

New Product Business Case Development Training Course

23 – 27 November 2026
Barcelona

AGILE LEADERS
Training Center

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Overview

New Product Business Case Development Training Course is a one-week practitioner course for product, marketing, innovation, finance, and R&D professionals who leave with a New Product Business Case and Approval Pack. Participants connect new product investment appraisal, market opportunity analysis, customer evidence, options appraisal, financial scenarios, product risk analysis, and executive approval planning. Cases from technology services and manufacturing make assumptions and decision gates traceable. Agile Leaders Training Center develops new product business case capability.

Who Should Attend

- Teams responsible for evaluating proposed products and development gates
- Functions responsible for market evidence, customer needs, and competitor analysis
- Finance teams responsible for investment estimates, scenarios, and affordability
- Innovation and R&D teams responsible for technical feasibility and resource needs
- Executives responsible for reviewing and approving product investments

The course assumes participants contribute to product proposals or investment decisions and leaves out startup formation, detailed product delivery, specialist accounting, and generic business writing.

Departments and Industries

The course supports departments and industries where new product investment decisions require traceable market, financial, operational, and risk evidence.

- Product management, innovation, strategy, and business development functions
- Marketing research, customer insight, finance, and planning teams
- Technology, software, and professional-services organizations
- Manufacturing, consumer products, and industrial-equipment enterprises
- Healthcare services, logistics, and energy businesses

Learning Objectives

By the end of this course, participants will be able to:

- Analyze product need, strategic fit, and decision-gate evidence.
- Build market, customer, and competitor evidence maps.
- Compare development options through critical success factors.
- Evaluate investment, affordability, sensitivity, and opportunity cost.
- Prioritize product risks, contingencies, and capability responses.
- Build and defend a decision-ready product business case.

Course Agenda

Day 1: Frame the Product Decision

- New Product Development Gate and Evidence Map
- Product Need and Strategic Fit Statement
- Business-as-Usual Baseline and Case-for-Change Canvas
- Product Objective and Critical Success Factor Register
- Business Case Assumption and Evidence Log

Day 2: Validate the Market Case

- Market Opportunity Scope and Demand Evidence Sheet
- Customer Requirement and Buying-Criteria Map
- Competitor Response and Substitute Product Matrix
- Price, Value, and Willingness-to-Pay Hypothesis
- Market Feasibility Finding and Confidence Scale

Day 3: Appraise Product Options

- Longlist Generation and Do-Nothing Option Method
- Critical Success Factor Options Filter
- Shortlist Cost, Benefit, and Trade-Off Matrix
- Internal Capability and Resource Constraint Assessment
- Preferred Product Option Recommendation Record

Day 4: Build the Investment Case

- Development Investment and Operating Cost Model
- Revenue, Margin, and Affordability Scenario Sheet
- Sensitivity and Switching-Value Analysis
- Product Risk, Contingency, and Opportunity-Cost Register
- Business Case Architecture and Executive Approval Plan

Day 5: Practice Product Approval

- Suggested Exercise: Audit a Product Evidence Log
- Suggested Exercise: Challenge a Market Feasibility Finding
- Suggested Exercise: Defend a Preferred Product Option
- Suggested Exercise: Present Investment Scenarios and Risks
- Capstone Exercise: New Product Business Case and Approval Pack

Practical Exercises

The course uses suggested activities to connect product evidence with investment and approval decisions.

- Suggested activity: test a software-service concept against customer evidence, substitutes, price hypotheses, and decision criteria.
- Suggested activity: compare manufacturing product options through costs, benefits, capability constraints, and opportunity cost.
- Suggested activity: stress-test revenue, margin, and investment assumptions with sensitivity and contingency scenarios.
- Suggested activity: present an executive recommendation and respond to an approval-panel challenge.

FAQs

Who suits new product business case development training, and what does it assume?

New product business case development training suits professionals who contribute market, technical, financial, or approval evidence. It assumes familiarity with a proposed product or investment decision, not specialist accounting expertise.

How does a new product business case course differ from general product management training?

A new product business case course concentrates on evidence, option appraisal, investment justification, risk, and approval. General product management training covers broader lifecycle responsibilities such as roadmaps, backlogs, delivery, adoption, and ongoing performance.

What evidence belongs in a new product business case?

A new product business case should connect strategic need, market demand, customer requirements, competitor response, price and value, capabilities, options, costs, benefits, risks, affordability, and delivery arrangements to a reviewable recommendation.

How should product options be compared in an investment case?

Product options should be compared against agreed objectives and critical success factors, including a baseline or do-nothing option. Shortlisted choices then require consistent assessment of costs, benefits, risks, constraints, affordability, and achievability.

How is uncertainty handled in new product investment appraisal?

Uncertainty is handled by documenting assumptions, evidence quality, ranges, sensitivity tests, switching values, risk ownership, contingencies, and decision conditions. Reviewers can then see which changes would alter the recommendation.

Conclusion

Participants take back a New Product Business Case and Approval Pack. It combines the evidence log, market case, option appraisal, financial scenarios, capability assessment, risk register, document structure, and approval plan. The pack changes disconnected product claims into a traceable recommendation that decision makers can challenge, approve, defer, or reject.