

ACE Accelerator

Business case development

“Building a visionary company requires one percent vision and 99 percent alignment.”

- Jim Collins and Jerry Porras, *Built to Last*



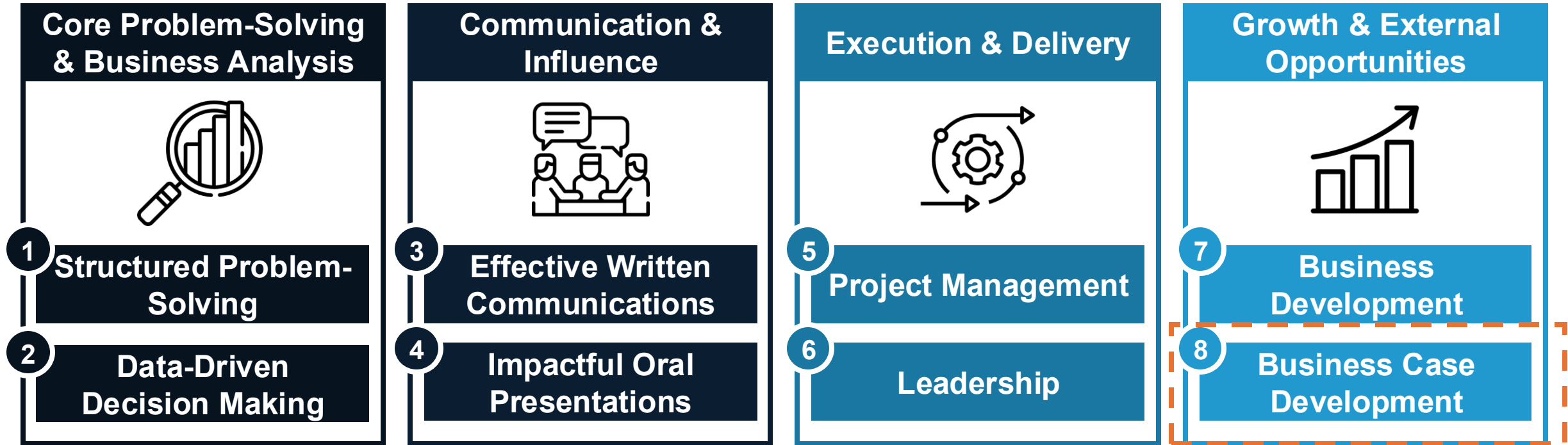
Video loop or image of an CompanyCo portfolio operation (clinic, site, factory) in motion (slight camera movement).

At CompanyCo Holdings, We collaborate with founders to accelerate transformation that typically takes years into just months through proven methodologies, contemporary systems, and direct implementation. Our partnership creates enduring category leaders with the strength to deliver exceptional performance for decades to come.

Mirror of them with the camera. But it can't be done without people like you [show a cat and then say get out of here and show a mirror of Jamie or whoever is doing the training]. You are the tip of the spear, the CompanyCo (emphasis) point where growth begins

So far, we've covered 7 modules together and now we're onto our final 8th business case development module

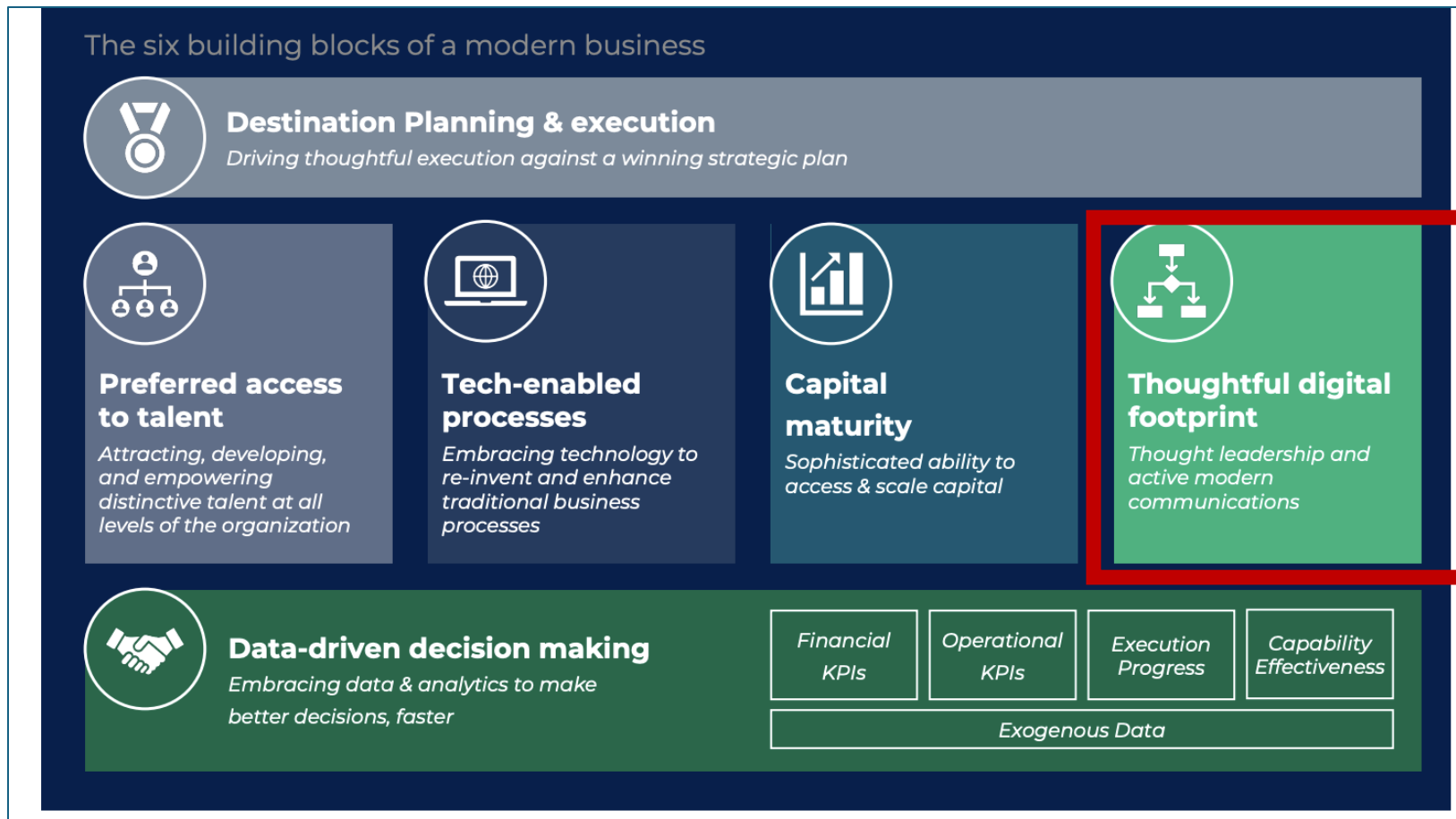
Detailed modules in the appendix



Eight modules equip you to apply CompanyCo Way portfolio playbooks within ~10 hours, accelerating onboarding and helping you to be even more effective from day 1.

Business case development addresses data driven decision-making in the CompanyCo Modern Business Framework

- How do we weave AI into it



Today you're going to

- 1 **Learn what separates a great CompanyCo business case from a forgettable one**
- 2 **Understand how business case development accelerates your career at CompanyCo**
- 3 **Practice presenting a business case you've developed to a mock CompanyCo Board**
- 4 **Reach out to your ACE colleagues who have successfully built business cases**

Your
audience
needs
your help:



Jack Pawson, Chief
Bark-eting Officer
of CompanyCo
Portfolio Company



The
Board

Let's start with what separates a great business case from a forgettable one



A strong business case is not forgettable and it does three things well:

- (1) it quantifies impact (upside, cost, tradeoffs/risk)
- (2) it tells a story and demonstrates what's in it for the listener
- (3) it drives action with milestones and timing

“Excerpt from *Unforgettable* by Nat King Cole, used for educational illustration.”

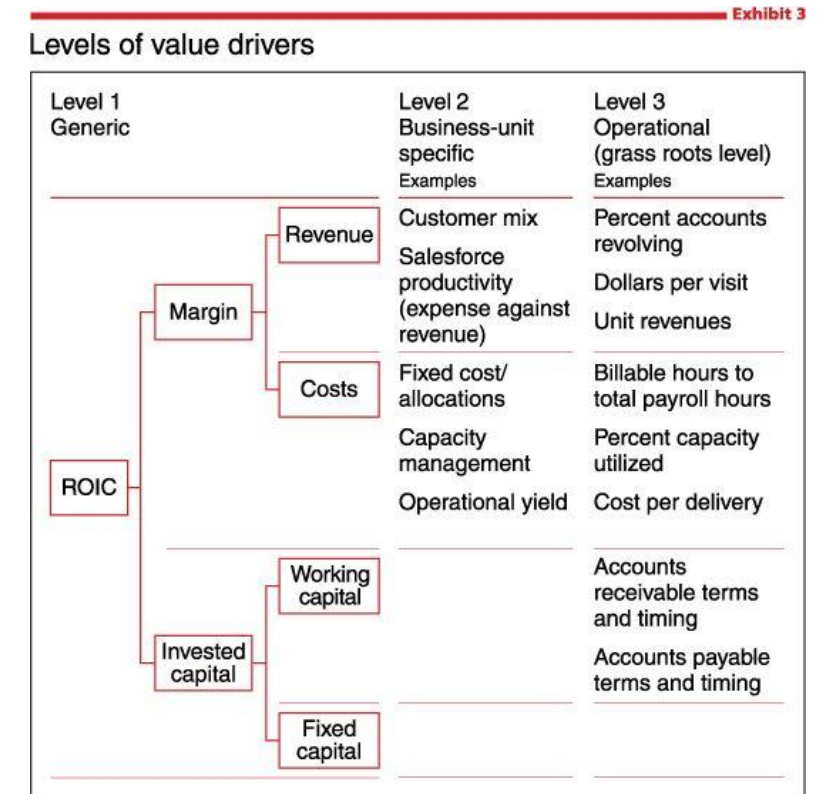
Let's start with what separates a great business case from a forgettable one

Let's start with what makes a great business case. A business case can be focused on any business improvement although often it is centered around optimizing growth or optimizing costs and because there are so many business priorities we need to be very focused

We tend to focus on business cases that drive considerable value

Driver tree to show in animation form an example of where want to focus

[Need to make this more specific]



1

Let's take a look at two business case descriptions with varying levels of quality....

A

"Automation will make us more efficient in the future."

Design note: Need a video or animation for this illustrating colleagues being confused and how/why it doesn't meet any of the three criteria

Good but a bit too vague and not quantified. How can we improve it?

B

Our finance team spends 15% of its time manually processing invoices, costing roughly \$1.8M in lost productivity each year. By automating 80% of this workflow, we'll reduce 12,000 hours of manual work and save \$1.4M annually while improving accuracy by 40%.

The pilot will launch in Q1, focusing on three high-volume departments with a 3-month implementation period. If successful, we'll expand company-wide by Q3, achieving full ROI within 9 months.

Beyond savings, this frees teams to focus on higher-value analysis, helping leadership make faster, better decisions."

Much better

" > need a video or animation for this. Highlight what we quantified, highlight the story, and how we called for direct action

It's now clear which business case is great and which are forgettable. Great cases translate ideas into measurable results, show tradeoffs, and anticipate objections before they're raised.

Let's start to build a business case together...

Imagine you think there's potential for "digital" at XYZ Pet Club. Watch a Short clip from John Smith who led XYZ Pet Club to get some sense for the context.

In this case it's clear digital is interesting, but what part of digital? After that we're going to review some materials that will support your business case and interview the AI CBO (Chief Barketing Officer) of XYZ Pet Club to help him develop the business case.

Design note: Interview with the CEO video to be added here

Hi Jack Barkson - Sorry I'm in a rush I don't have too much time to sit or stay, but I prepared some reports for you. Take 5 minutes to go through and let's talk through it together



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- Designer note: Reports trainees can click into below

Mock report that shows how Pup's Pets Club spends 20% of its cost on customer service and has 3 hour response time for clients. While that is better than many pet shops in Chicago that's worse than the national leader

Invoice for \$50K to build a new AI system

Issues with overcapacity

After reviewing the reports you'll have the opportunity to ask Jack two questions and to share your initial business case (hypothesis) for his feedback. You can take notes to prepare for that. Don't worry it's usually paw-sitive feedback.

This digital project is can be a real titanic of an opportunity if only we had a business case



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Reminder: A strong business case is not forgettable and it does three things well:

- (1) it quantifies impact (upside, cost, tradeoffs/risk)
- (2) it tells a story and demonstrates what's in it for the listener
- (3) it drives action with milestones and timing

- Well let me answer any questions you have and then let's hear your initial thoughts on the business case. I'll also share a little bit more context.
- We're trying to build a business case to grow our business. We've been doing well in Chicago but we know there's demand outside of Chicago. We just don't know where to go (highlight different neighborhoods in Chicago). Can you help us build the initial business case? If you need to think you can hit the "paws" button

Thank you for the business case. Here's what you did well, here's what you could improve. Below are my scores

Score out of 10 paws

Qualitative feedback



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(1) it quantifies impact
(upside, cost,
tradeoffs/risk)

(2) it tells a story and
demonstrates what's in it
for the listener

(3) it drives action with
milestones and timing

Other feedback – e.g.,
delivery, concision,
communication style,
etc.

Nice work, you have the basics down. We'll build this into a brief Board presentation later on but let's jump next to....

How business case development accelerates your career at CompanyCo

Building strong business cases trains you to think like an investor and communicate like an executive. It's how you move from *executor* to *decision-maker*. *(let's animate this)*

Example: At CompanyCo, several Associates who built standout business cases later led portfolio initiatives, because they proved they could connect numbers, narrative, and next steps.

2

How business case development accelerates your career at CompanyCo

- Designer note – Please pull footage of leadership working with Associates and discussing a business case

How business case development accelerates your career at CompanyCo

- Powerful stat like the following: Reach full effectiveness **30% faster** than peers through focused, practical training
 - Boost promotion odds with **data-driven cases** that win executive and board approval
 - Strengthen credibility by linking strategy to **quantified financial outcomes**
 - Gain skills that drive measurable portfolio impact—enough that even a **0.05% ROI lift** covers program cost
-
- Show a timeline of a career going from building a business case to CEO saying ok go do it, and you leading a company to grow revenue by 40% and sell and you being asked to become CEO of a company at CompanyCo and eventually consolidating other businesses and retiring. Some sort of visual career arc

Let's practice presenting a business case you've developed to a mock CompanyCo Board

- You'll expand on the earlier business case and present it to a mock Board for feedback.
- A short quiz will help reinforce core concepts.
- Designer note: Let's pull in the business case in text form that the trainee delivered earlier.

Let's take this business case to the next level. A full business case encompasses the below

Business cases are constructed in the following way, but let's make it real by looking at a recent business case that was designed for a company around its AI development strategy

Exec summary (including basic math)

Define the purpose

Evaluate alternate options

Recommend a preferred course of action

Develop the execution plan/strategy

Get approval from stakeholders and decisionmakers

Form: AI development strategy case built out

We want them to model out a conservative, base, and upside case updating the earlier business case to show that and also highlight some of the risks and mitigants to their plan.

3

You've taken your business case from a hypothesis, to building a factbase, you've discussed it with your manager or the CBO and now you need to share the key takeaways with the Board and answer their questions

Show the chronology – designer make this visual showing where we are in the journey

Hypothesis

Review initial factbase

Build early case and
discuss with manager

Refine into a complete
plan for the Board

3

Let's share our business case with the Board and address any questions they have

Picture of Board + microphone

The Board



Give them their notes to the right here from the prior

Board members should make an intro. This is [name of person taking the training] who's going to talk us through the business case for 3 minutes.

Listen for 3 minutes and then ask questions and evaluate the responses after. Questions should be friendly but not too easy

Feedback screen on how the conversation went (similar to before)

Score out of 10

Qualitative
feedback

(1) it quantifies impact (upside, cost, tradeoffs/risk) – did they go deep enough in the three scenarios

(2) it tells a story and demonstrates what's in it for the listener

(3) it drives action with milestones and timing – did they address the risks and mitigants

Connect it to real work: See how other ACEs are using these skills in live projects to shape outcomes and influence senior leaders.

Other feedback – e.g., delivery, concision, communication style, etc.

Quiz – to be adapted – placeholder questions

1. When building a business case at CompanyCo Holdings, which element most directly tests whether a proposal aligns with CompanyCo's value-creation thesis?

- A) The list of assumptions
- B) The link between ARC data and financial impact
- C) The aesthetic clarity of the presentation
- D) The inclusion of quotes from portfolio executives

Answer: B) The link between ARC data and financial impact

2. You're preparing a business case for expanding a portfolio company into a new region. Your model shows high revenue upside but uncertain execution capacity. What should you do according to CompanyCo's Business Case Development framework?

Answer: Frame both upside and downside cases explicitly, test assumptions through sensitivity analysis, and identify execution risks and mitigation actions before making a recommendation

3. What is the purpose of the "1-slide recommendation" exercise in the CompanyCo training?

- A) To test presentation design skills
- B) To teach brevity under pressure in front of the Board
- C) To evaluate quantitative modeling accuracy
- D) To measure collaboration between portfolio and HQ teams

Answer: B) To teach brevity under pressure in front of the Board

4. According to the CompanyCo Way training, what three inputs should always connect in a strong business case?

- Market insight (sourced from ARC or external data)
- Financial impact (quantified upside, cost, and risk)
- Execution path (milestones and responsible owners)

5. Which of the following would most weaken an CompanyCo-style business case?

- A) Quantified assumptions
- B) Inclusion of sensitivity testing
- C) Lack of connection to value-creation levers
- D) Clear call to action with next steps



Answer: C) Lack of connection to value-creation levers

Now that you've successfully delivered a business case, let's connect with ACE colleagues who have successfully built business cases

Yes, they may be busy but they want to hear from you. You can tell them the CBO Jack Pawson told you to reach out



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Did you know CompanyCo teams have used business cases to:

- Launch a **roll-up platform** that grew EBITDA 4x in under 3 years.
- Reprice a portfolio company's core service, adding **\$15M in annual revenue**.
- Justify a **data platform investment** that improved cross-portfolio reporting within 60 days.

Ultimately each case began as a concise 3-page argument that quantified “what if” and led to real capital deployment.

[Show a visual of this – make it exciting for the person watching that this could be them]

Table with list of people at CompanyCo

Can be a mock table for now with name and a visual and written out case study of what they accomplished with stock photos of three business people

Bravo! You've accomplished so much in this 50 minute training. We'll send a summary of what you've done via email so that you can reflect and continue to grow in the ACE program

Some nice inspirational visual here – these or something else

