

DATA STRATEGY TOOLKIT

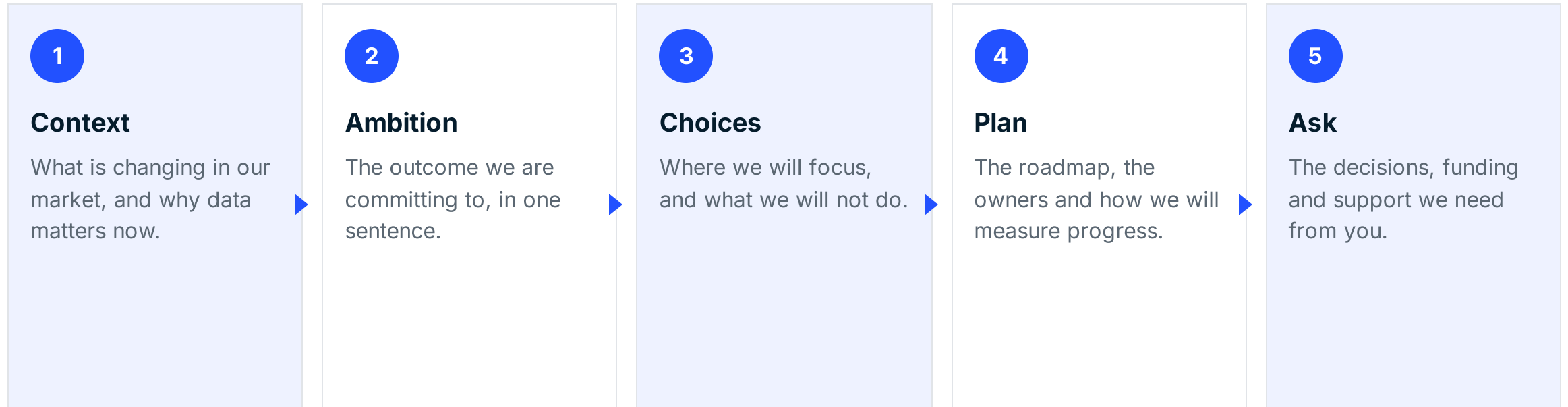
# Strategy Communication Guide

Tell the strategy so that each audience can repeat it, and act on it

Plan who hears what, when and from whom, and tell each audience what changes for them in the next quarter, not just the vision.

# The narrative arc

Five beats, in this order, for every audience.



## SO WHAT

Tell the business story first; data is how it gets delivered.

# Audience message map

| Audience          | What they need to hear                        | What we need from them                          | Rhythm                               |
|-------------------|-----------------------------------------------|-------------------------------------------------|--------------------------------------|
| Board             | Value, risk and the investment case           | Approve the ambition and the funding envelope   | Annual strategy, quarterly scorecard |
| Executive team    | Business outcomes, choices and trade-offs     | Sponsor objectives and own business KPIs        | Monthly steering                     |
| Business leaders  | What changes for their area and what they get | Name owners, release people, adopt the products | Quarterly business reviews           |
| Data and IT teams | Priorities, standards and how work will flow  | Deliver the roadmap and the platform            | Sprint and programme rhythms         |
| All employees     | Why data matters and how to use it well       | Build literacy and use trusted data             | Town halls, intranet, learning paths |

**SO WHAT**

Every message ends with what we need from that audience.

# Principles

## One page first

If it does not fit on a page, the choices are not made yet.

## Start from the business strategy

Open with the vision and themes; data is how we deliver them.

## Show the map

The strategy map explains cause and effect faster than any paragraph.

## Repeat

The same three messages, every time, in every channel.

## Report the scorecard

Progress is measures moving, not projects delivered.

## Two-way

Every update ends with a question or an ask.

# Channels and cadence

| Channel                     | Audience          | Frequency            | Owner             |
|-----------------------------|-------------------|----------------------|-------------------|
| Board paper                 | Board             | Annual and as needed | Executive sponsor |
| Data scorecard              | Executive council | Monthly              | CDO               |
| Business review slot        | Theme owners      | Quarterly            | Domain owners     |
| Town hall                   | All employees     | Twice a year         | Executive sponsor |
| Intranet hub and newsletter | All employees     | Monthly              | Communications    |
| Champions network           | Data champions    | Fortnightly          | Literacy lead     |

# Handling common objections

| We hear                        | We answer                                                                                                                 |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| We have tried this before.     | This time it is derived from the business strategy, owned by theme owners and measured on a scorecard reviewed quarterly. |
| Our data is too poor to start. | We start with the critical data behind a few objectives and fix it as we go.                                              |
| This is an IT project.         | Every data objective serves a business objective with a business owner.                                                   |
| It costs too much.             | Funding is released through stage gates on measured value.                                                                |
| Why not just buy a tool?       | Tools come last; they serve the choices, not the other way round.                                                         |

# Communication plan template

|                                                                                  |                                                                          |                                                                  |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------|
| <p><b>KEY MESSAGES</b></p> <p><i>[Three messages everyone should repeat]</i></p> | <p><b>AUDIENCES</b></p> <p><i>[Who, and what each needs]</i></p>         | <p><b>CHANNELS</b></p> <p><i>[Where and how often]</i></p>       |
| <p><b>SPOKESPEOPLE</b></p> <p><i>[Who carries the message]</i></p>               | <p><b>PROOF POINTS</b></p> <p><i>[Early wins and moved measures]</i></p> | <p><b>FEEDBACK</b></p> <p><i>[How we listen and respond]</i></p> |