



*International Civil Aviation Organization*

South American Regional Office

**Training and Coaching for a Runway Overrun Protection System (ROPS)**

**Business Case**

Lima, Peru, 2 to 4 May 2012

ROPS

20/4/12

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## **AGENDA**

### **1. Deliverables**

- a) A validated business case with appropriate templates to support the case.
- b) A PowerPoint presentation showing results of the business case.

1.1 Provide training to a selected group of finance and/or technical experts to acquaint the participants with the concepts of a strong business case and develop their competency in designing, building and presenting a solid case in support of decisions made by senior executives.

### **2. Scope of the Training**

2.1 The participants will receive materials for the workshop including a complete reference guide, a copy of the presentation slides for note taking and a participant workbook for class case studies.

### **2.2 Benefits**

- a) Understand the essential building blocks that every business case must have
- b) What to look for in case reports that makes the difference between a strong case and a weak case
- c) The difference between the case for decision support and the case for business planning
- d) How to build credibility as you build your case
- e) How to legitimize and measure the full range of business benefits – even the so-called “intangibles”
- f) How to build a financial modeling system that lets you ask “what if” questions
- g) Find the assumptions that drive results, and measure risk and uncertainty in your projections
- h) How to package and present business case results for maximum impact

### **2.3 Programme description**

#### **2.3.1 Assessment phase - consulting**

2.3.1.1 The Consultant will meet with the selected team to assess their level of understanding of business case building and the current practices within the region.

2.3.1.2 With this understanding, the Consultant will facilitate the team through a process to define the parameters of the case.

## 2.3.2 **Training phase**

2.3.2.1 This three-day workshop is designed for the team members to build the financial business case or use business case results. Approaches include cost benefit analysis, return on investment, cost of ownership, justification, and projected cash flow.

2.3.2.2 The workshop includes practical instruction on the "what", "why", and the "how" of all essential case elements:

- a) Defining the business case subject: describing what the case is about—concretely and completely
- b) Stating the purpose: (this answers the questions "What decisions or actions will be taken based on business case result? By whom? When?)
- c) Setting objectives: determining which financial metrics and other information are necessary for accomplishing the case purpose
- d) Setting rules for including and excluding cost and benefit items:
  - Scope of the case and boundaries for the analysis (time, technical)
  - Creating a cost model (which shows the universe of possible cost impacts and groups together line items that change together and need to be managed together)
  - Developing a benefits model and the rationale for valuing benefits
- e) Developing a time-line view of cost/benefit line-item data
- f) Summarizing expected cash flow consequences and evaluating financial metrics
- g) Evaluating sensitivity of the underlying financial model (to show which factors are most important in controlling results)
- h) Analyzing risks (include simulation modeling to establish likelihood of different outcomes)
- i) Evaluating important, but non-quantified, benefits
- j) Summarizing contingencies and dependencies
- k) Presenting the overall financial and business performance impact

## 2.3.3 **Building the case – coaching activities equivalent of 20 hours over six weeks period**

- a) The Consultant coaches the team through the process by assigning tasks and reviewing their progress
- b) Consultant will coach the team to validate the “case” design
- c) Consultant will coach the team to analyze the data collected and select recommendation
- d) Consultant will coach the team to package and present the case (simulation run)
- e) Presenting the “case” for approval or decision assist.

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