

## Catalog of Initiative Prioritization Criteria (Categorized by AAA Framework)

This catalog provides a comprehensive, globally-aligned set of **78 measurable criteria** for prioritizing initiatives using the **Attractiveness, Affordability, and Achievability (AAA) framework**.

Organizations may decide which criteria in each of the 6 sub-categories suit their context. However, it is recommended:

- Not to exclude any of the 6 sub-categories
- To select one criterion in each of the 6 categories, amounting to a total of 6 criteria in the prioritization model. More criteria might make the model complex.

### Legend

- **Category IDs:** A1 Attractiveness, A2 Affordability, A3 Achievability
- **Sub-Category IDs:** FIN Financial, NF Non-Financial, DR Delivery Risk, BRR Benefits Realization Risk
- **Criterion IDs:** --NNN (e.g., A1-FIN-003)

CRITERIA SUB-CATEGORY	NUMBER OF CRITERIA
A1. Attractiveness — Financial	13
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A2. Affordability — Financial	12
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A3. Achievability — Delivery Risk	13
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## A1. Attractiveness — Financial (ID: A1-FIN)

*Benefits or value generated by the initiative.*

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A1-FIN-001	<b>Incremental Revenue Uplift</b>	The steady-state annual revenue increase directly caused by the initiative, net of any sales cannibalized from existing products.	Revenue_post – Revenue_baseline	\$/year	Forecast should include price, volume, and mix changes.
A1-FIN-002	<b>Run-Rate Cost Reduction</b>	The sustainable annual operating expense decrease the initiative delivers once fully adopted and stabilized.	OpEx_baseline – OpEx_post	\$/year	Includes labor, vendor, facilities, and process costs. Excludes one-time initiative costs.
A1-FIN-003	<b>Net Present Value (NPV) over X years</b>	The time-adjusted value of all initiative cash inflows minus outflows over a specified horizon (X years). A positive NPV indicates value creation.	NPV = $\sum_{t=0..X} CF_t / (1+r)^t$	\$	Use the corporate discount rate (r), often the Weighted Average Cost of Capital (WACC). CF_t is the cash flow in period t.
A1-FIN-004	<b>Internal Rate of Return (IRR)</b>	The discount rate at which the initiative's NPV equals zero, representing the initiative's intrinsic rate of return.	Find r where $\sum CF_t / (1+r)^t = 0$	%	A higher IRR is better. Often compared against a minimum "hurdle rate."
A1-FIN-005	<b>Profitability Index (PI)</b>	The ratio of value created per dollar invested, useful for comparing initiatives of different sizes.	PI = 1 + (NPV / PV(Investment Cost))	Ratio	A PI greater than 1 indicates a value-creating initiative.
A1-FIN-006	<b>Economic Contribution Value (ECV)</b>	The risk-adjusted value of the initiative, factoring in the probability of both technical and market success.	ECV = (NPV_success × P_success) – (PV_Cost × (1 – P_kill))	\$	P_success is the probability of success; P_kill is the probability of stopping before major spend. Adapt to your stage-gate model.
A1-FIN-007	<b>Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) Impact</b>	The change in annual EBITDA at steady state directly attributable to the initiative.	EBITDA_post – EBITDA_baseline	\$/year	Bridges the initiative's impact to a common P&L metric.
A1-FIN-008	<b>Gross Margin Uplift</b>	The improvement in gross margin percentage resulting from the initiative's impact on pricing, sales mix, or cost of goods sold (COGS).	GM%_post – GM%_baseline	% points	GM% = (Revenue – COGS) / Revenue.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A1-FIN-009	<b>Cash Flow Breakeven Time</b>	The time, in months, from the initiative's start until its cumulative free cash flow turns positive.	min t: $\sum_{i=0..t} CF_i \geq 0$	Months	A measure of liquidity risk and speed of return.
A1-FIN-010	<b>Earnings Per Share (EPS) Accretion</b>	The change in diluted EPS in a target year attributable to the initiative.	$\Delta EPS = (\Delta NetIncome - \Delta PrefDiv) / DilutedShares$	\$/share	Use diluted weighted-average shares.
A1-FIN-011	<b>Customer Lifetime Value (CLV) Delta</b>	The increase in the net profit attributed to the entire future relationship with a customer, caused by the initiative.	$(CLV_{post} - CLV_{pre})$	\$ per customer	$CLV = \sum (Margin_t \times Retention_t / (1+d)^t) - AcquisitionCost.$
A1-FIN-012	<b>Revenue Risk-Adjusted NPV</b>	The NPV of the initiative after weighting potential revenue outcomes by their probability of occurrence.	$\sum_s (NPV_s \times p_s)$	\$	Define scenarios (s) for price/volume/adoption; $\sum p_s = 1.$
A1-FIN-013	<b>Real Options Value (ROV)</b>	The value of future, uncertain opportunities that this initiative unlocks (e.g., entering a new market, developing a platform).	Value from financial models (e.g., Black-Scholes)	\$	Use for strategic R&D or platform initiatives where standard NPV understates value by ignoring flexibility and future potential.

## A1. Attractiveness — Non-Financial (ID: A1-NF)

*Strategic, customer, employee, or compliance benefits.*

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A1-NF-001	<b>Strategic Contribution Score</b>	The degree to which the initiative's outcomes directly support and advance the organization's stated strategic objectives.	$\Sigma (\text{Weight\_obj} \times \text{Score\_obj})$	0-100 index	Objectives (e.g., market leadership) are weighted ( $\Sigma w=1$ ) and the initiative's contribution is scored (e.g., 1-5), then normalized.
A1-NF-002	<b>Regulatory Compliance Coverage</b>	The extent to which the initiative satisfies mandatory legal, regulatory, or policy requirements.	$(\text{Controls\_met} / \text{Controls\_required}) \times 100$	%	Essential for must-do initiatives. A score below 100% may indicate a critical gap.
A1-NF-003	<b>Core Competency Leverage Index</b>	The extent to which the initiative reuses or strengthens unique organizational capabilities that provide a competitive advantage.	$(\text{WeightedCapabilities\_Impacted} / \text{WeightedCapabilities\_total}) \times 100$	%	Weight capabilities by strategic importance.
A1-NF-004	<b>Competitive Advantage Gain</b>	The expected improvement in the organization's competitive position within a target market segment as a direct result of the initiative.	$\text{MarketShare\_post} - \text{MarketShare\_baseline}$	% points	Can also be measured via qualitative assessment of differentiation or defensibility.
A1-NF-005	<b>Customer Experience (NPS) Uplift</b>	The improvement in customer loyalty and advocacy, measured by Net Promoter Score, that is directly attributable to the initiative.	$\text{NPS\_post} - \text{NPS\_pre}$	NPS points	$\text{NPS} = \% \text{Promoters} - \% \text{Detractors}$ . Attribute impact via A/B testing, cohort analysis, or surveys.
A1-NF-006	<b>Employee Engagement Uplift</b>	The improvement in employee satisfaction, morale, and commitment resulting from the initiative's impact on tools, processes, or culture.	$\text{EngagementScore\_post} - \text{EngagementScore\_pre}$	Index points	Measured via pulse surveys or annual engagement studies.
A1-NF-007	<b>Brand Equity Lift</b>	The increase in the value and strength of the company's brand in the market as a result of the initiative.	$\text{BrandIndex\_post} - \text{BrandIndex\_pre}$	Index points	Index can be a composite of awareness, consideration, and preference scores from market research.
A1-NF-008	<b>Technical Debt Reduction Score</b>	The extent to which the initiative removes or reduces outdated, inefficient, or brittle technology, thus lowering future risk and cost.	$\Sigma (\text{DebtItem\_i} \times \text{Severity\_i})$	Points	Quantify debt items (e.g., legacy systems, poor code) and weight by severity. Normalize to a 0-100 scale.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A1-NF-009	<b>Environmental, Social and Governance (ESG) Score Improvement</b>	The improvement in ESG performance resulting from the initiative.	$ESG\_index\_post - ESG\_index\_pre$	0–100 index	Use a consistent ESG framework (e.g., SASB, GHG Protocol indicators).
A1-NF-010	<b>Data Quality Improvement Index</b>	The reduction in critical data errors within key business domains that is achieved by the initiative.	$((Defects\_pre - Defects\_post) / Defects\_pre) \times 100$	% reduction	Focus on criticality (severity-weighted).
A1-NF-011	<b>Cybersecurity Risk Reduction Score</b>	The reduction in quantified cyber risk exposure (e.g., expected financial loss) delivered by the initiative.	$((Risk\_pre - Risk\_post) / Risk\_pre) \times 100$	0–100 index	Use a monetary or FAIR-style risk measure, then normalize to 0–100.
A1-NF-012	<b>Innovation Readiness Contribution</b>	The number of tangible innovation outputs (e.g., patents, validated new methods) enabled by the initiative.	Patents + ValidatedMethods	Count	Count patents filed, disclosures, or validated novel methods attributable.
A1-NF-013	<b>Accessibility Compliance Score (WCAG/ADA)</b>	The degree of conformance to Web Content Accessibility Guidelines and Americans with Disabilities Act requirements achieved by the initiative.	$(Controls\_met / Controls\_applicable) \times 100$	%	Audit against WCAG 2.1/2.2 AA and local regulations.
A1-NF-014	<b>Sustainability Impact — Emissions Avoided</b>	The annual reduction in greenhouse gas emissions enabled by the initiative.	$tCO2e\_pre - tCO2e\_post$	tCO2e/year	Calculate using the Greenhouse Gas (GHG) Protocol. Document scopes and factors used.

## A2. Affordability — Financial (ID: A2-FIN)

The total cost of the initiative, considering all financial resources.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A2-FIN-001	<b>Net Present Cost (NPC)</b>	The present value of all costs (capital and operating) associated with the initiative over its entire lifecycle.	$NPC = \sum Cost_t / (1+r)^t$	\$	A comprehensive view of the total cost of ownership in today's dollars.
A2-FIN-002	<b>Capital Expenditure (CapEx)</b>	The total upfront capital funding required to execute the initiative and bring the asset into service.	$\sum Capitalized Outlays$	\$	Includes hardware, software licenses, development costs, etc., that are capitalized.
A2-FIN-003	<b>Operating Expenditure (OpEx) Run-Rate</b>	The ongoing annual operating cost required to run and maintain the solution after it goes live.	$\sum AnnualOperating Costs$	\$/year	Includes licenses, cloud hosting, support staff, and maintenance contracts.
A2-FIN-004	<b>Unit Cost per Benefit</b>	The cost efficiency per unit of a defined outcome directly produced by the initiative.	$NPC / BenefitUnits$	\$ per unit	Define "BenefitUnits" clearly (e.g., cost per user enabled, cost per transaction processed).
A2-FIN-005	<b>Payback Period</b>	The time required for the initiative's cumulative net cash inflows to recover the initial investment.	min t: $\sum_{i=0..t} CF_i \geq 0$	Months	A simple measure of how long capital is at risk. Shorter is generally better.
A2-FIN-006	<b>Vendor Spend Concentration</b>	The share of the initiative's external spend that is concentrated in its top supplier(s).	$(Spend_{topN} / Spend_{total}) \times 100$	%	High concentration can increase supplier dependency risk. Choose N (e.g., 1 or 3).
A2-FIN-007	<b>Contingency Budget Ratio</b>	The budget buffer set aside for unforeseen costs, relative to the baseline budget.	$(Contingency / BaselineBudget) \times 100$	%	Should align with the initiative's risk profile and stage.
A2-FIN-008	<b>Cost Volatility Exposure</b>	The sensitivity of the initiative's total cost to fluctuations in external drivers like foreign exchange rates, material prices, or energy costs.	$\sum (CostShare_j \times Volatility_j)$	%	A higher percentage indicates greater financial risk from market volatility.
A2-FIN-009	<b>Decommissioning / Sunset Cost</b>	The total expected cost to retire the legacy systems, processes, or assets that are being replaced by the initiative.	$\sum (Retirement Costs + Termination Fees + WriteOffs)$	\$	Often overlooked, this includes data archiving, contract exit fees, and asset disposal costs.
A2-FIN-010	<b>Working Capital Impact (Net Working Capital)</b>	The change in net working capital (e.g., inventory, receivables) caused by the initiative.	$\Delta NWC = (\Delta AR + \Delta Inventory - \Delta AP)$	\$	Can be a significant hidden cost or benefit.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A2-FIN-011	<b>Tax Credit/Grant Utilization</b>	The value of tax incentives or grants that reduce the net cost of the initiative.	$\Sigma$ Discounted Incentives	\$	Include only realizable credits/grants.
A2-FIN-012	<b>Cost per Risk-Adjusted Benefit</b>	The cost per dollar of benefits after adjusting the benefits for risk and uncertainty.	NPC / $(\Sigma \text{Benefit}_s \times p_s)$	per benefit	s are mutually exclusive scenarios with probabilities $p_s$ .

## A2. Affordability — Non-Financial (ID: A2-NF)

*Constraints related to people, resources, and opportunity cost.*

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A2-NF-001	<b>Constrained Resource Demand</b>	The quantity of scarce, high-demand internal resources (e.g., specialized teams or individuals) required by the initiative.	PeakFTE_months_scarceRoles	Count / FTE-months	Measures the initiative's drain on the organization's most limited talent pools.
A2-NF-002	<b>Critical Skill Hours Required</b>	The total hours of niche, hard-to-source skills needed for the initiative.	$\Sigma$ Hours_criticalRole	Hours	E.g., security architect, data scientist, reliability engineer.
A2-NF-003	<b>Change Management Effort Index</b>	The overall effort required to prepare the organization for the changes introduced by the initiative (communications, training, role design).	$\Sigma$ (Weight_i $\times$ Effort_i)	0–100 index	Normalize inputs (e.g., training hours per user, number of impacted roles) to create a composite score. Higher score means more effort.
A2-NF-004	<b>Business Disruption Window</b>	The planned duration of operational disruption (including full outages or reduced service levels) caused by the initiative's implementation.	$\Sigma$ OutageHours	Hours / days	A key measure of the initiative's impact on business continuity.
A2-NF-005	<b>Stakeholder Alignment Load</b>	The number of high-influence stakeholders who must be actively managed and aligned for the initiative to succeed.	Count_highPower Stakeholders	Count	Define "high power" using a stakeholder matrix.
A2-NF-006	<b>Third-Party Dependency Level</b>	The extent of the initiative's reliance on external vendors, partners, or contracts that are on its critical path.	Count_thirdParties_criticalPath	Count	Optionally weight by criticality.
A2-NF-007	<b>Opportunity Cost Index</b>	The value of the next-best alternative initiative that must be foregone if this initiative is chosen.	Value_NextBest Alternative / Value_ThisInitiative	Ratio	A high ratio suggests this initiative might not be the best use of resources, even if it's a good initiative. Requires valuing the foregone initiative.
A2-NF-008	<b>Data Migration Volume</b>	The size of the data that must be migrated or converted as part of the initiative.	Records_migrated or TB_migrated	Count / TB	Choose a consistent unit; report both if useful.
A2-NF-009	<b>Integration Touchpoints Count</b>	The number of distinct systems or application interfaces (APIs) that the initiative must create or modify.	Count_interfaces	Count	Include new and modified touchpoints.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A2-NF-010	<b>Training Hours per User</b>	The average number of mandatory training hours required for each user impacted by the initiative.	TotalTrainingHours / UsersTrained	Hours	Use mandatory training hours only.
A2-NF-011	<b>Facilities / Infrastructure Footprint</b>	The additional physical capacity (e.g., space, power, cooling) required by the initiative.	$\Delta m^2$ and/or $\Delta kW$	$m^2 / kW$	Report space and power separately when applicable.
A2-NF-012	<b>Environmental Permits Required</b>	The number of environmental permits or regulatory approvals necessary to execute the initiative.	Count_permits	Count	Include local, state, and national permits.
A2-NF-013	<b>Procurement Lead Time</b>	The time required to source and contract for critical external goods or services needed for the initiative.	DeliveryDate - RequisitionDate	Weeks	Long lead times can introduce significant schedule risk.

### A3. Achievability — Delivery Risk (ID: A3-DR)

Risks related to the execution and delivery of the initiative itself.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A3-DR-001	<b>Delivery Risk Index</b>	A composite score measuring the initiative's intrinsic execution risk based on factors like duration, team skills, and commitment.	Index_from_Model	0–100 index	Use a standard model (e.g., BCG's DICE) or an internal rubric (a simple scoring guide with pre-defined criteria). Consistently scale so higher means higher risk.
A3-DR-002	<b>Technical Complexity Score</b>	The intrinsic technical difficulty of the initiative's solution, considering its novelty, scale, and integration requirements.	$\sum (\text{Weight}_i \times \text{Complexity}_i)$	0–100 index	Use a rubric (a scoring guide) with components like architectural fit, data complexity, and performance requirements.
A3-DR-003	<b>Solution Maturity / Novelty Score</b>	The risk associated with using unproven, new, or immature technology versus mature, well-understood technology.	$\sum (\text{ComponentNovelty}_i \times \text{Criticality}_i)$	0–100 index	A higher score indicates higher risk due to reliance on bleeding-edge or unfamiliar technology.
A3-DR-004	<b>Schedule Risk Probability</b>	The likelihood, expressed as a percentage, that the initiative will miss its target completion date.	$P(\text{ActualFinish} > \text{TargetFinish})$	%	Estimate via Monte Carlo simulation or expert judgment.
A3-DR-005	<b>Dependency Risk Count (Weighted)</b>	The initiative's exposure to delays or failures from external teams, other initiatives, or vendors.	$\sum (\text{Count\_dependencies} \times \text{Weight\_criticality})$	Weighted count	Dependencies on the critical path should have the highest weight.
A3-DR-006	<b>Vendor Risk Score</b>	The risk posed by key suppliers for this initiative, considering their financial health, performance history, and other factors.	$\sum (\text{Weight}_i \times \text{RiskFactor}_i)$	0–100 index	Include financial health, SLA history, concentration, and geo-political risk.
A3-DR-007	<b>Resource Availability Variance</b>	The gap between the planned resource needs for the initiative and the actual availability of those resources.	$((\text{Required} - \text{Available}) / \text{Required}) \times 100$	%	A positive variance indicates a resource shortfall, which is a direct risk to the schedule.
A3-DR-008	<b>Requirements Volatility Index</b>	The instability of the initiative's scope, measured by the rate of change in requirements.	$((\Delta \text{Requirements}) / \text{BaselineRequirements}) \times 100$ per month	%/month	High volatility is a leading indicator of schedule and budget overruns.
A3-DR-009	<b>Architecture Readiness Score</b>	The degree to which the initiative conforms to and is supported by the enterprise architecture standards and platforms.	$\sum (\text{Weight}_i \times \text{Score}_i)$	0–100 index	Use a checklist based on standards, patterns, and guardrails.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A3-DR-010	<b>Data Migration Complexity Points</b>	The complexity of the initiative's data conversion activities, considering the number of objects, transformation rules, and quality constraints.	$\Sigma (\text{Objects} \times \text{TransformComplexity} \times \text{ValidationLevel})$	Points	Map points to a consistent scale for comparison.
A3-DR-011	<b>Integration Surface Area</b>	The breadth of the initiative's integrations, measured by the number of APIs and interfaces impacted or created.	Count_APIsInterfaces	Count	Count unique interfaces impacted or created.
A3-DR-012	<b>Geographic Dispersion Index</b>	The coordination complexity arising from having delivery teams or stakeholders in multiple sites or time zones.	f(Sites, TimeZones, Languages)	Index	Define a formula such as a normalized, weighted sum.
A3-DR-013	<b>Cyber/Privacy Compliance Gap</b>	The portion of required pre-go-live security and privacy controls that are not yet satisfied for this initiative.	$(\text{UnmetControls} / \text{RequiredControls}) \times 100$	%	Treat as a gating risk; lower is better.

### A3. Achievability — Benefits Realization Risk (ID: A3-BRR)

Risks related to achieving the intended business value after the initiative is delivered.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A3-BRR-001	<b>Benefits Realization Likelihood</b>	The assessed probability that the initiative's realized business benefits will meet or exceed the approved target in the business case.	$P(\text{RealizedBenefits} \geq \text{TargetBenefits})$	%	An expert judgment or scenario-based estimate of confidence in the business case.
A3-BRR-002	<b>Adoption Readiness Score</b>	The readiness of the end-users and the broader organization to adopt and effectively use the initiative's outputs.	$\sum (\text{Weight}_i \times \text{Score}_i)$	0-100 index	Inputs can include readiness surveys, training completion rates, and pilot feedback. Low readiness is a major risk to value.
A3-BRR-003	<b>Sponsor Engagement &amp; Effectiveness Score</b>	The level of active, effective support from the initiative's executive sponsor, who is critical for removing roadblocks and driving adoption.	Score from a 1-5 rubric or checklist	1-5 Scale	Assessed by the initiative manager or PMO. A low score is a significant red flag. A rubric is a simple scoring guide with defined levels (e.g., 1=Inactive, 5=Highly Effective).
A3-BRR-004	<b>Time-to-Market</b>	The duration from the initiative's authorization to the point where the first measurable value is delivered to users.	$\text{FirstValueDate} - \text{ApprovalDate}$	Weeks	First value = MVP/limited launch that delivers user value.
A3-BRR-005	<b>Benefit Lag Duration</b>	The time from the initiative's "go-live" date until the full, steady-state benefits are expected to be achieved.	$\text{SteadyStateBenefitDate} - \text{GoLiveDate}$	Weeks	A long lag introduces more time for market conditions or priorities to change, increasing risk.
A3-BRR-006	<b>Assumption Uncertainty Score</b>	The degree of uncertainty in the key assumptions driving the business case (e.g., adoption rates, market prices, customer behavior).	$\text{Normalize}(\sigma \text{ or CV of key drivers}) \times 100$	0-100 index	Use the variance of key drivers; higher score means more uncertain.
A3-BRR-007	<b>Process Change Magnitude</b>	The proportion of business process steps that are being significantly changed, added, or removed by the initiative.	$(\text{ChangedSteps} / \text{TotalSteps\_impacted}) \times 100$	%	A larger magnitude of change increases the difficulty and risk of successful adoption.

ID	Criterion Name	Description	Computation	Unit / Scale	Comments
A3-BRR-008	<b>Key Performance Indicator (KPI) Measurement Maturity</b>	The ability to accurately and timely measure the initiative's benefits and KPIs.	Score from a maturity rubric (1-5)	1-5 Scale	If you can't measure it, you can't manage it. A rubric here defines maturity levels (e.g., 1=Data Unavailable, 5=Automated Real-Time Tracking).
A3-BRR-009	<b>Post-Launch Support Capacity</b>	The sufficiency of the planned post-launch support (hypercare) to ensure user issues are resolved and adoption is sustained.	$(\text{SupportCapacity\_available} / \text{SupportCapacity\_needed}) \times 100$	% coverage	Include service desk, SMEs, and engineering on-call.
A3-BRR-010	<b>Regulatory Approval Dependency</b>	The number of external regulatory approvals that are required before benefits can be activated or realized.	Count_approvals	Count	Track lead times separately in schedule risk if needed.
A3-BRR-011	<b>Customer Adoption Forecast</b>	The share of the target user or customer base that is expected to adopt the new capability by a specified time.	$(\text{ProjectedAdopters\_T} / \text{EligiblePopulation}) \times 100$	%	Specify the time horizon (e.g., T+6 months).
A3-BRR-012	<b>External Market Sensitivity</b>	The proportion of the initiative's expected benefit value that is exposed to external market factors beyond the organization's control.	$(\text{Benefit\_exposed} / \text{TotalBenefit}) \times 100$	%	External factors: demand index, FX rates, commodity prices, new regulations.
A3-BRR-013	<b>Benefits Dependency Complexity (Business &amp; Behavioral)</b>	The complexity of prerequisite business and behavioral changes (e.g., policy changes, new incentives, role behaviors) required to realize benefits.	$\Sigma (\text{Dependency\_i} \times \text{Weight\_difficulty})$	Weighted count	This focuses on the human and organizational changes needed for value, not just technical deliverables.