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10 Ways to Score and Prioritize Project Proposals Based on Multiple Factors, Including Strategic Alignment



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Project Proposal Scoring & Prioritization Tool

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Item		Select Either			
		Special Concerns (If any)	Low Points	Medium Points	High Points
1	Strategic Fit	☐ Fits 0 of the strategic objectives	☐ Fits 1 of the strategic objectives	☐ Fits 2 of the strategic objectives	☐ Fits ≥ 3 of the strategic objectives
2	Revenue or Savings		☐ Revenue < \$1 million, or savings < \$0.5 million	☐ Revenue \$1-14 million, or savings \$0.5-4 million	☐ Revenue ≥ \$15 million, or savings ≥ \$5 million
3	Time to Break Even	☐ ≥ 10 years to break even	☐ 4-9 years to break even	☐ 1-3 years to break even	☐ < 1 year to break even
4	Net Present Value		☐ < \$1 million	☐ \$1-14 million	☐ ≥ \$15 million
5	Market		☐ Market is declining, or market state is not applicable	☐ Market is stable	☐ Market is growing
6	Complexity		☐ Very complex	☐ Somewhat complex	☐ Relatively simple
7	Outsourcing		☐ ≥ 20% of work outsourced	☐ 1-19% of work outsourced	☐ 0% of work outsourced
8	Intellectual Property	☐ Very high probability of infringement	☐ High probability of infringement, or infringement not applicable	☐ Medium probability of infringement	☐ Low or no probability of infringement
9	People Effort		☐ ≥ 500 people-weeks of effort	☐ 200-499 people-weeks of effort	☐ 1-199 people-weeks of effort
10	Competition		☐ ≥ 4 competitors, or competitors are not applicable	☐ 2-3 competitors	☐ 0-1 competitor

Instructions

Regulatory and compliance related projects automatically score the maximum of 100 points. For all other projects, follow the instructions below.

- For each of the 10 items above, select either Special Concerns, Low, Medium, or High for a proposed project.
- Is Special Concerns marked one or more times? If so, guidance is to not pursue the proposed project, and this assessment is over. If not, proceed to step 3.
- Calculate the score:
 - How many items were marked as Low? _____. That number x 1 point each = _____ points
 - How many items were marked as Medium? _____. That number x 5 points each = _____ points
 - How many items were marked as High? _____. That number x 10 points each = _____ points
 - Total the points from above (a+b+c): _____. That's the total score, out of a maximum of 100 points

What It Means

- The score is an indication of business value
- Projects get approved and prioritized based on their score
- The project portfolio may also be balanced by investment categories, such as:
 - Investment by markets:
70% existing markets, 20% new-to-company markets, 10% new markets
 - Investment by solution:
70% existing solutions, 20% new-to-company solutions, 10% new-to-world solutions

Strategic Objectives (Examples)

- Develop new product groups
- Maintain dominant position in core business
- Achieve year-over-year sales growth of 20%
- Achieve growth via M&A
- Reach \$10 billion in annual sales

About this *Project Proposal Scoring and Prioritization Tool*

Project scoring and prioritization elements of portfolio management is the link between strategic intent and the initiatives that deliver strategy. The value of ensuring that work is aligned with organizational strategic objectives cannot be overemphasized. The PMI reports that when initiatives are aligned with strategic objectives, 57% more projects meet goals. This tool employs an array of primarily objective criteria to help technology and business leaders assess project proposals and prioritize endeavors to best achieve organizational strategic objectives. This tool is provided as a basic example for review and potential adaptation and adoption. The strategic objectives, criteria, scales, and other details should be tailored to your organization's unique needs. The *Project Proposal Scoring and Prioritization Tool* and accompanying content is copyright © Scott M. Graffius. All rights reserved. For permission requests, contact scott@scottgraffius.com.

Scott M. Graffius is a technology leader, researcher, award-winning author, practitioner, consultant, and international public and corporate speaker specializing in AI, Agile, project/program/portfolio management (PPPM), PMO leadership, and teamwork tradecraft. His work explores the intersection of human ingenuity and frontier technology, with a strong practitioner voice grounded in research, experimentation, and experience. His focus includes innovation, organizational performance, and teamwork, including the "exotic team dynamics" that emerge when people collaborate with advanced AI. He has generated over \$3.1 billion in business value. Learn more at <https://scottgraffius.com>.

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Cited sources and additional items for further context and insight

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