

Accredited Investment Logic Mapping Facilitator Prequalified Business Case Developer

Dominic Grounds - Principal at Biruu Pty Ltd

Dominic's career mission is to equip decision makers with thorough and clearly-presented analyses, supported by data.



A logical case for investment, supported by robust financial and demographic analysis, ultimately leads to a stronger and more successful Business Case.

Dominic has led the drafting of Business Cases for investment proposals summing to several billion dollars of capital value. He brings the experience of leading over twenty Gateway Reviews, including having his work reviewed by others.

Dominic was one of the first Investment Logic Map facilitators to be accredited by DTF, and has assisted in the development of the Investment Management Standard, and Business Case Guidelines, in each iteration.

Over the last decade he has facilitated many Investment Logic Map workshops, for every Victorian government department and nearly all its larger agencies, as well as in other jurisdictions.

Dominic offers a unique perspective on the ILM process: the experience of drafting many subsequent Business Cases equips Dominic with a better knowledge of how to ensure the Investment Management Standard products lead to the most compelling and well-argued case for investment.

1. Organisation Overview

Biruu (www.biruu.com) is the market leader in its niche. Biruu provides:

- Detailed knowledge of Victorian Government investment management policies and guidelines
- Commercial and transaction advice supported by robust financial modelling and demographic needs analysis for complex property and infrastructure proposals.

Our engagements are characterised by financial, commercial, regulatory or policy complexity, usually connected with property or infrastructure investment and the services they deliver.

Our approach is strongly evidence-based placing great store on robust methodology, supported by quality input data and other evidence. Our modelling analyses are thorough and easy to understand, ensuring our work is highly regarded and trusted by government and other clients.

Biruu regularly addresses high value or high risk investments, and typically compete with the commercial advisory divisions of the global accounting firms. Evidencing the credibility of its analysis and advice, Biruu has prequalified on the following expert panels;

- *Whole of Victorian Government Professional Advisory Services Panel (Commercial and Financial Advisory Services)* – Department of Treasury and Finance (Victoria)
- *Panel of Pre-Qualified Financial Advisory Services – Specialist Industry Adviser* (NSW Treasury)
- *Panel of Accredited Investment Logic Map Facilitators* – Commerce and Works Directorate (ACT)
- *Planning Advisory Panel (Urban Economics)* – Victorian Planning Authority (Victoria)
- *Health Economic Services Panel* – Department of Health (Australian Government)
- *eServices Register* – Department of Treasury and Finance (Victoria)
- *General Services Panel (Commercial Advisory)* – Department of Environment, Land, Water and Planning (Victoria)

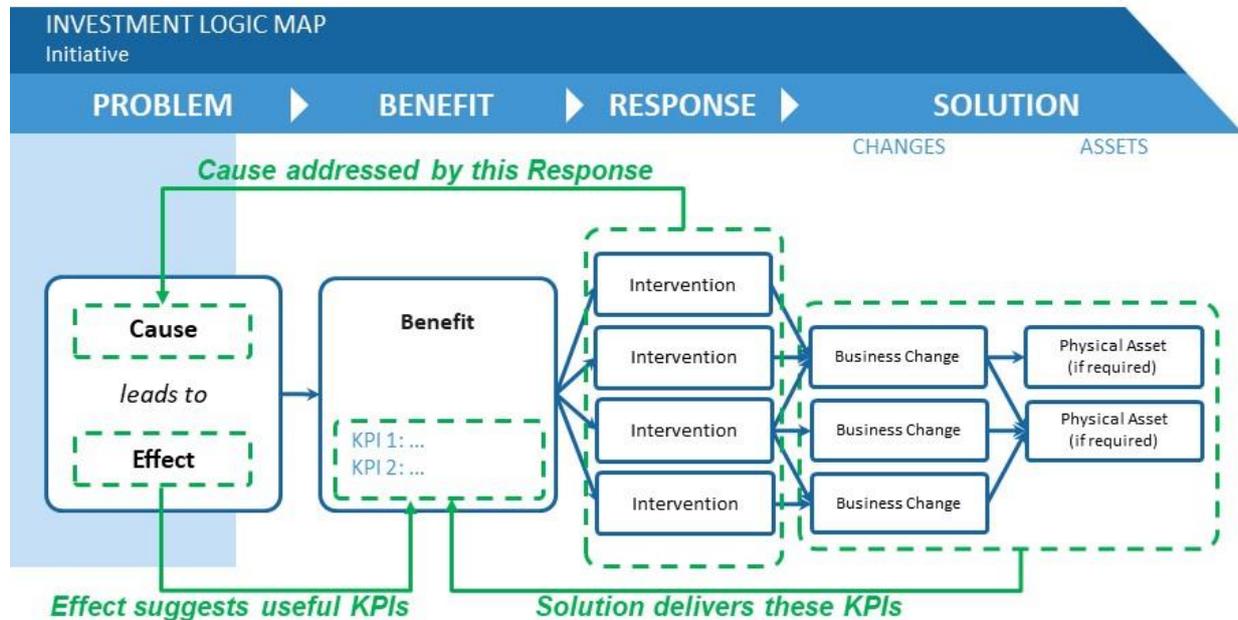
Biruu's health division provides analysis and advice to the Health and Human Services side of Government and private clients.

Biruu and Biruu.Health carry Professional Indemnity and Public Liability insurances.

2. Investment Management Standard

The Investment Management Standard is the overarching title for the Investment Logic Map and its accompanying tools. The Standard is set out in a series of guidelines published by DTF addressing four main elements: a) problems, b) benefits, c) responses, and d) solutions.

The Investment Logic Map summarises the set of tools onto one A4 page, with an internal logic that tells tell a powerful investment story, shown diagrammatically below.



A well thought out and well drafted Investment Logic Map sets up the narrative of the Business Case, making the exercise of writing the Business Case much quicker. It is the A4 equivalent of a 30-second elevator conversation when asked, 'What is this investment about?'

3. Workshops

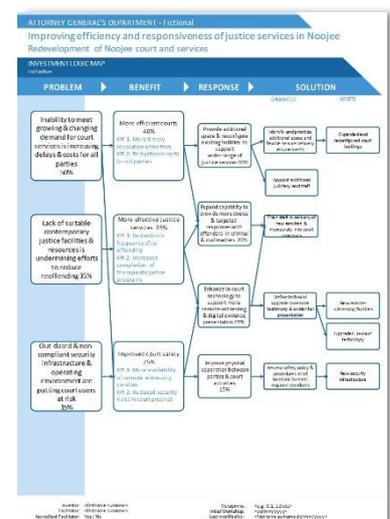
Each of the elements (problems, benefits, responses, solutions) are developed in two hour workshops, and we guarantee that the outputs will be delivered within 24 hours.

Investment Logic Map workshop (Problem Definition)

The first workshop focuses on the Investment Logic Map, which seeks to define the problems the investment is meant to solve (Part 1 of the Business Case), adopting the perspective that investments should be seen as a solution to a problem. It also seeks to draw out the benefits that solving the problem will generate, measured by KPIs.

Common experience is that a structured, robust discussion about the reasons for the investment is an enormously valuable thing to do, and that the record of the discussion is used as a reference point to help guide the rest of the project development process. Participants typically report that 120 minutes of senior executive time discussing fundamental questions is time well spent.

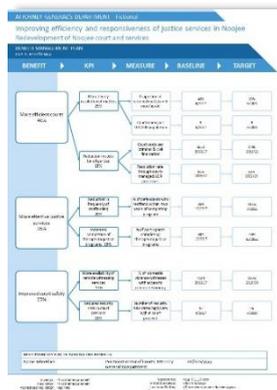
The facilitator's role is to robustly test the assertions from the floor, in order to draw out a compelling, clear and truthful argument for the investment.



Benefit Management Plan workshop

The second workshop focusses on the benefits of solving the problems (Part 2 of the Business Case). The benefits, as measured by KPIs, represent government's 'return on investment'.

On simpler investments the benefits can sometimes be defined and KPIs established (the "Benefit Map") in the first workshop, saving time and money.



Response Options Analysis workshop

Responses to the problems (Part 3 of the Business Case) are developed in a separate two-hour workshop that reviews and expands upon the initial Investment Logic Map.

Potential responses are evaluated against the extent to which they deliver the KPIs.

The likely timelines, cost, risk and dependencies associated with the preferred responses are summarised in a Response Options Analysis Report.

Solutions Definition workshop

The potential project options, or solutions, are explored in a separate two hour workshop that expands upon the earlier work, to examine the range of project options in more detail, and tentatively recommend a solution.

4. Development of the Full Business Case

Biruu's combination of skills are transferable between sectors, and mean we can defensibly demonstrate the value of good investments to return dividends for investors, the community, or the economy, in the form of a Business Case.

Financial Modelling

The Financial Model sits at the centre of the Investment Analysis, Business Case, or Feasibility Study. It drives data requirements, and it presents the quantitative results of the analysis. The process of planning a Financial Model commences with planning what data will be needed to build it, and what information is required from it. The data requirements shape the entire process of developing a Business Case.

Economic Impact Analysis

All investment has an economic dimension, and all economics has a social dimension. We develop the models which link the two quantitatively, to calculate economic and social impacts of investment options, so clients may optimally allocate their capital, labour and time resources.

Demographic Analysis

Decisions based on a thorough and clearly presented analysis, supported by data, are always more robust under scrutiny. We prepare the analysis of social and demographic data needed to support service or business planning, in sectors ranging from health to tourism investment. We translate the insights from this analysis into practical advice to clients in the private and public sectors.

Commercial Strategy

Implementable, effective, and enduring solutions require the right commercial approach from the start. We help clients plan the best commercial strategy to engage with the market. Our advice is always based on research, typically supported by market analysis and financial modelling.

Workshop facility requirements

A suitable room with a traditional whiteboard is all that is required to deliver a time-efficient workshop for time-poor executives.

5. Cost of Products

Product	Cost (incl' GST)
Investment Logic Map workshop (Problems & Benefits)	\$1,980
Benefit Definition workshop (Benefit Map)	\$1,980
Response Options Analysis workshop (Response Options Analysis Report)	\$2,420
Solution Definition workshop (Investment Concept Brief)	\$1,980
Strategic Assessment or Business Case (package comprising all the elements bundled together accompanied by explanatory information)	Price subject to complexity
Biruu would be pleased to provide individual quotations for business case development	

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