

Business Case Readiness Scan

Product sheet

From logical model to decision-ready memo

For situations where a business case appears financially logical, but is not yet decision-ready for CFO, board or investment committee approval. Robert Picauly Advisory connects the model, assumptions, risks, execution and governance into a defensible decision structure.

When is this relevant?

- The model looks attractive, but approval is delayed.
- Assumptions are implicit and insufficiently tested.
- Execution risk is visible, but not reflected in the decision logic.
- Stakeholders draw different conclusions from the same numbers.
- The investment committee needs sharper evidence before capital can be committed.

The problem solved

Many business cases fail not because the opportunity is weak, but because the decision structure around the opportunity is incomplete. Assumptions remain implicit, risks are not translated into decision criteria, governance is unclear and execution is not fully connected to the financial case.

Symptom	Underlying issue	Decision impact
Attractive model, delayed approval	Core assumptions not explicit or tested	CFO or IC lacks confidence
Teams interpret case differently	No shared decision frame	Discussion without closure
Execution described generally	Operating constraints missing	Board sees strategy, not feasibility
Risk listed, not decision-relevant	Risk register disconnected from capital decision	No clear go / no-go logic

What does the scan deliver?

Output	Meaning
Business Case Readiness Score	Short assessment of decision readiness.
Assumption Map	Explicit assumptions and sensitivities.
Decision Risk Frame	Which risks change the decision?
Execution Readiness Check	Test of capacity, ownership, sequencing and dependencies.
Decision Readiness Memo Outline	Structure for CFO, board or IC decision-making.

Approach

Step	Question	Output
1. Decision context	Which decision must be made and when?	Decision context sheet
2. Assumption structure	What must be true for the case to work?	Assumption map
3. Risk translation	Which risks change the decision?	Decision risk frame
4. Execution reality	Can the organization deliver this?	Execution feasibility note
5. Approval logic	What should be decided now?	Decision Readiness Memo

Who is this for?

- CFO, finance lead, FP&A; lead or investment director.
- CEO, COO, head of strategy or program sponsor.
- Board, investment committee, PE partner or operating partner.

Call to action

Schedule a 20-minute Business Case Readiness conversation. The aim is to establish which approval moment is approaching, which part of the case remains uncomfortable and which memo or pack is required to support a real decision.