

A photograph of three business professionals in an office setting. A man in a white shirt and tie stands in the center, pointing at a tablet held by a woman in a dark blazer. An older man in a suit sits to the left, looking at the tablet. The background shows a bright office with large windows.

QUALIFICATION : PROJECT 1011

Applicable to all industries

Business Case for critical infrastructure investment 2023

Qualification: Critical Infrastructure Business Case

Develop a business case for strategic business infrastructure investment

Summary: ICG to support the organisation in developing a strategic case for critical infrastructure spend

Project description/approach	<ul style="list-style-type: none"> Review history and approach to strategic infrastructure investment Interview peers locally and globally to establish best practice menu Review client context and establish recommended blueprint Syndicate with key stakeholders and refine for implementation
Why ICG was needed	<ul style="list-style-type: none"> Organisational approval denied because the case for infrastructure investment was never established
Impact delivered by ICG	<ul style="list-style-type: none"> Developed a workable approach that was signed-off for implementation
Critical insights/new ICG IP available to new clients	<ul style="list-style-type: none"> Shared best practice approaches used by peers Developed a new approach and methodology that ensured the appropriate amount of investment is made
Client feedback “Would you use ICG again, and if differently, how?”	<ul style="list-style-type: none"> Yes, the client had previously used The Big Four and was unhappy with their work quality so wanted to try ICG on this engagement. They were delighted with the quality of thinking for the price.

Client: A large government infrastructure and services provider f

Industry	<ul style="list-style-type: none"> Infrastructure and services
Sector / function	<ul style="list-style-type: none"> Business Case
Geography	<ul style="list-style-type: none"> Australia

Project period / duration

Broader program ongoing at client. Project completed early 2024

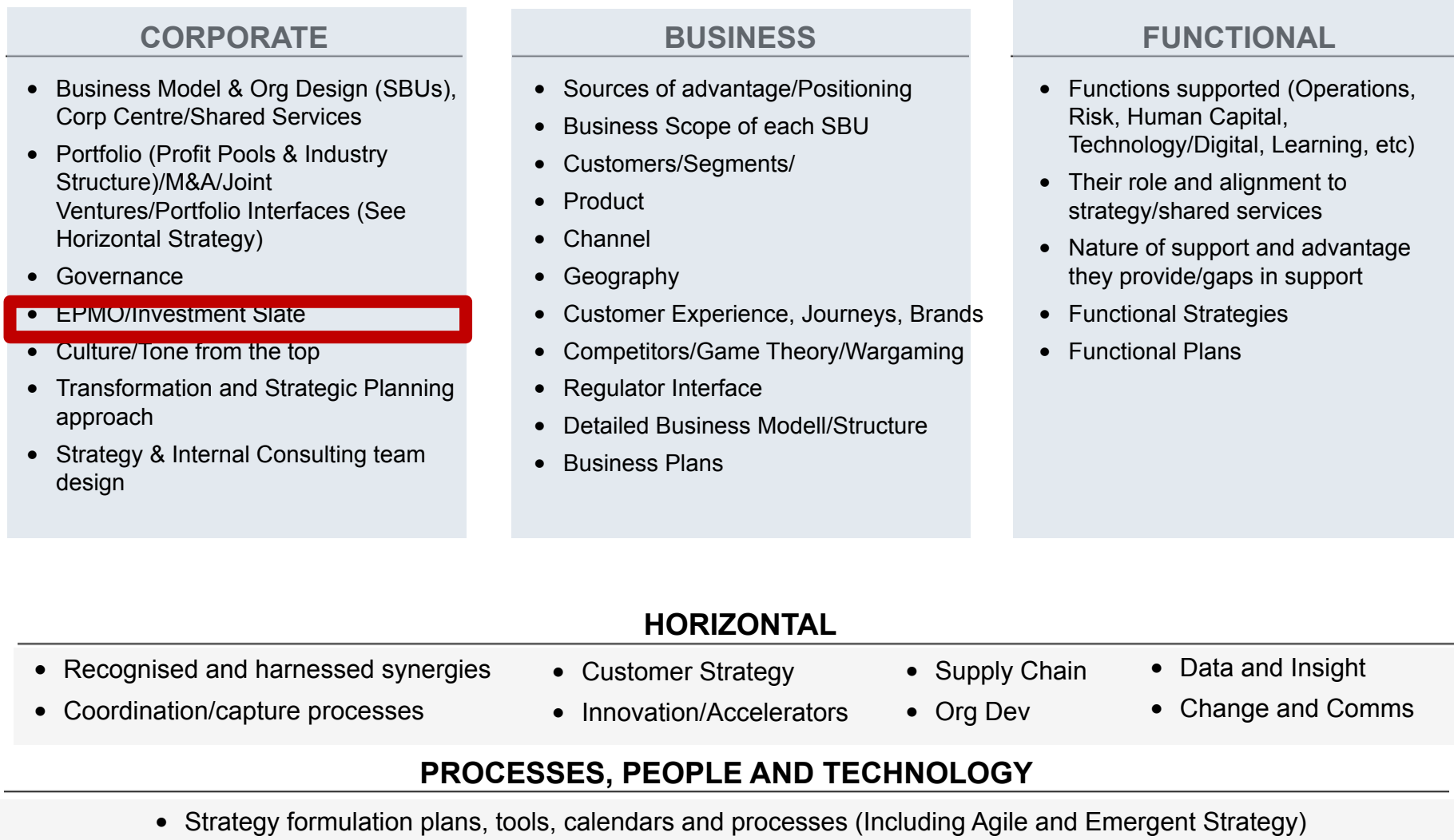
ICG Contact Partner for more information

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Project Scale	USD \$0-\$50K	USD \$50K-\$100K	USD \$100K-\$250K	USD \$250K-\$1M	USD \$1M Plus
ICG contribution			X		
Total project scale					X

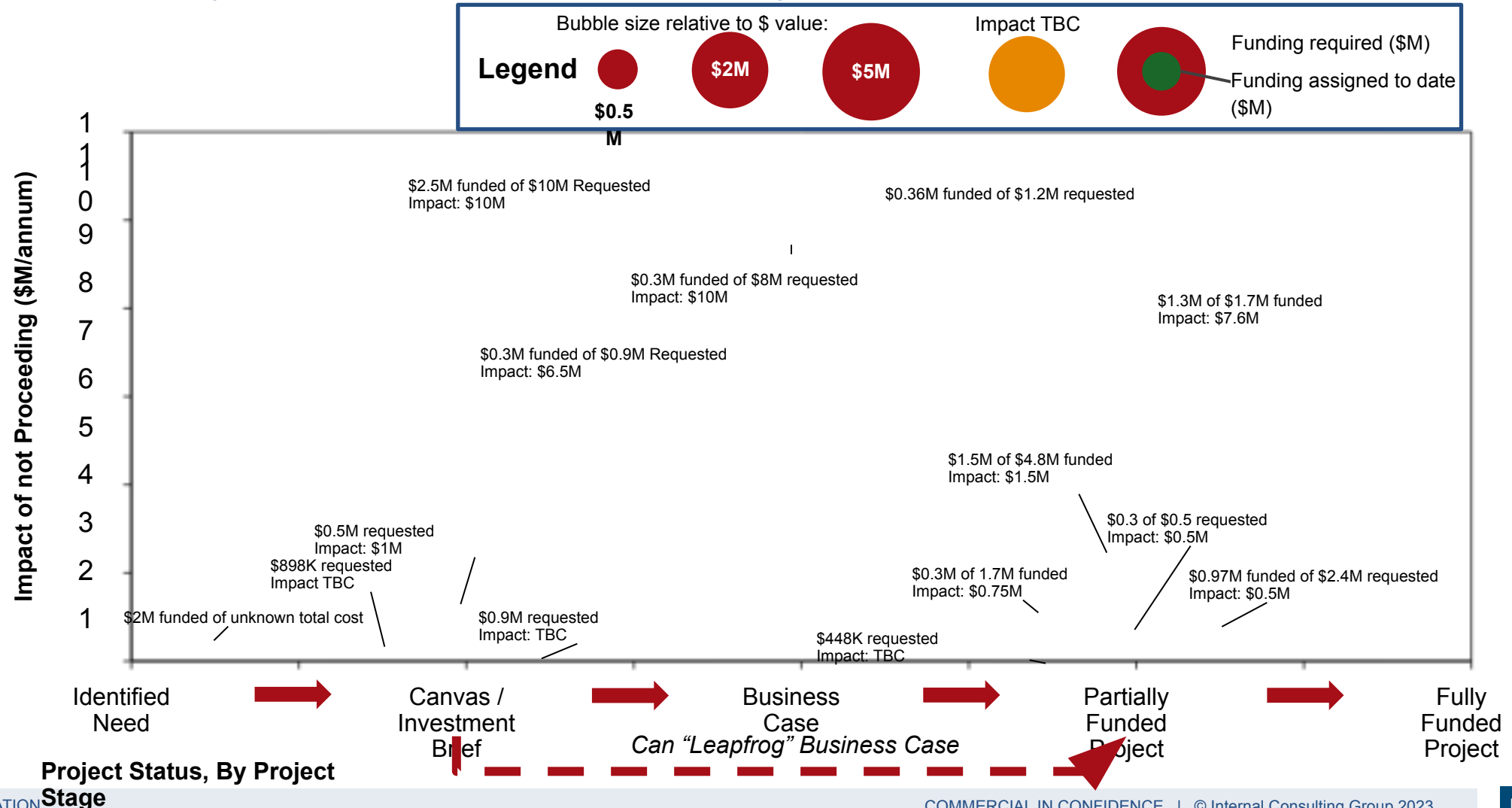
This project was focused on a critical element of Corporate Strategy

ICG's Strategy Taxonomy



The client's slate had an annualised potential impact of over \$40M

Current Project Portfolio Infrastructure Gap Mapping



Private sector peers were interviewed to ascertain additional insights and real benchmarks

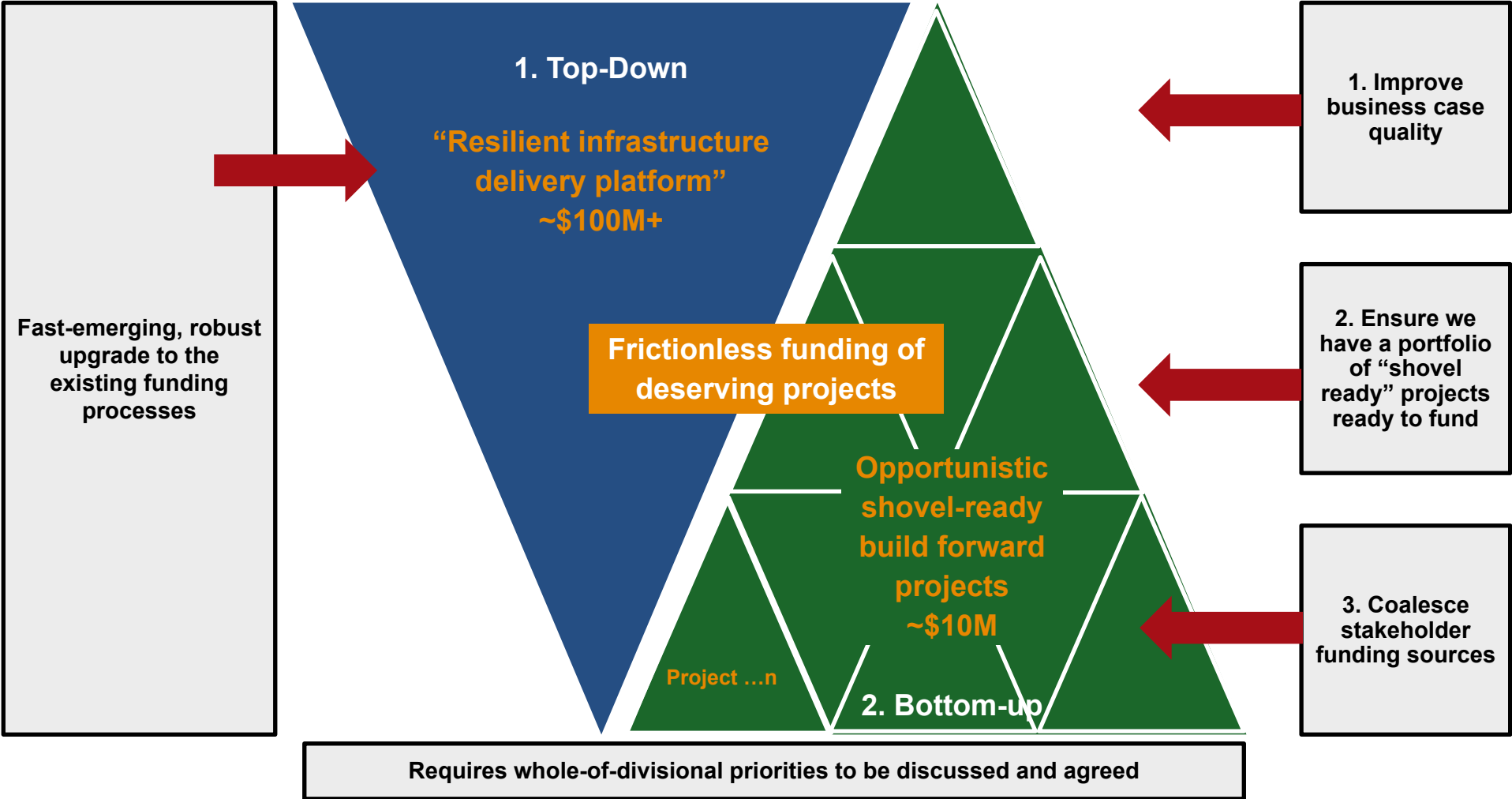
PRIVATE SECTOR PEER	KEY INSIGHTS	TRIANGULATION BENCHMARKS
Peer 1	<ul style="list-style-type: none">• Built comprehensive top down all in one integrated management system that works across all tiers of complexity by aligning staff capabilities to the job• System be adopted globally so good ongoing benchmarking and consulting partner	<ul style="list-style-type: none">• Confidential
Peer 2	<ul style="list-style-type: none">• Keep it simple pragmatic and very economic• Only progress on an exceptional basis and don't allow program management to build cottage industries	<ul style="list-style-type: none">• Confidential
Peer 3	<ul style="list-style-type: none">• Build in an emergent way not top down because you will get 80% of the top down design wrong• Focus on economics of lead time delays to justify investments in meta tools	<ul style="list-style-type: none">• Confidential
Peer 4	<ul style="list-style-type: none">• Keep it simple as its mostly about reporting• Look to people selling around Prince and PMBOK, Gartner and Forrester for best practice	<ul style="list-style-type: none">• Confidential
Peer 5	<ul style="list-style-type: none">• Infrastructure funding seen as BAU funding for an EPMO/PMO• Enabling technology requires a persistent funding model but this isn't something he has seen.• Instead he has used detailed asset risk models to justify expenditure on cyber security and other enabling tech.	<ul style="list-style-type: none">• Confidential

We recommended a bifurcated approach to support both programme packaging flexibility and top down/bottom up component integration

1. Align to long term funding

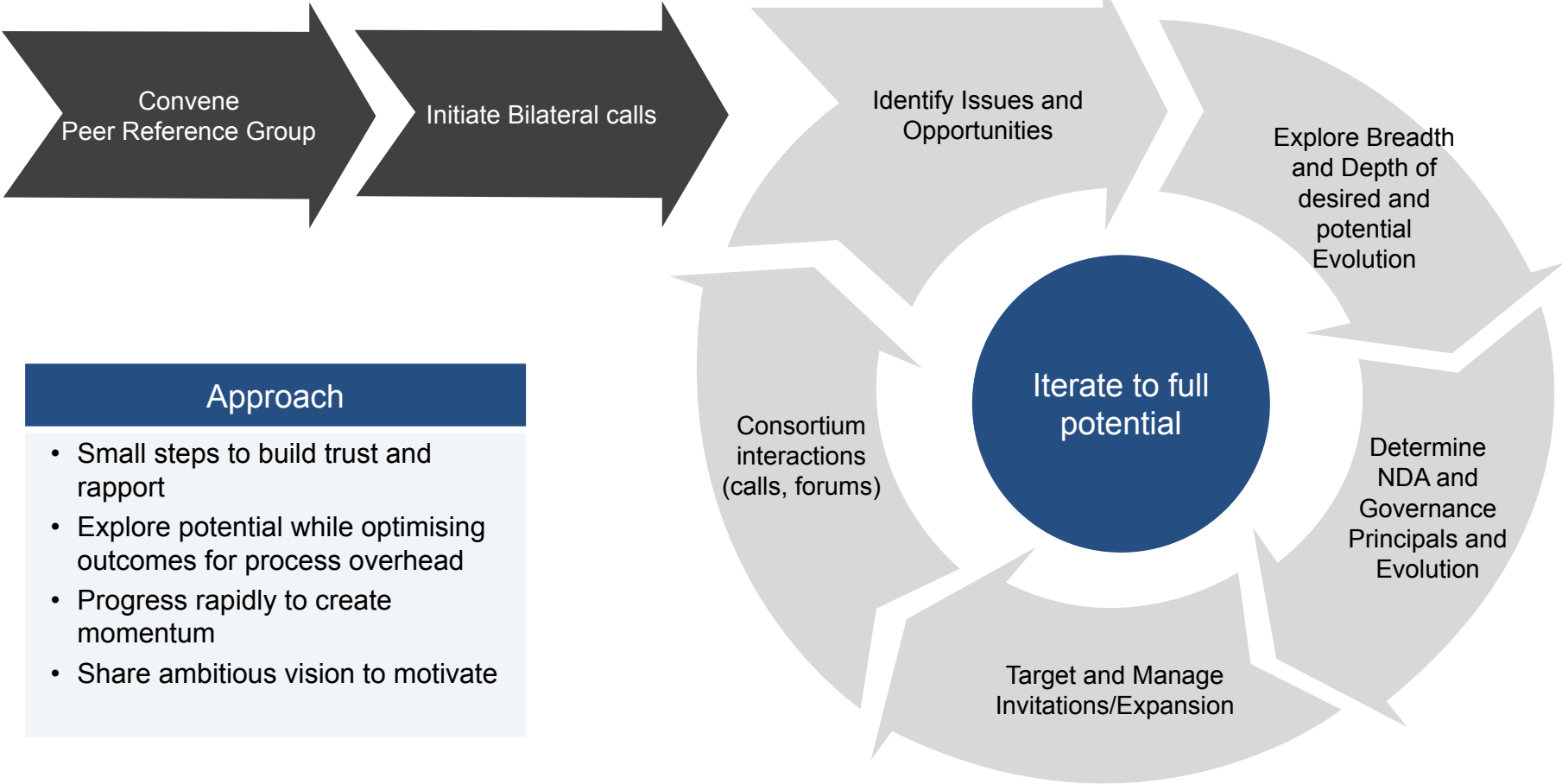
Programme Packaging Flexibility

2. Build Capabilities



We also deployed an iterative approach to building the peer reference group

Evolution process



Peer reference group outcomes range from modest dialogue to ambitious collaboration

Systematically support peer dialogue

- Regular and focused bilateral and/or consortium calls between an agreed group of domestically exclusive participants
- Issues
- Priority areas
- Q&A
- CEOs or by functional area/business unit
- Site visit support
- Facilitator role: minute consortia calls



Judgmentally share what will be useful & what you are most proud of

- Individuals nominate and produce case study or research material for sharing with the wider group.
- Coordinated by CEO/Head of strategy, Internal Consulting units or by Business and Functional heads
- Facilitator role: test interest levels on nominated cases, provide standard templates and house a secure light global platform. ICG can also 'value' contributions or perceived value to moderate contribution and earn levels



Empirically share comparative advantages across the consortium

- Identify areas of outperformance which will be of use to other participants (through self nomination, interviews and empirical analysis)
- Capture qualitative and relevant quantitative material (business model design, outcomes, relevant IP)
- Develop identification and transmission mechanisms (see Global Round Table GRT process as an example) of prior efforts
- Facilitator role: Design, orchestrate and deliver



Comprehensively exploit the power of the Group

- Identify and prioritise potential areas (samples)
- Procurement: Best practices; global supplier price benchmarking (e.g., software); possible shared sourcing
- Customer support: Global landing pads (SME and retail), migrant and traveler support, trade flows
- Global FinTech Hub: Cross pollination of proven local ideas to a global customer base
- Branded global network: Light 'OneWorld' style of alliance which reinforces global footprint, shares offshore infrastructure

As global coordination (transaction) costs reduce, the accessibility and return on higher levels of integration improves



Contact your Partner for more information

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