

DATA STRATEGY TOOLKIT

Strategy Cascade and Scorecard Workbook

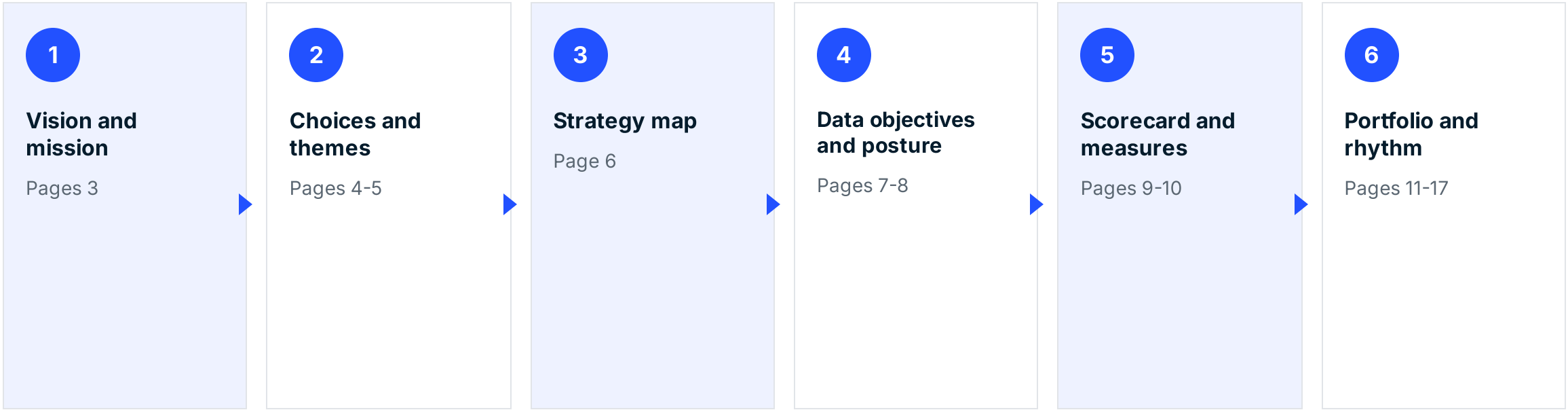
Templates to derive the data strategy from the business strategy and run it as a balanced scorecard

THE SO WHAT OF THIS DECK

Work through the cascade one level at a time with your leadership team, and do not move down a level until the one above is agreed and written down.

How to use this workbook

Work top-down. Each template takes its inputs from the one before.



Vision and mission

VISION (10 YEARS)

[What we want to become and be known for]

MISSION (TODAY)

[Who we serve, what we do for them, how]

WHAT THE VISION DEMANDS OF DATA

[Decisions the future depends on that today's data cannot support]

CUSTOMERS OF OUR DATA

[Who uses our data, inside and outside, and for what]

Strategic choices

WINNING ASPIRATION <i>[What winning means, in one sentence]</i>	WHERE TO PLAY <i>[Segments, channels, geographies]</i>	HOW TO WIN <i>[The advantage we will build]</i>
MUST-HAVE CAPABILITIES <i>[Four to five]</i>	WHICH ARE DATA CAPABILITIES? <i>[Mark each capability: data-critical, data-supported, not data]</i>	WHAT WE WILL NOT DO <i>[Explicit exclusions]</i>

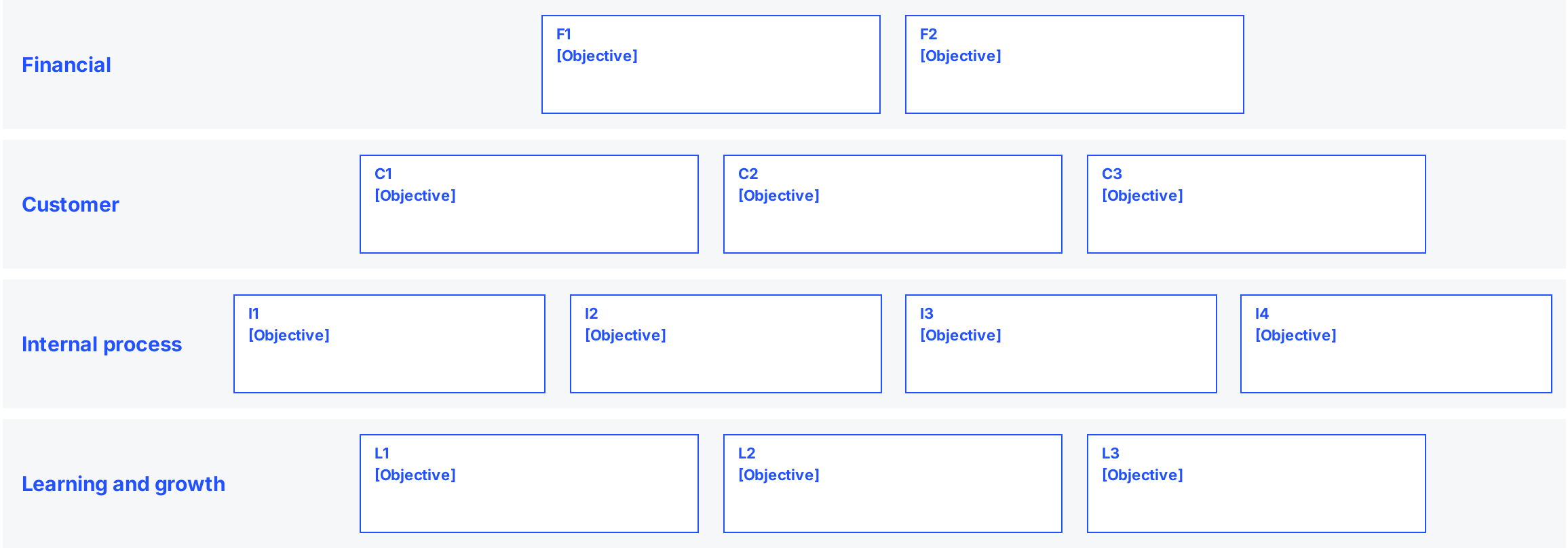
SO WHAT Mark which capabilities are data-critical: those become the backbone of the data objectives.

Strategic themes

Theme	Intent	Executive owner	Objectives (map IDs)	Shared data
[Theme]	[One sentence]	[Name]	[F1, C2, P3]	[Domains it relies on]
[Theme]	[One sentence]	[Name]	[F1, C2, P3]	[Domains it relies on]
[Theme]	[One sentence]	[Name]	[F1, C2, P3]	[Domains it relies on]
[Theme]	[One sentence]	[Name]	[F1, C2, P3]	[Domains it relies on]

Strategy map template

Write objectives as verb and noun; draw arrows from cause to effect.



SO WHAT Keep it to one page and test every arrow with the theme owners in the workshop.

Data objectives linked to the strategy map

ID	Data objective	Serves (map IDs)	Offence or defence	Owner
D1	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]
D2	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]
D3	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]
D4	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]
D5	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]
D6	[Verb and noun]	[P2, L1]	[Offence / defence]	[Name]

SO WHAT

No ID in the serves column means no funding.

Offence and defence posture

Score each question; add the points to 50 to get your offence share.

Question	Options and points	Our answer	Points
How heavily regulated is your industry?	Lightly +12; Moderately +0; Heavily -14		
How much does your advantage depend on analytics, personalisation or AI?	Little -10; Somewhat +4; Decisively +14		
How often do leaders argue about whose number is right?	Rarely +8; Sometimes -2; Constantly -12		
How mature are data ownership and quality today?	Low -10; Patchy +0; Strong +10		
How ambitious are your growth and AI plans for the next two years?	Modest -6; Significant +4; Transformational +10		
How complex is your estate: entities, systems, acquisitions?	Simple +6; Moderate +0; Highly complex -8		

SO WHAT

Bring the scores to workshop 2 and debate the spread between leaders, not the average.

Data strategy scorecard

Perspective	Objective	Measure	Lead/lag	Baseline	Target	Initiative	Owner
Value	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Value	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Stakeholder	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Stakeholder	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Data operations	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Data operations	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Capability	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]
Capability	[Objective]	[Measure]	[]	[]	[]	[Initiative]	[Name]

SO WHAT

Two objectives per perspective, each with a lead and a lag measure, is enough to run the strategy.

Measure definition card

MEASURE <i>[Short name everyone uses]</i>	OBJECTIVE SERVED <i>[The scorecard objective it measures]</i>	WHY IT MATTERS <i>[The decision it informs]</i>	DEFINITION AND FORMULA <i>[Numerator, denominator, inclusions and exclusions]</i>
LEAD OR LAG <i>[Leading (predicts) or lagging (proves)]</i>	SOURCE <i>[System of record and data product]</i>	OWNER <i>[Accountable person, and who reports it]</i>	FREQUENCY <i>[How often it is refreshed and reviewed]</i>
BASELINE <i>[Measured value, and when]</i>	TARGET <i>[Value and date]</i>	THRESHOLDS <i>[Green, amber, red]</i>	CAVEATS <i>[Known data limitations]</i>

Value at stake and feasibility scoring

Use case	Theme	Revenue	Cost	Risk	Working capital	Data readiness	Low complexity	Ease of adoption	Score
[Use case]	[Theme]								
[Use case]	[Theme]								
[Use case]	[Theme]								
[Use case]	[Theme]								
[Use case]	[Theme]								
[Use case]	[Theme]								

SO WHAT

Agree the cut line in the room and publish the not-now list with the ranking.

Use case card

USE CASE <i>[Name]</i>	DECISION IMPROVED <i>[Who decides what, how often]</i>	THEME AND MAP OBJECTIVE <i>[T2 / P3]</i>
VALUE HYPOTHESIS <i>[Lever, size, confidence]</i>	BASELINE AND TARGET <i>[Measure, today, target, date]</i>	DATA PRODUCTS NEEDED <i>[Existing or new]</i>
BUSINESS OWNER <i>[Name]</i>	FEASIBILITY <i>[Data, complexity, adoption]</i>	GATE STATUS <i>[Discover / Prove / Scale / Run]</i>

Data product canvas

DATA PRODUCT <i>[Name and one-line purpose]</i>	DOMAIN AND OWNER <i>[Domain, business owner]</i>	CONSUMERS AND USE CASES <i>[Who uses it, for what]</i>
SOURCES <i>[Systems of record]</i>	SERVICE LEVEL <i>[Freshness, availability]</i>	QUALITY RULES <i>[Critical elements and thresholds]</i>
ACCESS AND PRIVACY <i>[Classification, who may see what]</i>	MEASURES <i>[Adoption, quality, cost]</i>	ROADMAP <i>[Next releases]</i>

Stage-gate review

Initiative	Gate	Criteria met	Evidence	Decision	Next tranche
[Initiative]	[Gate]	[Which]	[Measured result]	[Go / hold / stop]	[Amount]
[Initiative]	[Gate]	[Which]	[Measured result]	[Go / hold / stop]	[Amount]
[Initiative]	[Gate]	[Which]	[Measured result]	[Go / hold / stop]	[Amount]
[Initiative]	[Gate]	[Which]	[Measured result]	[Go / hold / stop]	[Amount]
[Initiative]	[Gate]	[Which]	[Measured result]	[Go / hold / stop]	[Amount]

Decision rights (RACI)

Decision	Exec council	CDO	Domain owner	Steward	Architecture	Risk and privacy
Set data strategy and priorities						
Approve the funding envelope						
Certify a business metric						
Own a data product and its service level						
Set architecture standards						
Grant access to sensitive data						
Retire reports and data sets						

Management rhythm calendar

Meeting	Cadence	Chair	Inputs	Next date
Delivery	Weekly	[Name]	Sprint progress, blockers, data incidents	[Date]
Scorecard review	Monthly	[Name]	Data scorecard, leading measures, initiative status	[Date]
Strategy review	Quarterly	[Name]	Scorecard trends, tested assumptions, value realised, new opportunities	[Date]
Strategy refresh	Annually	[Name]	Business strategy changes, maturity re-baseline, market shifts	[Date]

First 100 days

Weeks 1-2: Mobilise

- *[Sponsor and core team named]*
- *[Interview schedule set with executives]*
- *[Existing strategy documents and scorecards gathered]*
- *[Maturity baseline launched]*

Weeks 3-6: Diagnose and anchor

- *[Executive and business interviews complete]*
- *[Draft cascade: vision to themes]*
- *[Decision and capability heat map]*
- *[Baseline of value, spend and maturity]*

Weeks 7-10: Choose and design

- *[Workshop 1: strategy map and data objectives]*
- *[Workshop 2: posture and prioritised portfolio]*
- *[Draft data scorecard with measures and owners]*
- *[Operating model and forums agreed]*

Weeks 11-14: Commit and launch

- *[Roadmap and funding approved by the council]*
- *[Strategy on a page published]*
- *[First quick wins in delivery]*
- *[Monthly and quarterly rhythm started]*

Strategy on a page

VISION <i>[One sentence]</i>	STRATEGIC THEMES <i>[Three to five]</i>	DATA OBJECTIVES <i>[Five to six, with map IDs]</i>
POSTURE <i>[Offence share and why]</i>	SCORECARD HIGHLIGHTS <i>[Four measures: baseline to target]</i>	INITIATIVES <i>[Funded, with gates]</i>
OPERATING MODEL <i>[Forums and owners]</i>	RHYTHM <i>[Monthly, quarterly, annual]</i>	WHAT WE NEED <i>[Decisions, funding, people]</i>