

Digital strategy

Game cards



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS

This publication is licensed under Creative Commons 'Attribution-NonCommercial-NoDerivatives 4.0 International'. This license requires that reusers give credit to the creator. It allows reusers to copy and distribute the material in any medium or format in unadapted form and for noncommercial purposes only.

TIMAF bv
Lange Lauwerstraat 71
3512 VH Utrecht (Netherlands)
info@timaf.nl • www.timaf.org



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS

Digital strategy workshop

The TIMAF Digital strategy game cards help you create digital operational strategies in a workshop.

In the 'Strategy in digital transformation' book you get more detailed information on how to organise a digital strategy workshop.

At www.timaf.org/downloads you find more materials for your workshop. Use the password strategy4ME! to get access.

Have fun!

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Goals are specific statements that convey what the organisation wants to achieve.

1. What are the relevant goals?
2. Which one is the most important goal?
3. Why is this the most important goal?
4. Why do you think that a digital operational strategy can get you closer to this goal?

TIP. Find organisational goals and objectives in policy papers, the corporate website or an OGSM (Objectives, Goals, Strategies, Measures). Or else go talk with C-level decision makers and ask about the goals.

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



The pain is a problem that is standing in the way of reaching the organisational goals and objectives.

1. What are the problems that hamper this goal?
2. Which one is the most important pain?
3. Why is this the most important pain?
4. Are you sure this is a pain that is felt by senior management or most of the organisation?

TIP. Talk with C-level decision makers about their (organisational) pain and challenges.

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Success factors are about improving or reducing something that stands in the way of achieving the organisational goal.

1. Which success factors will mitigate the problem that hampers the business goal?
2. Which one is the most important success factor?
3. Why is this the most important success factor?
4. Are you sure this success factor is doable?
5. Are you sure this success factor can be quantified and measured?
6. Are you sure this success factor can be realised in your digital strategy?

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Your **target audience** defines *why* you build digital solutions, who you serve, and how you communicate and deliver value.

1. Which target audience(s) are relevant for this strategy?
2. Which one is the most important audience?
3. Why is this the most important audience?

TIP. Does your organisation already work with personas? Reuse them!

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Motivation describes the personal drivers, interests, and benefits that make your audience willing to interact with you.

1. What are the personal motivations for the target audience/person you chose in step 4?
2. Which one is the most important motivation?
3. Why is this the most important motivation?

TIP. Think from the perspective of your audience. They want the answer to one question: "What's in it for me?"

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



This step is about the **information**, **services** and **products** you can offer to your target audience.

1. What (digital) information, products or services do we need to exchange with the target audience/persona you chose in step 4?
2. Which offering is the most important?
3. Why is this the most important offering?

TIP. Think from the perspective of your audience. What information do they need to reduce their pains or achieve their goals?

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



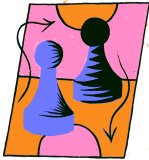
6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Tactics are the approaches, methods, or moves you choose to connect your organisation's goals with your target groups.

1. What tactics can you imagine that will help reach the goal with this target audience/persona you chose in step 4?
2. Which one is the most important?
3. Why is this the most important one?
4. Is this tactics doable for the organisation?

TIP. Don't think in terms of tools yet, that is for the next step!

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RESOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Resources enable your tactics to reach the organisational goal or objectives.

1. Which (digital) resources can you use to reach the goal through the tactics you chose in step 7?
2. Do they directly support our chosen tactics?
3. Will it reach or serve our target personas in a way that fits their motivation?
4. Which resources do you already have at your disposal and which ones will be new?
5. Do we have the capacity to implement and sustain these resources?

TIP. Don't forget that some digital strategies require non-digital tools or human support alongside digital resources.

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Performance indicators translate your strategy into measurable outcomes.

1. Which performance indicators are needed to measure the success factors from step 3?
2. Do the indicators directly reflect these success factors?
3. Are they defined in a SMART way?
4. Will they provide actionable feedback?
5. Which are leading indicators and which are lagging indicators?
6. Which indicators are already being measured, and which need to be introduced?
7. Is there a baseline available for each indicator?

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



Measuring instruments are the tools, and sometimes even people, who collect and interpret the information that tells you whether your strategy is working.

1. Which measurement instruments are needed to reliably track the performance indicators from step 9?
2. Do these instruments provide accurate and consistent data?
3. Are they practical and cost-effective to implement within the organisation?
4. Do they deliver data in a timely manner to support decision-making?
5. Are they understood and trusted by the stakeholders who will use the results?
6. Can they be integrated with existing reporting systems or dashboards?

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RESOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS



To get a digital strategy off the ground, you often need **cooperation** with others inside and outside your organisation.

1. Which internal and external roles are required to implement our digital strategy?
2. Who are the digital experts, and who supplies or assesses digital initiatives in our organisation?
3. Which support departments could contribute to digital projects or strategy execution?
4. How can we make people accountable for their contributions?
5. How can we involve these stakeholders in developing and refining the digital strategy?
6. What are potential obstacles to cooperation, and how can they be addressed?

TIMAF



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY!



11. COOPERATION



10. MEASURING INSTRUMENTS



Once you have worked through the previous steps, it is valuable to consider **what strategy could come next.**

1. Which possible next digital strategies are necessary to achieve the digital grand strategy and/or to complement the existing digital operational strategies?
2. Which ones are most feasible and generate the most value?

TIP. Collect all 'next' strategies for the strategy backlog and use them for a next strategy workshop.

We have [2. business problem].

By [3. success factor] **we reach** [1. business goal or objective].

We do this for [4. target audience] **who want to** [5. audience motivation].

For this, we offer [6. information, service, product] **by** [7. tactics] **via** [8. resources].

We are successful when [9. indicators] **which we measure with** [10. measuring instruments].

To make this successful we need to work with [11. cooperation].

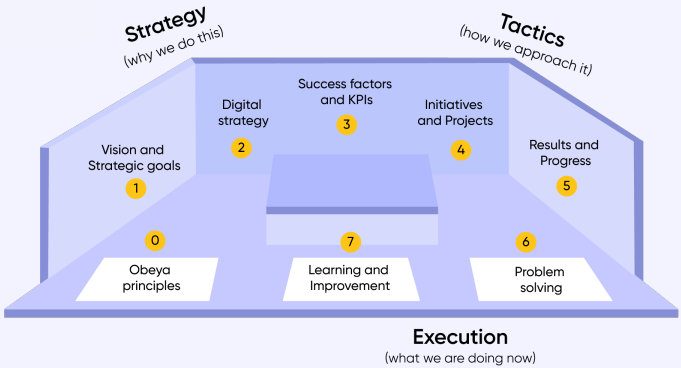
Strategy statement

Once you have taken all the 12 steps of the TIMAF digital strategy game, you are ready to formulate your 'elevator pitch' **strategy statement** that summarises the essence of the digital strategy and makes it easy to communicate.

1. Compose your strategy statement from the previous steps.
2. Test it for clarity and relevance. Does it motivate action?
3. Present your strategy statement to the other workshop attendees.

If you are listening to a strategy statement brining presented, ask yourself:

1. Would you see this strategy as something that will help solve your business problem?
2. If so, would you give your support to the realisation of this strategy?
3. Do you have any comments to improve the strategy?



Congratulations! You have a digital strategy!

Work on the next steps in the strategy checklist.

STRATEGY CHECKLIST

1. ~~Create a digital strategy~~
2. Share the digital strategy
3. Execute on the digital strategy
4. Measure the digital strategy performance
5. Optimise the digital strategy

TIP. Join the Obeya to see, think and act together on the strategy.



1. GOALS



2. THE PAIN



3. SUCCESS FACTORS



6. INFORMATION



5. MOTIVATION



4. TARGET AUDIENCES



7. TACTICS



8. RECOURCES



9. PERFORMANCE INDICATORS



12. READY? IT'S TIME FOR THE NEXT STRATEGY



11. COOPERATION



10. MEASURING INSTRUMENTS

More on digital transformation

Are you ready to learn how to lead a successful digital transformation?

Follow the online training via www.timaf.org/digitalstrategytraining.

Or ask for an in-company workshop with your team via www.timaf.org/training.

Learn from your peers in the international Digital transformation community. Join the community at www.timaf.org/community.

Stay updated on the latest news and trends in digital transformation with our monthly newsletter. Subscribe at www.timaf.org/newsletter.