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COURSE BROCHURE

# Advanced Business Case Analysis and Executive Decision Support Training Course

11 – 22 October 2027
Munich

# Advanced Business Case Analysis and Executive Decision Support Training Course

**Ref:** 2646_100713 **Date:** 11 – 22 October 2027 **Location:** Munich **Fees:** 9500 GBP

Business Case Analysis and Executive Decision Support is a 2-week training course for senior business analysts and managers who prepare the evidence behind major organisational choices, and it ends with an executive decision case file ready for a leadership committee. Boards now expect sharper reasoning, clearer trade-offs and faster answers on investments that carry real uncertainty. Jupiter Prime Training delivers this course for analysts who must turn scattered evidence into a decision leaders can defend.

## Why Business Case Analysis and Executive Decision Support Matters Now

Three forces shape this subject today. Capital is scarcer and committees compare more competing proposals for the same funds. Data is plentiful, yet its quality varies, so leaders need analysts who can separate signal from noise. Stakeholders, from finance to operations to customers, expect their concerns to be visible in every recommendation. An organisation that handles this well funds the right initiatives and stops weak ones early; one that handles it badly commits money to optimistic forecasts and discovers the gaps too late. The course rests on structured problem framing, option appraisal, sensitivity testing and risk-weighted comparison rather than any single proprietary method.

## Who Gains Most from Business Case Analysis and Executive Decision Support

- Analysts responsible for preparing investment and change proposals for senior committees
- Managers accountable for recommending one option among several competing initiatives
- Strategy and planning staff who test whether proposals fit organisational priorities
- Finance partners who review cost, benefit and payback assumptions inside proposals
- Portfolio and project office staff who track whether approved cases deliver their benefits

A strategy office or investment review unit gains most when several members attend together, because they leave with one shared standard for how proposals are framed, tested and presented.

## Business Case Analysis and Executive Decision Support Capabilities

Participants move from collecting figures to building an argument that a sceptical committee can challenge and still accept.

- Frame a decision problem with a clear question, scope and success criteria — the committee sponsoring the proposal
- Build a long list and short list of options with explicit screening rules — the leadership choosing where to invest
- Calculate costs, benefits and payback under stated assumptions — finance reviewers testing affordability
- Test assumptions through sensitivity and scenario ranges — risk owners judging exposure
- Weigh options on value, risk and readiness with transparent scoring — executives comparing proposals
- Communicate a recommendation in a short decision paper and briefing — the board approving or rejecting it

## Key Business Case Analysis and Executive Decision Support Terms

- Business case — a structured argument showing why an investment should proceed, what it costs, what it returns and what could go wrong.
- Option appraisal — the comparison of alternative ways to meet a need, including doing nothing, against agreed criteria.
- Sensitivity range — the span of outcomes produced when one key assumption is moved up or down while others stay fixed.
- Benefit realisation — the tracking of promised benefits after approval to confirm whether the case delivered what it claimed.
- Decision criteria — the weighted factors a committee uses to judge options, set before the options are scored.
- Risk-adjusted value — the expected value of an option after the likelihood and impact of its main risks are taken into account.

## Business Case Analysis and Executive Decision Support Day by Day

### Day 1: The Executive Decision Context

- Decision Rights Mapping — Who Approves, Advises and Is Informed
- Committee Expectations Review — What Evidence Leaders Ask For First
- Strategic Fit Screening — Whether a Proposal Serves Stated Priorities
- Proposal Lifecycle Map — Where Analysis Adds Most Value
- Case Quality Checklist — Common Weaknesses in Rejected Proposals

### Day 2: Structuring the Problem

- Problem Statement Drafting — Agreeing the Question Before Seeking Answers
- Issue Tree Construction — Breaking a Problem Into Testable Parts
- Hypothesis Listing — Directing Analysis Toward Likely Answers
- Scope Boundary Setting — What the Case Will Not Address
- Success Criteria Definition — Measures the Committee Will Judge

## Day 3: Evidence and Data Quality

- Evidence Source Grading — Trusting Some Figures More Than Others
- Baseline Measurement — Establishing the Current Performance Position
- Data Gap Log — Deciding What to Estimate and What to Collect
- Benchmark Comparison — Testing Claims Against Peer Performance
- Stakeholder Interview Synthesis — Turning Opinions Into Usable Evidence

## Day 4: Generating and Screening Options

- Long List Generation — Avoiding a Single Preferred Answer Too Early
- Do-Nothing Baseline Option — Showing the Cost of Inaction
- Screening Rules Design — Removing Unworkable Options Transparently
- Short List Profiles — Describing Each Option on Equal Terms
- Option Dependency Mapping — Links Between Options and Other Initiatives

## Day 5: Costs, Benefits and Financial Measures

- Whole-Life Cost Estimate — Capital, Running and Exit Costs
- Benefit Classification — Cash, Efficiency and Non-Financial Gains
- Net Present Value Calculation — Comparing Options Over Time
- Payback and Break-Even Analysis — How Soon Funds Return
- Affordability Check — Fitting Options Within Budget Envelopes

## Day 6: Uncertainty and Risk Weighting

- Assumption Register — Recording What the Case Depends On
- Sensitivity Testing — Which Assumptions Change the Answer
- Scenario Ranges — Optimistic, Expected and Pessimistic Outcomes
- Risk Likelihood and Impact Scoring — Weighting Exposure per Option
- Optimism Bias Adjustment — Correcting Overconfident Estimates

## Day 7: Comparing Options and Making Trade-Offs

- Weighted Criteria Scoring — Ranking Options Against Agreed Factors
- Value for Money Judgement — Balancing Cost, Quality and Risk
- Trade-Off Matrix — Making Competing Priorities Visible to Leaders
- Reversibility Assessment — Keeping Future Choices Open
- Preferred Option Rationale — Explaining Why It Wins

## Day 8: Implementation Readiness and Benefits Tracking

- Delivery Readiness Review — Capacity, Skills and Timing Constraints
- Phasing Plan — Staging Investment to Limit Exposure
- Benefit Owner Assignment — Who Answers for Each Promised Gain
- Benefit Tracking Measures — Indicators Reviewed After Approval
- Stop and Continue Gates — When to Revisit the Decision

## Day 9: Presenting the Case to Executives

- Decision Paper Structure — Recommendation First, Evidence After
- Executive Summary Drafting — One Page Leaders Actually Read
- Chart Selection for Decisions — Showing Trade-Offs Clearly
- Challenge Session Rehearsal — Answering Sceptical Committee Questions
- Dissent Recording — Showing Views That Disagree With the Recommendation

## Day 10: Practising the Executive Decision Case File

- Problem Framing Review — Applying Structuring Methods to a Live Case
- Option Appraisal Run — Applying Screening and Scoring to the Case
- Risk-Weighted Comparison — Applying Sensitivity Findings to the Ranking
- Peer Committee Simulation — Testing the Case Under Challenge
- Executive Decision Case File — Completing the Paper for Approval

## Applying Business Case Analysis and Executive Decision Support After the Course

- Lead a rework of one pending proposal using an issue tree, a do-nothing option and a sensitivity table before it reaches committee.
- Introduce a shared weighted criteria sheet so every proposal in the next funding round is scored on the same factors.

## Business Case Analysis and Executive Decision Support Questions FAQ

### What is business case analysis and executive decision support, and why does it matter now?

It is the discipline of turning evidence into a clear, tested recommendation for leaders. It matters now because committees compare more proposals for limited funds and expect visible trade-offs, tested assumptions and honest risk weighting before they approve any investment.

### Which roles gain most from business case analysis and executive decision support?

Senior analysts and managers who prepare or review proposals gain most. That includes strategy staff, finance partners and portfolio office members who must judge whether a case is sound and whether its promised benefits are being delivered after approval.

### How does business case analysis and executive decision support differ from a business analysis foundations course?

It focuses on the decision rather than on requirements. A foundations course teaches elicitation and process modelling; this one teaches option appraisal, financial measures, risk weighting and executive presentation across two weeks, at an advanced depth for people already working in analysis roles.

## What do you bring back from business case analysis and executive decision support?

You bring back a completed decision case file built on a real or realistic proposal. It contains the framed problem, screened options, costed comparison, sensitivity findings and a short executive paper, plus a scoring sheet your team can reuse for future proposals.

## Business Case Analysis and Executive Decision Support: The Way Forward

The executive decision case file first informs whether a pending proposal goes forward, is reshaped or stops. Analysts use it to brief sponsors, finance reviewers use it to test affordability, and committees use it to record their reasoning. After its first use, the perspective worth revisiting is benefit tracking: checking whether approved cases delivered what they promised sharpens every future estimate.