# Case Study
## Validating and Operationalising a Business Case for a Global Recruitment Business

# Overview

A leader in recruitment consultancy with over 8,000 staff across 35 countries, approached us to analyse and validate a critical business case. The aim was to ensure its accuracy and, more importantly, its feasibility for implementation. This would enable the development of a project capable of delivering the outlined commercial benefits, aligning with the client's strategic objectives.

# The Ask

The original business case, while promising, presented several challenges. Some key assumptions were based on incomplete or unverified data, and the steps required to translate the business case into a practical project were unclear. Furthermore, disparate views among stakeholders created potential risks for successful delivery, and it was critical to ensure that the projected benefits were achievable within the specified timeframe and budget.

# Our Aproach

To address these challenges, we adopted a structured and collaborative approach:

### 1. Detailed Business Case Review

- Conducted a line-by-line analysis of the business case to verify data sources and assumptions.

- Analysed the relevant supplier contracts to ensure the commercial benefits were achievable.

- Engaged with internal teams to ensure alignment on assumptions and expectations.

# Our Approach (cont.)

## 2. Stakeholder Workshops

- Organised sessions with key stakeholders to gather insights, address concerns, and achieve consensus.

- Developed a shared understanding of the objectives and outcomes.

## 3. Feasibility Assessment

- Identified potential risks and barriers to implementation, including resource constraints and contract obligations.

- Proposed mitigations and adjustments to ensure the case remained robust and achievable.

## 4. Actionable Roadmap Development

- Translated the business case into a clear, step-by-step project plan.

- Established measurable milestones and KPIs to monitor progress and ensure alignment with commercial goals.

# Lessons Learned

This project underscored the importance of several key principles. These include the necessity of rigorous data validation to strengthen decision-making, the value of early and consistent stakeholder engagement to align objectives, and the critical need for translating strategic goals into clear, actionable plans to bridge the gap between vision and execution.

# Results

Our work resulted in several key outcomes for the client:

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| **1** | **Validated Business Case** | Ensured the accuracy and reliability of the business case, building stakeholder confidence. |
| **2** | **Clear Implementation Plan** | Provided a structured and actionable roadmap for project execution. |
| **3** | **Aligned Stakeholders** | Fostered collaboration and alignment, reducing potential friction during implementation. |
| **4** | **Enhanced Commercial Focus** | Refined the business case to maximise achievable benefits within the desired timeframe and built a benefits realisation tracker to ensure the projected benefits were realised. |

By ensuring the robustness and practicality of the business case, we enabled the client to move forward with confidence. Our joint structured approach laid the groundwork for a successful project, ensuring the anticipated commercial benefits were not only achievable but sustainable over time.