critical. The CFO agrees that marketing has put together a compelling case of how the service will be a roaring success but highlights that no-one seems willing to provide a probability for each of the outcomes. There is a lot of uncertainty over which of the four will be more likely.

In terms of operational cost such as print and distribution, the CFO is more satisfied that we have a good handle on this. The CFO also notes that the in-house solution does return hardware assets that have value after depreciation is considered. These could be disposed of or repurposed but we have a somewhat less than perfect record here. The normal ROI (return on investment) the company expects to make on any project is around 40%.

The two variant models (in-house, public) of the scenario, each covering four possible outcomes are provided in figures 195 and 196. The figures are provided as a "*best guess*" estimate of the four outcomes. What the actual outcome will be is uncertain. In the "*in-house*" variant, some disposal figures have been provided for the in-house assets assuming these are not repurposed.

Figure 195 — The "in-house" variant modelled on four outcomes