

Tool 4. Strategic Choice Scorecard

Decision: _____ Date: _____ Accountable owner: _____

Option A

Option B

Option C

Feasibility first: confirm funding, capacity and any mandatory safety, legal or technical conditions. Mark each option Pass, Fail or Hold for evidence. A high score cannot override a failed condition.

Condition / evidence needed	A	B	C

Criterion	Weight	A	B	C	Evidence / notes
Market attractiveness	20%				
Ability to win	25%				
Economic value	20%				
Evidence strength	10%				
Execution feasibility	10%				
Strategic fit	10%				
Reversibility	5%				
WEIGHTED TOTAL	100%				

Use 1 to 5 or U. Agree weights totalling 100%. Weighted total = sum of score × weight as a decimal. Do not settle totals with significant unknowns.



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Tool 4. Choice discussion and decision

Which option looks attractive mainly because the evidence is weak?

What would have to be true for our preferred option to succeed?

What are we explicitly choosing not to fund or prioritise?

What is the cost of being wrong, and how reversible is the commitment?

Which changes to scores or weights would change the ranking?

What evidence would cause us to reverse or pause the decision?

Our decision, the reason, the owner and the next review date
