



Developing A Business Case

Overview

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Developing A Business Case

1. Introduction

This course is designed to help managers justify proposed investment in projects – from marketing campaigns to cost savings through equipment purchasing. It places business cases within the strategic context – is the proposal in line with strategy and does it support key performance drivers. Our course will help managers to develop an efficient working model that enables results to be generated easily as key variables are changed, allowing managers to answer “what if” questions.

The course addresses financial issues from the accounting perspective (profit and loss, balance sheet, cashflow), including typical ratio measurements, and from a value management perspective using NPV and IRR. We tie “intangibles” into the value perspective exploring how managers can justify investment in relationships, knowledge, brand etc.

Finally, we consider how to present business cases.

2. Who will benefit

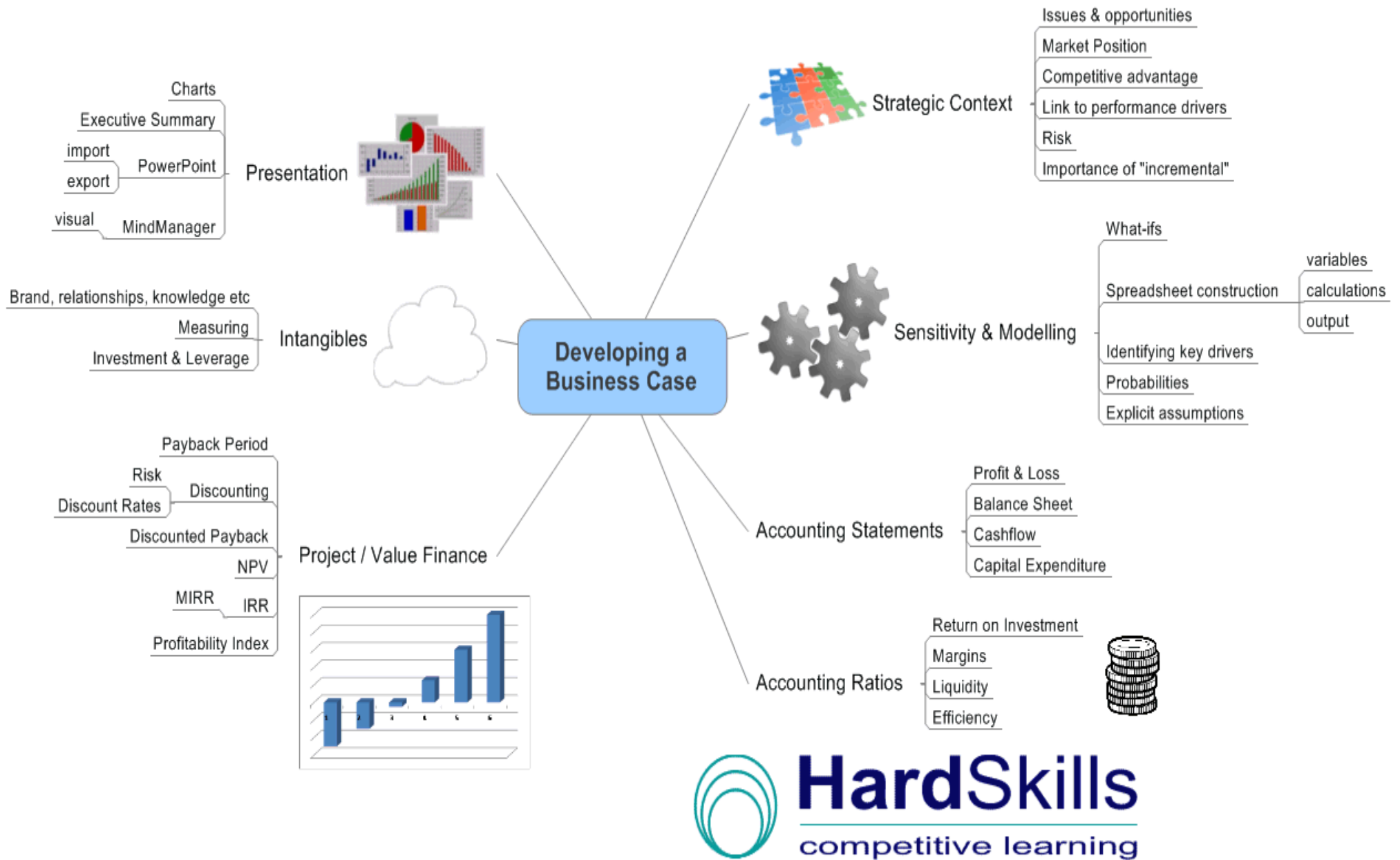
Managers who are involved in creating or assisting in the development of business cases. It may also be valuable as a general course to help managers to understand the financial aspects of the business and how their budgets or resource allocations came about.

3. Learning outcomes

The basic aim of our programmes is to provide managers with the core skills they need to analyse, develop and communicate business cases that are consistent with the organisation’s strategy.

4. Course Outline

- Strategic Context
 - issues and opportunities
 - market position
 - strategic approach to gaining competitive advantage
 - link to performance drivers
 - risk
 - importance of measuring what is “incremental”
- Sensitivity & Modelling
 - importance of “what-if” analysis
 - effective spreadsheet modelling – what goes where!
 - identifying key drivers
 - probabilities
 - explicit assumptions
- Accounting Statements
 - profit and loss, balance sheet, cashflow, capital expenditure
- Accounting Ratios
 - return on investment, margins, liquidity, efficiency
- Value (project) Finance
 - payback period
 - discounting
 - NPV and IRR (MIRR)
 - profitability index
- Intangibles - brand, relationships, knowledge etc
 - measuring
 - investing and leveraging
- Presenting the business case
 - the CEO and CFO perspectives
 - Executive summary
 - charts
 - PowerPoint
 - MindManager



5. Paul Taylor – Lead Facilitator

Qualifications & Memberships

- MA in law, Oxford University
- MBA, City University, London
- Member of the Chartered Institute of Marketing
- Member of the Institute of Management Consultancy
- Accredited facilitator on Ericsson Leadership programme

Career

- 18 years' experience as a consultant and trainer
- Marketing Manager, FTSE 100 company

Experience

- accredited facilitator on the Ericsson global leadership programme, delivering in over 10 countries to 20 different nationalities over a five year period; development and delivery of two-day finance module for Ericsson managers and strategic marketing programme
- the design (including train-the-trainer workshops) and delivery of training programmes for ntl: Telewest / Virgin Media
- strategic management courses designed and delivered for Oxford University Press
- marketing communications and marketing effectiveness courses designed and delivered for Cisco
- four-day business management programme (customer focus, strategy, finance and business planning) designed and delivered for civil engineering firm May Gurney
- finance for non-finance managers and value-based marketing courses designed and delivered for Centrica
- consultancy and project management relating to the promotion of UK Online for Business and Best Practice initiatives for the dti
- lecturing on the Chartered Institute of Marketing postgraduate diploma