

# What to do next, without the gut call.

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Every owner has a backlog of good ideas, done in the order of whoever pushed hardest. This scores each on nine weighted factors, seven that push it up and two that push it down, and flags the two things that should jump the queue whatever the score says: the quick wins, and the live risks.

HOW TO USE THIS

Score each idea 0 to 5 on the nine factors. Weight, subtract, rank.

List your ideas down the left. Score each factor from 0 to 5. The seven left-hand factors add value; the two right-hand ones (difficulty, time) are penalties that subtract. Multiply each by its weight, sum the seven, subtract the two, and you have a score. Then damp it for confidence if you like: low × 0.85, medium × 0.95, high × 1.0.

| IDEA | GAP<br>×2.0 | COMM.<br>×1.5 | RISK<br>×1.25 | STRAT.<br>×1.0 | URG.<br>×1.0 | CUST.<br>×0.75 | CSF<br>×0.75 | DIFF.<br>−0.75 | TIME<br>−0.5 | SCORE | BAND |
|------|-------------|---------------|---------------|----------------|--------------|----------------|--------------|----------------|--------------|-------|------|
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |
|      | /5          | /5            | /5            | /5             | /5           | /5             | /5           | /5             | /5           |       |      |

**Score** = (gap×2 + commercial×1.5 + risk×1.25 + strategic×1 + urgency×1 + customer×0.75 + CSF×0.75) – (difficulty×0.75 + time×0.5), floored at zero, then × confidence.

The gap term is weighted highest because the distance between where you are and where you need to be is the strongest signal of value. The weights are fixed for every idea, so nobody can tune them to flatter a favourite.

Critical

A top score in this set, plus a live trigger: urgency at 5, or risk at 4 or more. Do first.

Quick win

Meaningful value (commercial or risk 3+), low difficulty (2 or less), fast (time 1 or less). Bank it now, whatever the total.

High value

Above the median score for your list. Schedule these next.

Monitor / Defer

Below median. Evidenced ideas: monitor. Ideas resting on a hunch: gather evidence or drop.

## **The highest score is not automatically first.**

Score it live with the interactive tool, which flags quick wins and critical items automatically, then the Initiative Value Tracker puts a number on the winners and a Commercial Assessment builds the whole picture from evidence.

Score it live → [apg.partners/tools/prioritisation-scorecard](https://apg.partners/tools/prioritisation-scorecard) · Start with a Commercial Assessment → [apg.partners/commercial-assessment](https://apg.partners/commercial-assessment)

General information for owner-led businesses, not financial advice. Any scoring model can be gamed by whoever enters the numbers, and a decimal score implies a precision the inputs don't have. The value is the forced comparison, not the second decimal place. © 2026 APG Partners.