

# Opportunity Framing

## Define the purpose of the opportunity

Elicit thoughts from key stakeholders and project team members to define the strategic intent and purpose of the opportunity. Examples include:

- Establish a new product line
- Build a new production facility/distribution hub
- Debottleneck an existing facility to improve production rates
- Improve sales, increase margins, etc.

## Brainstorming

Ideally a workshop for people to raise issues to be documented and analysed. Questionnaires and smaller meetings can work too. The goal is for no key stakeholder group to be ignored or feel left out.

Key issues typically include:

- Site selection and attributes
- Utility and waste requirements
- Logistics of inputs and outputs
- HR issues – staffing, agreements, training requirements, etc.
- Design /construction / commissioning / operations stage issues
- Capital and operating costs
- Environment issues (including CO2)
- Market (commodity/non-commodity, price forecasts, FX, etc.)
- Project delivery methods and matching corporate ability
- Integration with existing company/operations/supply chain
- Regulatory, planning and legal requirements
- Financing issues including KPIs/Metrics
- Community acceptance issues
- Insurance, warranties & guarantees

## Define decisions

Define decisions which need to be made. Allocate timing and identify the decision makers. Decisions to be split into the categories of policy, strategic and tactical.

## Define risk and uncertainties

List out risks which can be managed and uncertainties which need further study to better define.

## Establish themes and match issues with the themes

Define the key themes for your organisation and allocate the issues defined above to those themes. E.g. minimising capex, delivering ASAP, minimising CO2 emissions, or meeting defined customer needs.

Set up a separate spreadsheet for each theme, allocate the issues defined in previous steps and allocate traffic lights to each.

## Prepare the opportunity statement

Define the opportunity in a format suitable to provide to decision makers.

Document:

- The opportunity
- What happens if you don't pursue the opportunity – including alternatives
- The top 3 options – also list other options considered and those considered non-viable
- The key issues & risks – showing those common to all options and those specific to each option
- The basic project execution plan – who, when and how much
- Collaboration required within the organisation (RACI), and external expertise
- Key decision points