

BUSINESS CASE SUPPORT

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LORNA HURST

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**Intelligens
Consulting**

Telecoms and Smart Cities

DIGITAL STRATEGY CONSULTANTS SERVING INVESTORS, OPERATORS AND
PUBLIC AUTHORITIES

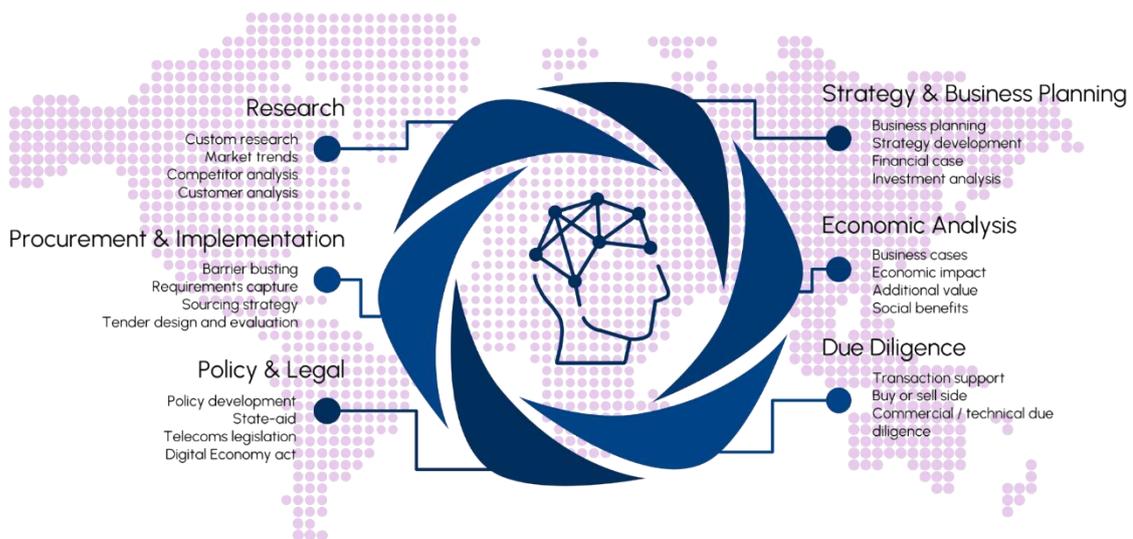
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1 Introduction – Intelligens Consulting

1.1 What we do

We provide strategic advice and practical assistance to public sector authorities, government organisations, investors, and telecom companies aiming to leverage digital technologies for achieving targeted outcomes. Our collaborative approach involves closely working with clients to identify opportunities for digital innovation, customise strategies, implement digital solutions, and assess the impact of these initiatives through measurable outcomes.

Drawing from our deep industry insight and expertise, we guide our clients through the complexities of the digital landscape, ensuring alignment with their objectives in an ever-evolving digital-centric environment. Whether it's optimising public services, enhancing communication infrastructure, or fostering innovation in the private sector, our tailored approach ensures that clients effectively harness the power of digital technologies to drive meaningful results and stay ahead in today's dynamic digital landscape.



1.2 What makes us different

What sets us apart is the trust our clients place in us. Our collaborative, client-centric approach is built on transparency, honesty, and open communication. With decades of real-world expertise, we cut through the hype surrounding technology promises, focusing instead on delivering tangible value to our clients.

At the core of our methodology is a proven process. We begin by thoroughly assessing both current and future states, identifying clear steps to achieve desired outcomes. Whether supporting clients throughout the entire project lifecycle or at specific stages,

our approach remains consistent: prioritising client needs, providing tailored solutions, and delivering measurable results.

1.3 Why work with Intelligens Consulting

With our deep expertise in strategy, technology, and business consulting, Intelligens Consulting empowers clients to navigate the evolving landscape of digital disruption and unlock their full potential. Our seasoned consultants work closely with clients to understand their unique challenges and develop tailored solutions that deliver tangible results. From large multinational corporations to government entities and emerging startups, we have successfully supported a diverse range of clients in their digital transformation journeys.

Partnering with Intelligens Consulting grants clients access to our deep industry knowledge, strategic insights, and innovative thinking. We help them stay ahead of the competition, drive revenue growth, improve operational efficiency, and enhance customer satisfaction. Our holistic approach encompasses technology implementation, organisational change management, and data-driven insights, ensuring a comprehensive and sustainable transformation.

At Intelligens Consulting, we are passionate about empowering organisations to embrace the opportunities of the digital age and achieve long-term success. Through our collaborative and results-oriented approach, we enable clients to navigate complexity, seize new possibilities, and thrive in an ever-changing business landscape. We support a broad range of clients across disciplines such as strategy and business planning, economic analysis, due diligence, procurement and implementation, and research. Our deep industry insight and delivery expertise enable clients to achieve real-world, tangible outcomes in areas like smart cities, connectivity initiatives, market research, future technology trends, 5G transformation, investment justification, and digital transformation.

2 Service Definition

Intelligens Consulting's Business Case Service is designed to assist public sector clients in developing robust business cases for their projects in line with HMT Green Book Guidelines.

Intelligens Consulting guides clients through the development of business cases that support strategic decision-making and project justification. Our approach integrates strategic analysis, stakeholder engagement, and financial modelling to deliver robust business cases aligned with organisational objectives and regulatory standards.

With our technical economist expertise, and collaborative approach, we guide clients through every stage of the business case development process, from option appraisal to resource management planning, setting the stage for successful implementation and long-term impact.

2.1 Digital and Cloud Business Case Services Offered

Options Framework Development

- Create a structured framework aligning with the HMT Green Book five-case model to evaluate intervention options and identify preferred strategies.
- Engage with internal stakeholders to identify a long list of options where digital interventions can deliver tangible benefits to the organisation and its stakeholders.
- Develop a shortlist of options based on consultations, ensuring alignment with key council priorities and stakeholder needs.
- Market test short listed options with relevant industry stakeholders, including mobile network operators (MNOs), infrastructure providers, and service delivery partners, to validate feasibility and gauge market interest.

Strategic Case for Investment

- Conduct a comprehensive assessment of the strategic case for investment, including an analysis of the rationale for change and the implications of the "do nothing" option.
- Evaluate policy and regulatory frameworks at national, devolved government, and local government levels to assess their impact on the proposed project or intervention.
- Analyse the council's current vision, objectives, and strategic priorities outlined in its own strategy documents.
- Ensure alignment of the proposed project with the council's strategic goals and objectives, enhancing its relevance and contribution to organisational success.

- Develop a theory of change model that outlines the inputs, outputs, outcomes, and impacts of the proposed intervention options.

Economic Case Development and Option Appraisal:

- Develop the Economic Case in alignment with Treasury guidance to identify the scope for intervention options.
- Utilise a structured approach, including stages for deriving concepts, shortlisting potential sites and technologies, and assessing cost implications.
- Quantify and detail economic and social impacts of the proposed intervention, including job creation, income generation, and community development.
- Conduct a value-for-money assessment to evaluate the cost-effectiveness of the proposed intervention compared to alternative options.
- Explore a range of options, including the "do nothing" option, to determine the most suitable pathway forward.
- Derive a preferred way forward based on comprehensive option appraisal and assessment of all viable options to meet client requirements.
- Identify and assess optimism bias to ensure that financial projections and cost estimates are realistic and reflective of potential risks and uncertainties.
- Develop quantified and non-quantified benefits including NPV for economic benefit, benefit to cost ratio,

Financial Modelling and Cost-Benefit Analysis:

- Develop comprehensive financial models, including a base case financial model and additional scenario analyses, to explore the impact of cost assumptions and alternative funding scenarios on project NPV, cash flow, and funding requirements.
- Conduct cost-benefit analyses to assess the financial viability and potential returns on investment of the proposed intervention.

Procurement and Contract Strategy Formulation (Commercial Case):

- Define procurement strategies and contractual frameworks aligned with the chosen use case, ensuring efficiency, transparency, and compliance with regulatory standards.
- Evaluate market readiness and supplier capabilities to support the proposed intervention, considering insourcing or outsourcing options based on skills, experience, and long-term commitments.

- Formulate supplier strategies and contract terms, including key clauses, contract duration, and exit clauses, to ensure a win-win approach for both the client and suppliers.
- Consider various factors, such as the ability to refine outcome-based requirements, complete processes in a short time frame, and minimise impact on council resources, to determine the most suitable procurement method.
- Design procurement process to attract broad market interest without limiting innovation, particularly in attracting innovative platform and content providers to stimulate competition and drive value.

Resource Management Planning (Management Case):

- Articulate resource requirements and project management strategies to support effective implementation, governance, and stakeholder coordination for the selected option or preferred way forward.

2.2 Benefits to Clients

- Business cases aligned with organisational goals and regulatory standards, enhancing relevance and contribution to overall success.
- Comprehensive analysis enables stakeholders to make informed decisions regarding digital investments, maximising ROI.
- Cost-benefit analysis and value-for-money assessments ensure efficient use of financial and human resources.
- Transparent process and stakeholder engagement foster confidence and support for proposed interventions.
- Financial modelling and cost-benefit analysis provide clarity on project financials, ensuring viability and sustainability.
- Procurement strategies designed to attract broad market interest, stimulating competition and driving value.
- Identification and assessment of potential risks enable proactive mitigation strategies, minimising project uncertainties.
- Resource management planning and project management strategies support effective implementation, governance, and stakeholder coordination.
- Robust business cases set the stage for successful project implementation and sustainable long-term impact.

- Alignment with regulatory standards and adherence to HMT Green Book guidelines ensure compliance and regulatory approval.

2.3 Contact us

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