

Client	The client, headquartered in the UK, is one of the world's top 10 financial services Groups. In the UK, the client is the leading provider of corporate banking services and is a market leader in the provision of retail banking, wealth management, consumer finance and insurance.
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Project Name	Business Case Drafting and Coaching
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Project Start Date	March 2006	Project End Date	April 2006
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Industry	<input checked="" type="checkbox"/> Commercial banking	<input type="checkbox"/> Insurance
	<input type="checkbox"/> Investment banking	
	<input type="checkbox"/> Private banking	<input checked="" type="checkbox"/> Asset and wealth management
	<input checked="" type="checkbox"/> Retail banking	
		<input type="checkbox"/> Corporate

Category of Service	<input type="checkbox"/> Performance measurement and monitoring	<input type="checkbox"/> Regulatory compliance and reporting
	<input type="checkbox"/> Portfolio risk management	<input type="checkbox"/> Business process improvement
	<input type="checkbox"/> Specialised risks	<input checked="" type="checkbox"/> Training and people change
	<input type="checkbox"/> Data Quality	<input type="checkbox"/> System selection and implementation

The Challenge	<p>The client's annual budget process is a complex undertaking involving many departments and functions. An essential element to the building of the budget is the drafting and approval of detailed business cases. In recent years the client has found it difficult not only to identify the business options that would generate the best return on investment but also to demonstrate the ultimate value of projects.</p> <p>avantage was engaged to provide the techniques and processes required to build a robust, justifiable business case. In addition, the client wanted to learn more about how to identify and quantify the costs and benefits in the business case (cost benefit analysis) and understand how to use Payback Periods, Return on Capital, Net Present Value and Internal Rate of Return within a business case.</p>
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Approach and Solution	<p>avantage designed and delivered a Business Case training course to the client focusing on the following skills:</p> <ul style="list-style-type: none"> • Define the key components of a business case; • Produce a Cost Benefit Analysis; • Determine the Payback Period, Return on Capital, Net Present Value and Internal Rate of Return for a business case; • Perform a financial risk and sensitivity analysis; • Link their message to key corporate strategies; • Gather and structure the wide range of information that makes up a business case; and • Write a compelling Management Summary. <p>The advantage consultant provided coaching over a number of weeks following delivery</p>
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	of the training. The coaching assisted staff to apply the skills outlined above when developing the business cases required for the immediate budgeting process.
Results and Benefits	The client's middle managers gained a better understanding of and practical experience in how to create business cases. They could now explain why new credit risk system developments are necessary to achieve the wider strategic objectives. The feedback received from the participants was that they were now able to see the purpose of writing business cases and felt confident in writing their own.
Software used	Not applicable.