

Nobody Has Opened Your Business Case Since Approval



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Nobody has opened your business case since approval. And the program is still reporting green. That's the part that should worry you.

By the time anyone notices, the program is 'on track.' Just not toward the outcome the board approved.

The vendor specializes in selling change requests. Every adjustment, redefinition, and scope change leaks capital.

And somehow the program is still green.

In one program we walked into, 92.5% of scope traced cleanly back to the business case. The remaining would have consumed more capital and time than everything already spent. The core delivered value immediately, the value capture for the 7.5% was years away. Nobody in the room had done that math.

The first move in a real recovery isn't to fix the plan. It's to find the business case. Then rebuild the thread from every dollar in delivery back to a line in that document. What traces back stays. What doesn't gets cut, deferred, or restructured.

A recovery isn't a turnaround story. It's the CFO walking into the board with a number - here is what was approved, here is what was being built, here is what we stopped. Before anyone had to ask.

We don't just identify the drift. We fix it — at whatever level the CFO needs. Advisory, hands-on leadership, or somewhere between. We built this playbook over twenty-five years and four continents, inside programs that looked fine right up until the moment they weren't. It's the work we do every day.

One question worth asking before your next board conversation: how much of what's currently in delivery traces back to the approved business case?

If you don't know — DM us.

PLATEAU STRATEGY Capital Efficacy Series Authored by Allan Salek	<i>Four continents. Multiple capital cycles. I've watched brilliant CFOs get blindsided — by vendors selling certainty, by organizations caught in politics, by leaders advancing careers ahead of the balance sheet.</i> <i>We work alongside CFOs so they walk into every room ready for the conversation that defines whether they keep the seat.</i>	GET IN TOUCH allan.salek@plateaustategy.com Capital Efficacy · IT Balance Sheet · External Risk plateaustategy.com
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