APG Partners

OPERATING MODEL · OWNER'S WORKSHEET

The business on one page. One hotspot.

Owners improve "the business" as a blob, or fix whatever's loudest. This maps it as a value chain and finds the single activity worth improving most: where a big capability gap sits on something important, valuable and risky.

The hotspot: **gap** (importance − capability) × 2 + financial + risk + 0.75 × customer value.

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HOW TO USE THIS

Rate each activity, then find the gap that matters.

List your activities down the left: the primary ones that create and deliver what customers pay for, and the support ones that make them possible. Rate each on the six dimensions below, 1 to 5. The activity worth improving most is rarely the one you're worst at, and rarely the one that matters most. It's where a large capability gap sits on an activity that is strategically important, financially material and carrying real risk.

Capability	How good you are at it, honestly, versus what good looks like.
Strategic importance	How much winning actually depends on this activity.
Customer value	How much your customers care about it.
Financial impact	How much money runs through it.
Risk exposure	How much risk is concentrated in it.
Differentiation	How distinct you are at it, versus doing it the same way as everyone else.

> Read differentiation on its own: an activity that is **important but undifferentiated** is a quiet vulnerability, the place a competitor can match you without effort, even when its capability gap looks manageable.

ACTIVITY	CAPABILITY	STRATEGIC IMPORTANCE	CUSTOMER VALUE	FINANCIAL IMPACT	RISK EXPOSURE	DIFFERENTIATION	HOTSPOT
Inbound / supply	/5	/5	/5	/5	/5	/5	
Operations / delivery	/5	/5	/5	/5	/5	/5	
Outbound / fulfilment	/5	/5	/5	/5	/5	/5	
Marketing & sales	/5	/5	/5	/5	/5	/5	
Customer service	/5	/5	/5	/5	/5	/5	
Technology & systems	/5	/5	/5	/5	/5	/5	
People & capability	/5	/5	/5	/5	/5	/5	
	/5	/5	/5	/5	/5	/5	
	/5	/5	/5	/5	/5	/5	

Green edge = primary activity · gold edge = support activity. The last two rows are blank for activities specific to your business.

Work out each activity's hotspot score:

$$\text{gap (importance} - \text{capability, if positive)} \times 2 \;+\; \text{financial} \;+\; \text{risk} \;+\; (\text{customer} \times 0.75)$$

Then, if you want, multiply by how sure you are: **low × 0.85**, **medium × 0.95**, **high × 1.0**. The highest score is your hotspot. The gap term is doubled because it's the fixable distance between what matters and what you can currently do.

Turn "the business needs to improve" into one specific, costed move.

Score it live with the interactive tool, which shows the maths for each activity, then a Commercial Assessment builds the value chain from evidence and turns the top hotspot into an owned, valued initiative.

Score it live → apg.partners/tools/value-chain-hotspot · Start with a Commercial Assessment → apg.partners/commercial-assessment

General information for owner-led businesses, not financial advice. The value chain is a snapshot: activities interact, and improving the top hotspot can shift the constraint elsewhere. Scores are your judgement; rate honestly.