifying simplifiers and complicators for stakeholders

5. Risks and Business Value

This module examines how uncertainty and risk affect value and how to incorporate risk into value assessments.

- What is risk
- The relationship between risk and value
- Types of risk
- Common risk factors
- Responding to risk (avoid, mitigate, transfer, accept)

6. Value Management

The final module brings everything together, focusing on ensuring value is realized and sustained over time.

- Definition of value management
- Building stakeholder consensus
- Principles and practices of value management
- Steps to successful value management
- Anticipating and addressing common value-related challenges

Autres moyens pédagogiques et de suivi:

- Compétence du formateur : Les experts qui animent la formation sont des spécialistes des matières abordées et ont au minimum cinq ans d'expérience d'animation. Nos équipes ont validé à la fois leurs connaissances techniques (certifications le cas échéant) ainsi que leur compétence pédagogique.
- Suivi d'exécution : Une feuille d'émargement par demi-journée de présence est signée par tous les participants et le formateur.
- En fin de formation, le participant est invité à s'auto-évaluer sur l'atteinte des objectifs énoncés, et à répondre à un questionnaire de satisfaction qui sera ensuite étudié par nos équipes pédagogiques en vue de maintenir et d'améliorer la qualité de nos prestations.

Délais d'inscription :

- Vous pouvez vous inscrire sur l'une de nos sessions planifiées en inter-entreprises jusqu'à 5 jours ouvrés avant le début de la formation sous réserve de disponibilité de places et de labs le cas échéant.
- Votre place sera confirmée à la réception d'un devis ou "booking form" signé. Vous recevrez ensuite la convocation et les modalités d'accès en présentiel ou distanciel.
- Attention, si cette formation est éligible au Compte Personnel de Formation, vous devrez respecter un délai minimum et non négociable fixé à 11 jours ouvrés avant le début de la session pour vous inscrire via moncompteformation.gouv.fr.

Accueil des bénéficiaires :

- En cas de handicap : plus d'info sur globalknowledge.fr/handicap
- Le Règlement intérieur est disponible sur globalknowledge.fr/reglement