



# Nicola Houlding

## Accredited Investment Management Facilitator

### Organisation Overview

Beca is one of the largest employee-owned professional services consultancies in the Asia Pacific. Established in New Zealand in 1918, Beca has a substantial Asia Pacific footprint approaching 3,000 employees in 19 offices across the world. We deliver a range of consultancy services across the Government, Buildings, Industrial, Power, Transport and Water market segments—offering everything from engineering, architecture and planning services, to project and cost management, software technology and valuation services.

While we are well known for our work on big infrastructure projects, our expertise extends far beyond this. We have been working a growing number of public and private sector clients to deliver numerous business improvement, change management, project management, strategic advisory and investment decision support services.

### Facilitator Profile

Nicola joined Beca in 2011 and is an Associate within the Advisory Services team. A versatile operator, Nicola has a background in business case writing, policy advice, project management, business performance, and R&D delivery. In addition to her time with Beca, her experience spans policy advisory roles to central government, four years' consulting to European, American and Asian pharmaceutical industries, and more than five years' experience in pharmaceutical manufacturing and process engineering roles in New Zealand and Ireland. She is a Better Business Case Practitioner, a PRINCE2 Practitioner and a Lean Six Sigma Green Belt.

Nicola particularly enjoys facilitation roles, with her diverse background enabling her to engage with stakeholders from all backgrounds and levels, as well as approach challenging assignments from a range of angles.

### What is the Investment Management Standard?

The Investment Management Standard (IMS) is a collection of simple, common-sense ideas and practices that help organisations direct resources to deliver the best outcomes. The Investment Management Standard supports the primary investment decision-making functions of any organisation on multiple levels—from a decision about a single investment initiative to whole-of-organisation decisions that refocus an organisation's direction.

For more information on how the IMS can be used within your organisation please go to [www.dtf.vic.gov/investmentmanagement](http://www.dtf.vic.gov/investmentmanagement).

### How does it work in practice?

As part of the IMS toolkit, the Investment Logic Mapping (ILM) technique is used to ensure that robust discussion and thinking is done up-front—resulting in solid problem and benefit definition before solutions are identified and before any investment decision is made.

The Treasury recommends using ILM for high cost or high risk capital investment proposals, however the use of ILMs for smaller, lower risk investments is also recommended.

Whilst the simple, one page output (the Investment Logic Map) provides an accessible, evidence-based account of the investment story on its own, the workshop process used to develop the ILM is valuable in itself.

Stakeholders are engaged in up to four, two-hour workshops, working together to achieve a consistent definition of the:

1. **Problems** the investment will seek to address
2. **Benefits** expected from doing so
3. range of **Strategic Responses** available
4. appropriate **Solution** options, in terms of business changes and assets.

The ILM provides a strong foundation for business case development going forward, and the workshop process assists in achieving stakeholder buy-in and understanding at the outset.

For an example ILM, please visit <http://www.dtf.vic.gov.au/Publications/Investment-planning-and-evaluation-publications/Investment-management/Investment-logic-map-example-Initiative>.

### Costs

As part of the engagement you might choose to do one or all workshops. This will depend on the scale, complexity and risk associated with a given investment proposal. Consult the facilitator and make yourself familiar with the [investment management practises](#).

If any prior IMS workshops have been developed on your investment please make sure you inform the facilitator.

Shaping new investments	Cost (excluding GST)
Problem Definition Workshop	NZ \$1950
Benefit Definition Workshop	NZ \$1950
Strategic Response Workshop	NZ \$1950
Solution Definition Workshop	NZ \$1950
Business Case Development	Talk to us

### Contact Details



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