Business Case Challenge 2025

The Business Case Challenge 2025 & Business Case Challenge Day

Gives you a chance to **develop your entrepreneurial skills.**

Lets you **contribute ideas** on how **Austria's leading companies** can **solve ecological and societal challenges.**

Gives you and your team the chance to **win cash** and **other attractive prices.**

Case I

Austrian

Connecting People

Help Austrian Airlines leverage its competitive advantage to create positive social impact.

Case II

OMV

Re-inventing Essentials

Propose a start-up using OMV's resources and competencies to create value and preserve the environment.

Case III

Raiffeisenlandesbank Niederösterreich-Wien

Financial Inclusion

Develop an idea helping RLNB enable more equal and sustainable access to financial education, products, and services.

eXplore!

Institute for International Business

Win attractive prices, develop your entrepreneurial skills, and get the chance to land an internship.

BCC 2025 (summer term)

Chance for a cash price:

University Track

1st place	**€ 1.500**
2nd place	**€ 500**
3rd place	**€ 500**

High School Track

1st place	**€ 1.000**
2nd place	**€ 500**

Other Benefits:

- Coaching on creating successful business plans
- Exposure to some of Austria's top-employers

BCC Day at WU-Vienna (4.4.)

Compete for €1.500 in the Pitch Challenge

Horvath & Partners Business Case Workshop

Meet partners & apply for internships

BCC After-Party

Institute for International Business

How to participate

BCC 2025 (summer term)

11.04.2025 (optional)
First Online Coaching Session

18.04.2025 (optional)
Austrian & RLBNOE Online Coaching Session

25.04.2025 (optional)
OMV Online Coaching Session

27.05.2025
Submit your Business Case

17.06.2025
Award Ceremony

BCC Day at WU-Vienna (4.4.)

04.04.2025 BCC Day (Festsaal WU)

Meet some of Austria's most successful Entrepreneurs

Meet the case companies

Horvath & Partners BCC Workshop

BCC Pitch Challenge

After Party

Participation in BCC does not require participation in BCC Day (or vice versa)

Institute for International Business

Online Coaching-Session I: Convincing with Stories

What does a “Pro” Business Case Look like?

Business Case (< 8 slides)

1. Business problem (customer view)
2. Recommended solution (product proposal)
3. Analyses
   1. Product
   2. Firm
   3. Environment
4. Business Plan
   1. Cost-revenue analysis
   2. Impact (ESG)
   3. NPV

+

Appendix

(the more the merrier)

1. Detailed Analyses
   1. Product
   2. Firm
   3. Environment
2. Detailed Business Plan
   1. Assumptions, Estimations
   2. Cost details
   3. Revenue details
   4. Detailed description of Impact (ESG)
   5. NPV Scenarios

Where does the Story Enter the Business Case

Understanding the problem	• What is the problem? • Who is affected? • What are the consequences?
Explain your solution	• What are the features? • How much can it cost? • How does the solution reach users?
Stakeholders	• Who are the other stakeholders? • What is the benefit for the other stakeholders? • Why should the company care?

Business Case

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2. Recommended solution (product proposal)
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   2. Firm
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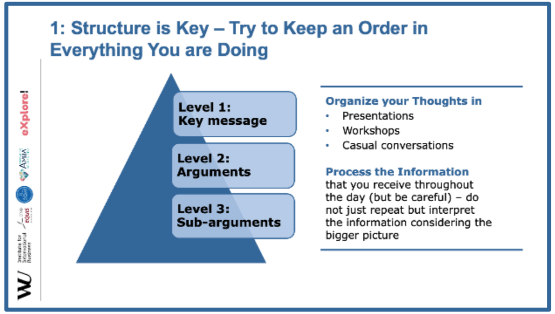
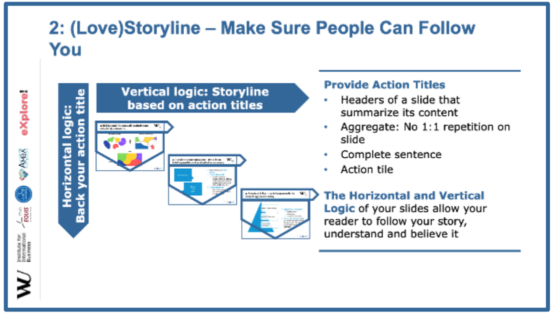
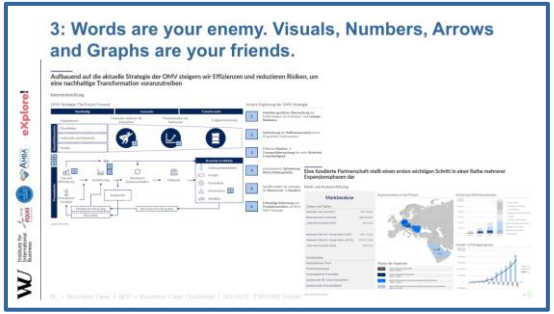
4. Business Plan (outlook)
   1. Cost-revenue analysis
   2. Impact (ESG)
   3. NPV

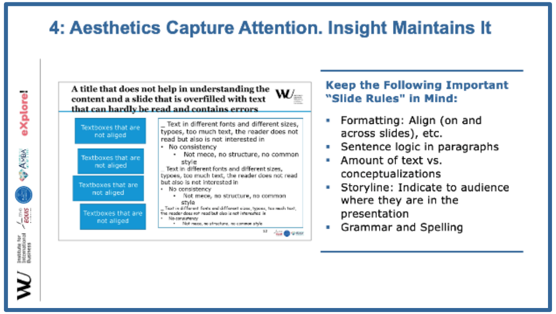
WU Institute for International Business EFMD EQUIS ACCREDITED AACSB ACCREDITED ASSOCIATION AMBA ACCREDITED eXplore!

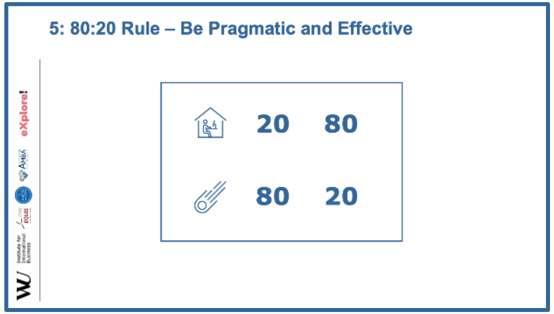
5 Rules of Thumb to Convince with Your Story in the Business Case Challenge 2025?



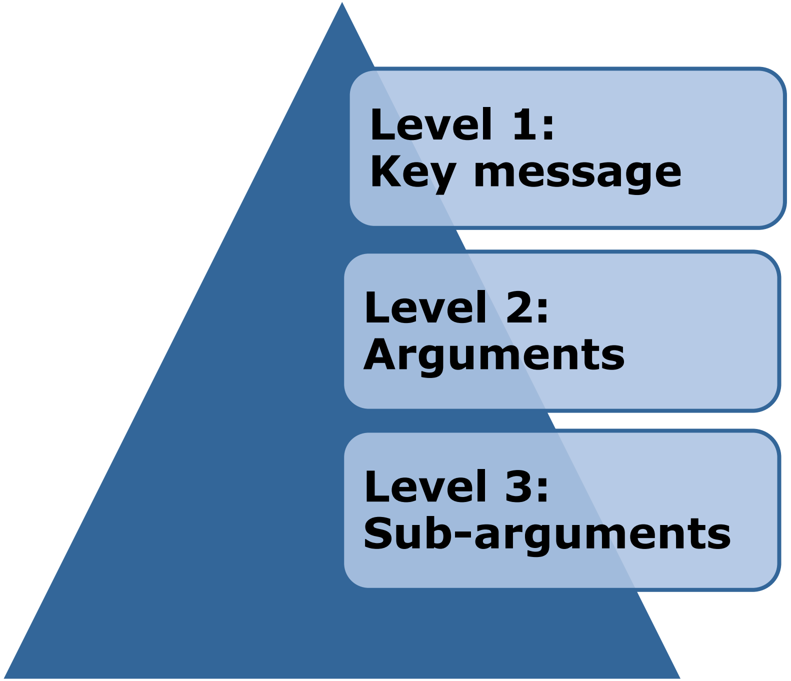








1: Structure is Key – Try to Keep an Order in Everything You are Doing

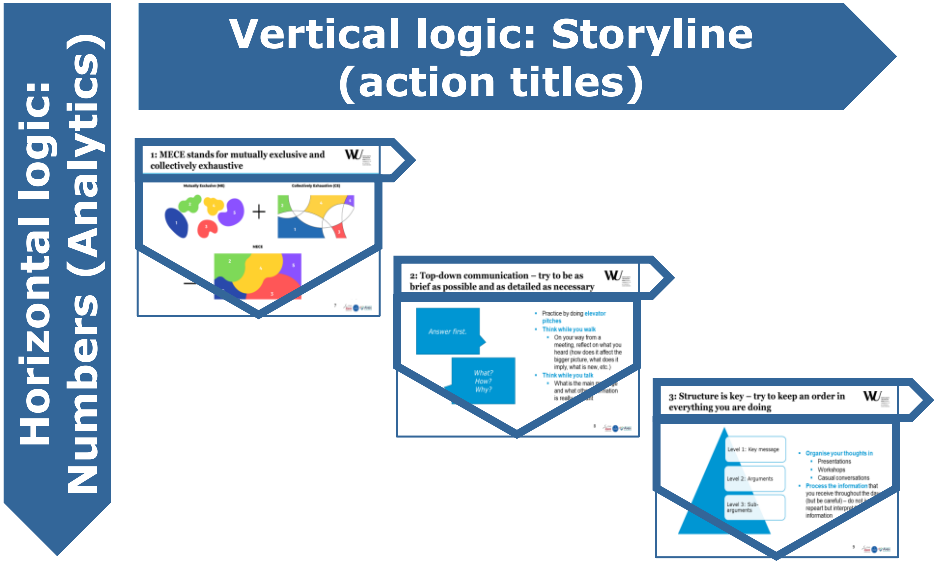


Organize your Thoughts in

- Presentations
- Workshops
- Casual conversations

Process the Information that you receive throughout the day (but be careful) – do not just repeat but interpret the information considering the bigger picture

2: (Love)Storyline – Make Sure People Can Follow You

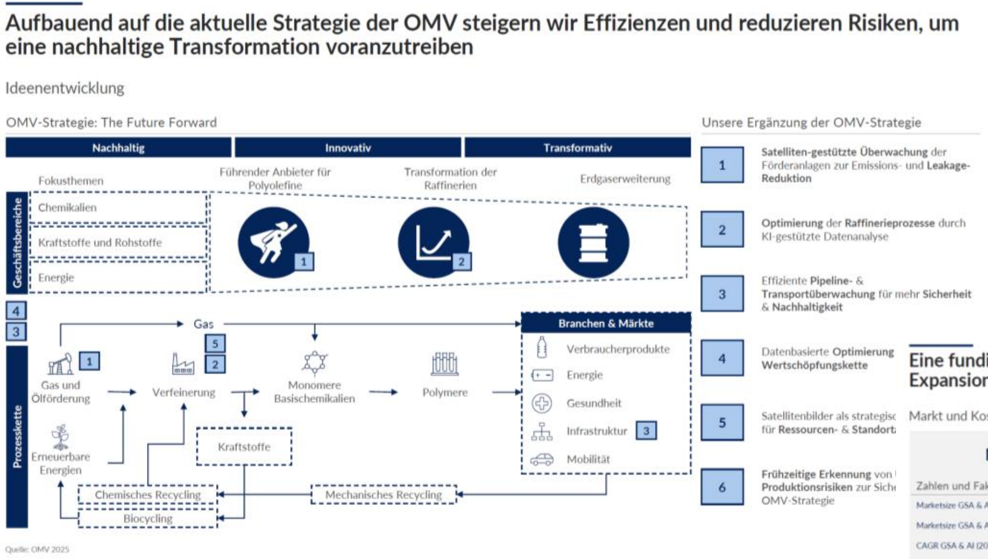


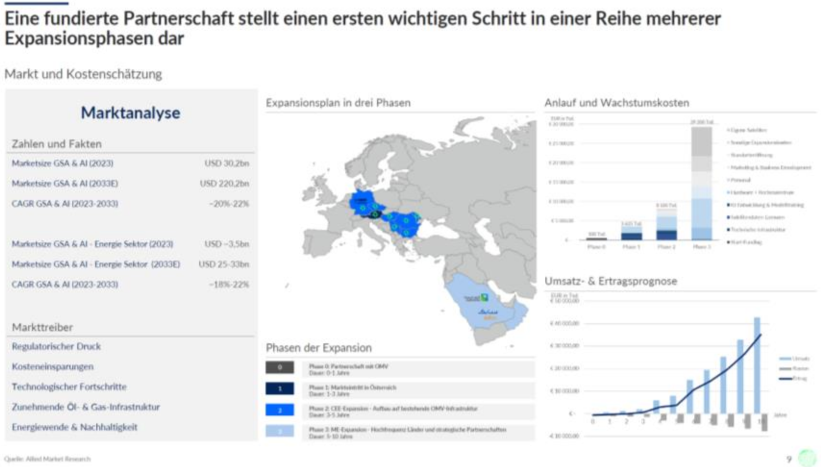
Provide Action Titles

- Headers of a slide that summarize its content
- Aggregate: No 1:1 repetition on slide
- Complete sentence
- Action tile

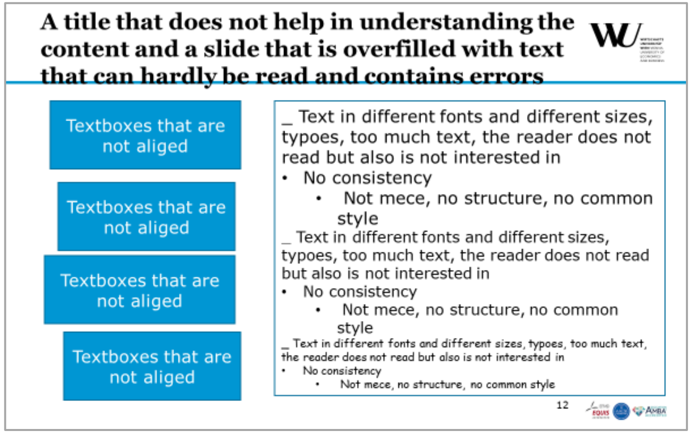
The Horizontal and Vertical Logic of your slides allow your reader to follow your story, understand and believe it

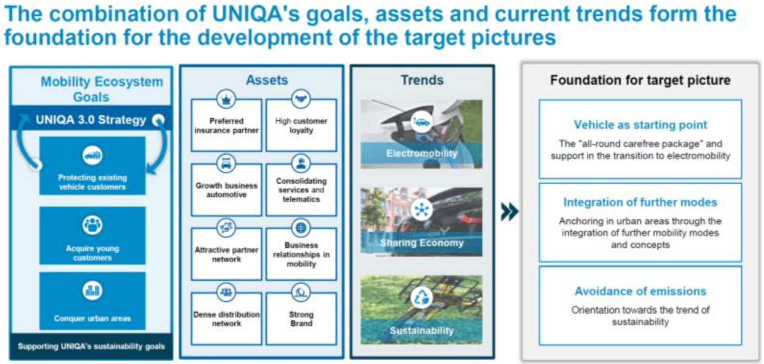
3: Words are your enemy. Visuals, Numbers, Arrows and Graphs are your friends.





4: Aesthetics Capture Attention. Insight Maintains It.



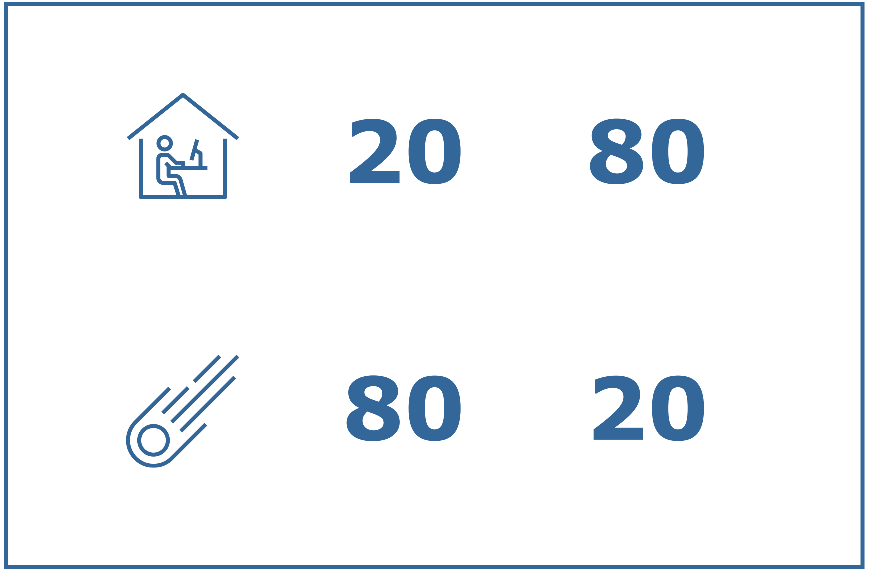


Keep the Following Important "Slide Rules" in Mind:

- Keep the number of slides to a minimum
- Create thematic sections in your slides
- Slide design should reflect aim (e.g. process, focus discussion, environment analysis)
- Details go into the appendix
- Formatting: Align (on and across slides), etc.
- Sentence logic in paragraphs
- Amount of text vs. conceptualizations
- Storyline: Indicate to the audience where they are in the presentation
- Grammar and Spelling
- Be visual (pictures, icons)
- Present numbers in a visual way (graphs, charts)
- Use consistent fonts and colors

BC = Business Case | BCC = Business Case Challenge | SOURCE: EXPLORE Initiative

5: 80:20 Rule – Be Pragmatic and Effective



… and use the appendix!

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Online Coaching-Session II: Convincing with Numbers

Where do Numbers Enter the Business Case

Understanding the product

- Customer segments
- Customer value (USP)
- Technology

Sources:

- Demographic data
- Web research
- Consumer surveys

Understanding the company

- Business Model
- Strategy
- Finances
- Costs

Sources:

- Annual reports
- Business Databases (Orbis)
- Analyst reports
- Web research

Understanding the environment

- Market
- Competition
- Trends
- Risks<

Sources:

- Market Reports
- Consumer research
- Academic research

Business Plan Valuation

- Costs & revenues
- Impact
- NPV

Sources:

- Evidence based estimations from
  - Comparable products
  - Firms
  - …

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There are Different Sources for and Types of Data to Analyze a Market

Secondary vs. Primary
Quantitative vs. Qualitative

- Newspaper databases (e.g. Factiva)
- Statistics databases (Statista, Statistics Austria)
- Literature databases

- Questioning by-passers on the street (bias!)
- First statistically valid results from a sample size of at least 30-50

- Public institutions may provide experts
- Industry experts
- University professors
- School professors

- Based on available data
- Clearly identify and explain assumptions
- Be conservative

A good analysis triangulates different sources and types of data to arrive at a conclusion. To progress from describing a business to forecasting a business, one must combine quantitative and qualitative data

See Appendix 2 for useful databases.

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The Business Plan Looks into the Future. It Requires Assumptions, Estimations and Forecasts

Consensus-based

- Collecting and aggregating opinions on the future development of the variable of interest (e.g. collecting analyst predictions on a stock)

Fundamental

- Estimating a variable of interest from the components that we know from theory determine it (e.g. creating a valuation model of the company behind the stock)

Technical

- Extrapolating from a historic timeseries of the variable of interest (e.g. looking at past trend of a stock)

Comparative

- Extrapolating from comparable variables of interest (e.g. studying a peer group of other stocks)

[Each approach makes different assumptions, has different advantages and disadvantages. A good forecast triangulates multiple methods.]

Numbers Hygiene
"What numbers should look like"

Every number in your business case **must**
- Be appropriately labeled ("What does the number show?")
- Be explained ("How did you arrive at this number or where did you get it from?"

Every number in your business case **should**
- Be part of the case you want to make (i.e. don't include unnecessary or redundant numbers)
- Be visualized in a graph (i.e. use charts and figures)
- Be scrutinized (i.e. pessimistic & optimistic case)

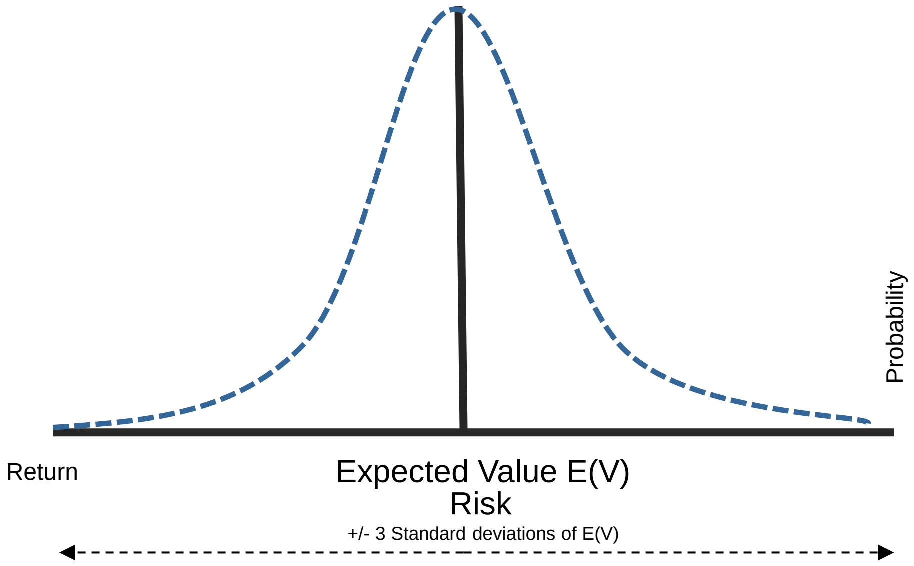
Numbers Impact

“Which numbers should be there and which shouldn’t”

- Estimation of potential **market size**
  - Nr. Customers (possible quantity)
  - Revenues (possible quantity * possible price)
- Estimation of **investments**
- Estimation of **costs**
  - Operation costs
  - Financing costs
  - Taxes
- Estimation of potential **revenues**
  - Sales (CAGR)
  - Other income
- Estimation of **profits**
  - EBIT
  - Free Cash Flows
  - Return on Investment (ROI)
- Estimation of **enterprise value**

Numbers Interpretation

"Every forecasted number has two dimensions"



- **Expected Value**
  - **e.g. Return**
- **Standard Deviation of Expected Value**
  - **e.g. Risk**

What are the Parts of a Business Plan?

Business Case

1. Business problem (customer view)
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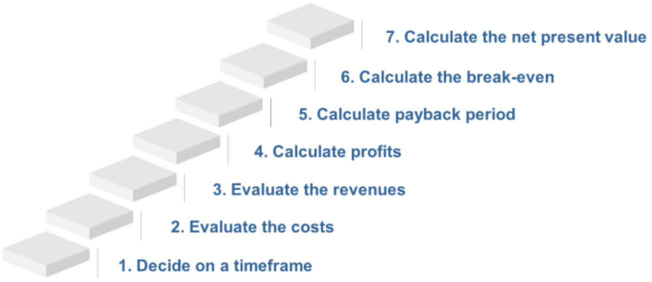
Costs, revenues, profits, payback period, break-even, Net-Value Present Value (NPV)



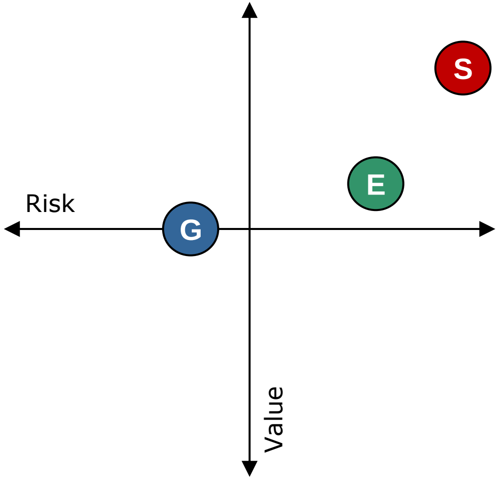
Calculate a Business Plan in 7 Steps

7. Calculate the Net Present Value (NPV)
6. Calculate the Break-Even
5. Calculate Payback Period
4. Calculate Profits
3. Evaluate the Revenues
2. Evaluate the Costs
1. Decide on a Timeframe

All of these calculations require assumptions or proxies. Looking into the future can only be based on best-effort. For this, documentation is key!

Analyze the ESG impact

- Conduct a thorough assessment of
  - Environmental
  - Social and
  - Governance Impact
- List positives and negative impacts in each category
  - Effect
  - Risk/Likelihood
- Attempt to define KPIs and value measures



	E	S	G
Impact	• E.g. Carbon reduction.. • E.g. Waste reduction..	• E.g. Health benefits • E.g. Safety	• E.g. Corruption • E.g. …
KPI	• E.g. CO2 tons • E.g. kg/user	• E.g. Medical costs • E.g. Incidents	• E.g. Legal costs • E.g.

SOURCE

Any Questions?

Q & A

Appendix

Extended Video Materials

Ansoff matrix explained: Video
Porter's 5 Forces: Video
Business Model Canvas: Video
Template: CANVAS Template
Disruptive Innovation Explained: Video
Business Model: Video
Discounted Cash-flow Calculation in EXCEL: Video
Writing Great Business Plans: Video
Further reading on CANVAS business model:

Osterwalder & Pigneur (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.* Hoboken, NJ: Wiley & Sons

Sinek (2009). *Start with Why. How great leaders inspire everyone to take action.* New York:Portfolio.

Christensen (1997). *The innovators dilemma.* Boston, MA: Harvard Business Review Press

Potentially Useful Databases? [see WU library]

Literature
- Scopus

Market & Industry Reports
- MarketLine
- Passport
- Retail Insight
- Supply Chain Analysis

Company Information
- Orbis
- Bloomberg
- Eikon
- Capital IQ

Macro Statistics
- Statista
- StatCube
- OECD Library
- IMD World Competitiveness
- EIU Country Data
- World Bank Data Catalogue
- UN Comptrade

Law
- EUR-Lex

Press
- Factiva

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