

WEBINAR

# Make a Winning Business Case

**Scott L. Mitchell**  
Chair, OCEG & Project: Risk Leader

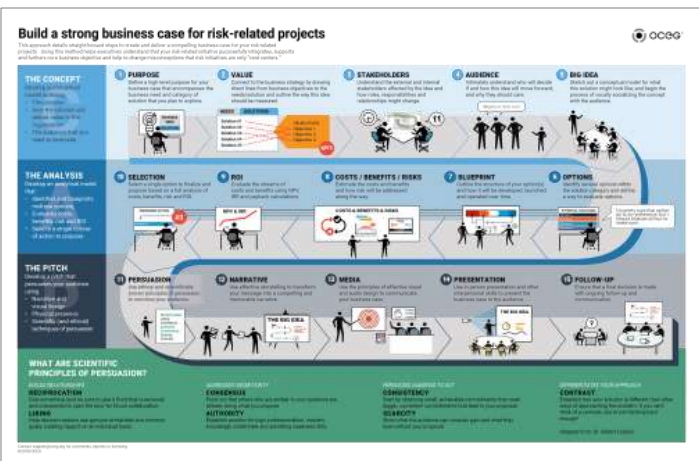


**Karl Kimball**  
Executive Advisor, TEKsystems  
Former SVP, Bank of America



# Objectives

- Understand how to build a conceptual model that allows you to validate a “big idea” before you waste time building analytical models and presentations.
- Understand how to build an analytical model that economically justifies your preferred solution.
- Understand how to build a compelling pitch that persuades your audience.



“

By failing to prepare, you  
are preparing to fail

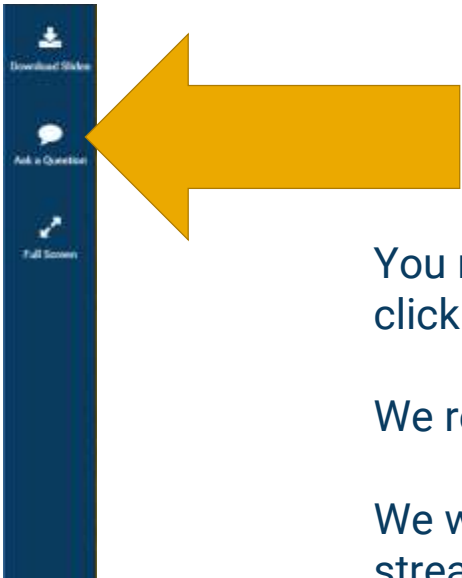
Benjamin Franklin

”

# Introduction



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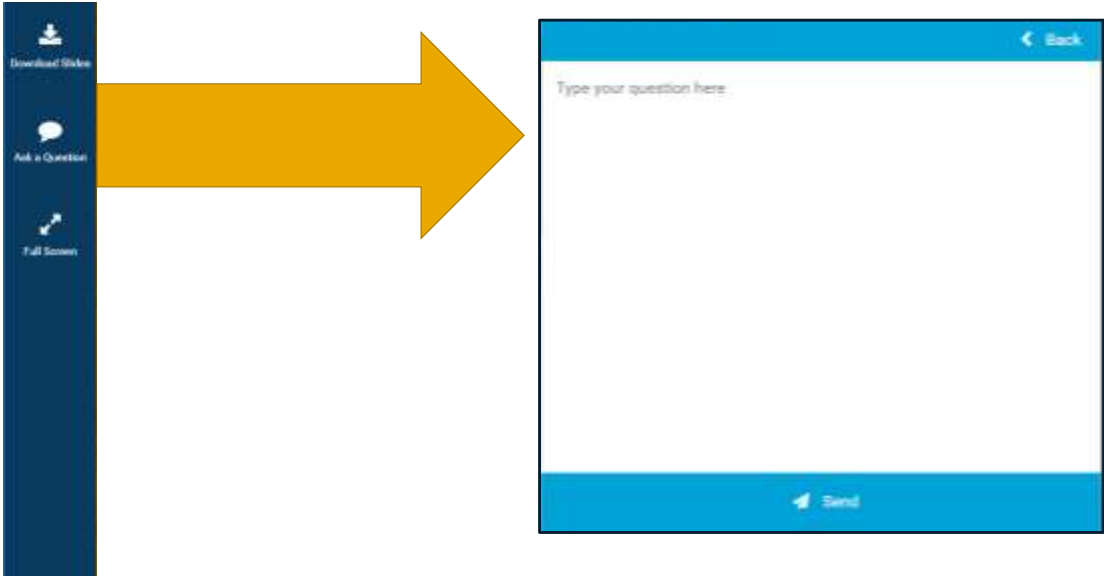


You may ask a question at any time by clicking "Ask a Question"

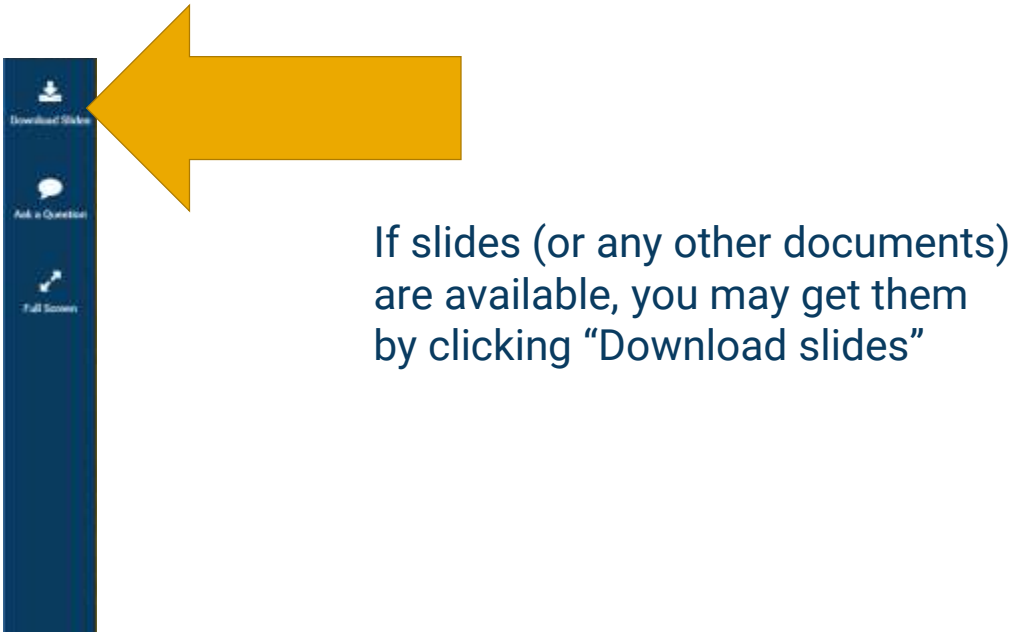
We read every single one of these.

We will either answer during the live stream or after the session.

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# Let's Begin!

START

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**Are you currently making a business case?**

**A. Yes**

**B. No**

**C. Not right now but soon!**

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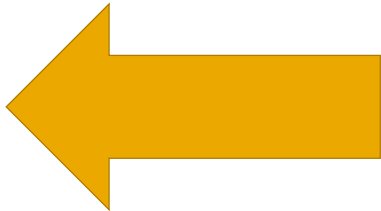
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Most  
Business Case  
Methodologies



# CONCEPT

- Define the purpose
- Establish how the solution will deliver value
- Understand the audience that you need to persuade



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- Establish how the solution will deliver value
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# ANALYSIS

- Identify and blueprint multiple options
- Evaluate costs, benefits, risks and ROI
- Select a single course of action to propose



## CONCEPT

- Define the purpose
- Establish how the solution will deliver value
- Understand the audience that you need to persuade

## ANALYSIS

- Identify and blueprint multiple options
- Evaluate costs, benefits, risks and ROI
- Select a single course of action to propose

## PITCH

- Use scientific (and ethical) techniques of persuasion
- Finalize the narrative and visual design
- Present and follow-up to drive decisions

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# CONCEPT

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CONCEPT

**1 PURPOSE**

Define a high-level purpose for your business case that encompasses the business need and category of solution that you plan to explore.



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Critical Factors

Common Mistakes

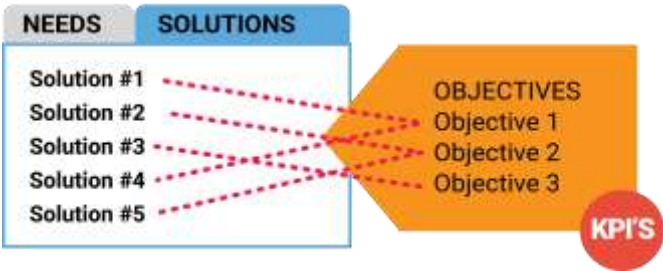
Examples

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CONCEPT

**2 VALUE**

Connect to the business strategy by drawing direct lines from business objectives to the needs/solution and outline the way this idea should be measured.



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Critical Factors

Common Mistakes

Examples

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CONCEPT

**3** **STAKEHOLDERS**

Understand the external and internal stakeholders affected by the idea and how roles, responsibilities and relationships might change.



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Critical Factors

Common Mistakes

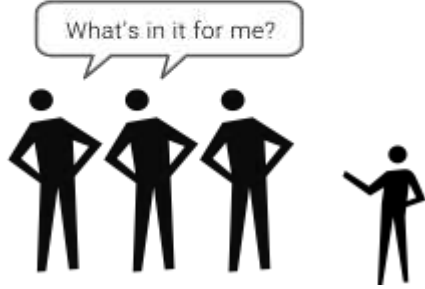
Examples

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CONCEPT

**4** **AUDIENCE**

Intimately understand who will decide if and how this idea will move forward; and why they should care.



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Critical Factors

Common Mistakes

Examples

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CONCEPT

**5 BIG IDEA**

Sketch out a conceptual model for what this solution might look like; and begin the process of vocally socializing the concept with the audience.



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Critical Factors

Common Mistakes

Examples

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**In the past, have you spent time on big or small ideas?**

- A. Big ideas
- B. Sadly, only small ideas
- C. A mix of both

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## SMALL IDEA

You told me to look into third party management software packages.

I put together an RFP and have some initial numbers. Seems like it will cost around \$500K to \$1.5MM.

Which one should I pursue?

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## BIG IDEA

Our industry is changing because of the new stability and growth of middle-class consumer that led to massive economic expansion in NewGeo.

Every one of our competitors is trying to establish a foothold in NewGeo, and at least \$5 Billion is at stake.

Our organization aims to be one of the top widget providers by 2022. But today, we are not.

To meet our objectives and to transform our market position, we must quickly and effectively engage with the best partners to extend our capabilities to sell, market and distribute our widgets in this region.

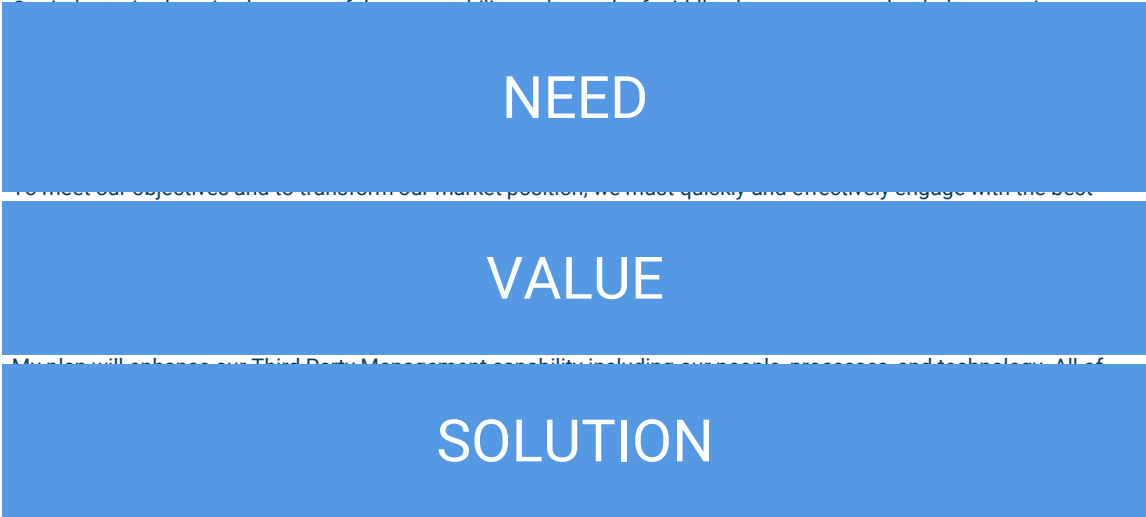
My plan will help us more quickly and effectively engage with and measure up to 850 partners every year. This plan will help us reach our NewGeo objectives of growing: revenue by 50%; market share by 50%; and consumer awareness of our brand by 50%.

My plan will enhance our Third Party Management capability including our people, processes, and technology. All of these changes will take place over 12 months and require \$5 Million investment. We expect to deliver an internal rate of return ~74% over 48 months when compared to our existing approach.

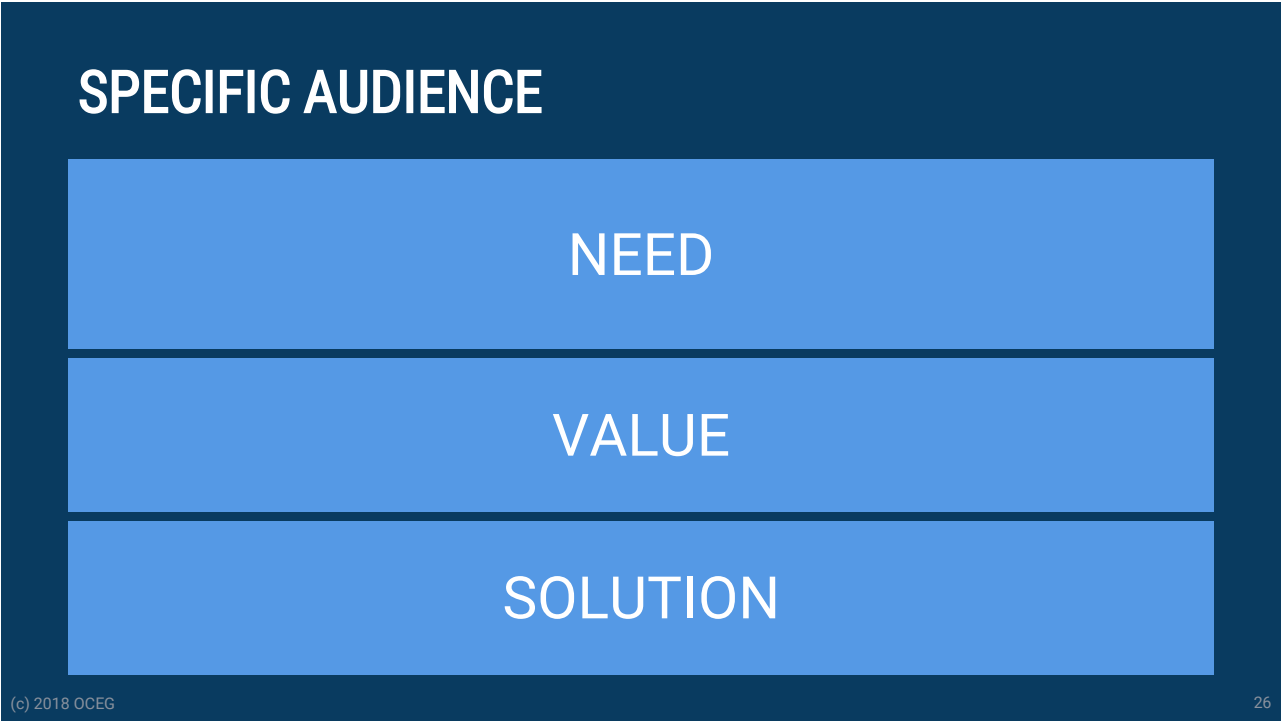
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# BIG IDEA



# SPECIFIC AUDIENCE



“

If you don't know where you  
are going, you'll end up  
someplace else

Yogi Berra

”



ANALYSIS

ANALYSIS

**6** **OPTIONS**

Identify several options within the solution category and define a way to evaluate options.



I'm pretty sure that option #2 is my preference, but I should analyze all four to make sure.

Critical Factors

Common Mistakes

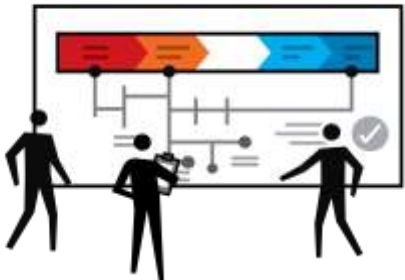
Examples

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ANALYSIS

**7** **BLUEPRINT**

Outline the structure of your option(s) and how it will be developed, launched and operated over time.



Critical Factors

Common Mistakes

Examples

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ANALYSIS

**8 COSTS / BENEFITS / RISKS**

Estimate the costs and benefits and how risk will be addressed along the way.



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Critical Factors

Common Mistakes

Examples

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ANALYSIS

**9 ROI**

Evaluate the streams of costs and benefits using NPV, IRR and payback calculations.



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Critical Factors

Common Mistakes

Examples

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“

When you say ROI, do you mean return on investment or risk of inaction?

Paul Gillin

”

## How does your company judge ROI?

ANALYSIS

**9 ROI**

Evaluate the streams of costs and benefits using NPV, IRR and payback calculations.



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Critical Factors

Common Mistakes

Examples

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ANALYSIS

**10 SELECTION**

Select a single option to finalize and propose based on a full analysis of costs, benefits, risk and ROI.



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Critical Factors

Common Mistakes

Examples

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# PITCH

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PITCH

## 11 PERSUASION

Use ethical and scientifically proven principles of persuasion to convince your audience.



- Reciprocation
- Liking
- Consensus
- Authority
- Consistency
- Scarcity
- Contrast

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Critical Factors

Common Mistakes

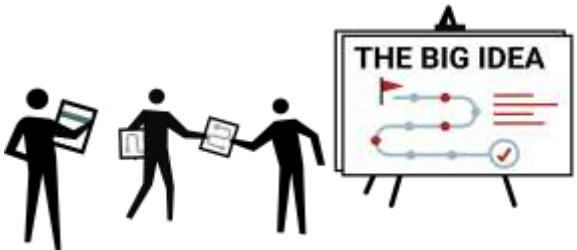
Examples

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PITCH

**12 NARRATIVE**

Use effective storytelling to transform your message into a compelling and memorable narrative.



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- Critical Factors
- Common Mistakes
- Examples

PITCH

**13 MEDIA**

Use the principles of effective visual and audio design to communicate your business case.



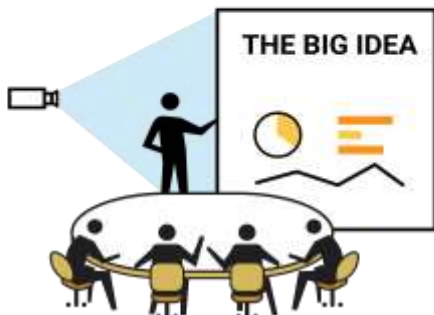
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- Critical Factors
- Common Mistakes
- Examples

PITCH

**14 PRESENTATION**

Use in-person presentation and other interpersonal skills to present the business case to the audience.



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Critical Factors

Common Mistakes

Examples

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“  
Unless commitment is  
made, there are only  
promises and hopes; but no  
plans

Peter Drucker

”

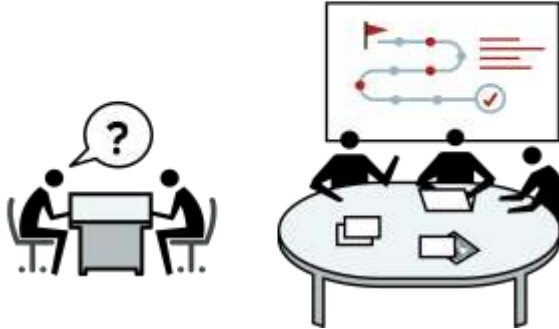
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PITCH

**15 FOLLOW-UP**

Ensure that a final decision is made with ongoing follow-up and communication.



Critical Factors

Common Mistakes

Examples

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**Do you want help making a business case?**

A. Yes

B. No

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