Develop your strategy scorecard

Use this template to develop your strategy scorecard. On your scorecard, you'll split your business's overall strategic objective into four categories. You'll then set out specific objectives, measures, targets, and initiatives for each category. Together, these will help you achieve your strategy.

Record your strategy statement

Write or paste your strategy statement into the box below. This statement will guide what you put in your scorecard.

If you haven't yet developed your strategy statement, you'll need to before you can develop your scorecard. Use our strategy statement template.

From a plan to a strategy statement

Choose your categories

Your four categories are a starting point for breaking down your overall objective into manageable steps. These popular categories make a good starting point.

- **Finances:** what financial goals will my strategy help achieve?

- **Customers and stakeholders:** how well should I be performing to meet their expectations?

- **Internal processes:** what objectives for systems and processes do I need to meet customer expectations?

- **Innovation and learning:** what process or product innovation goals do I need to meet for my overall objective?

Don't feel restricted to these categories. Pick whatever four categories you want — just make sure they fit your overall strategy.

For example, if your overall strategy relates to a strong connection to the place where you work, you might choose cultural appropriateness, community focus, and doing business locally.

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Create your scorecard

Write your four categories into the headings of the four tables on the following pages. Then fill in the objectives, measures, targets, and initiatives for each category.

CATEGORY 1: (EG FINANCES)			
Objective — what you want to achieve in this category to meet your strategy	**Measure — how you'll know if you're achieving your objective**	**Target — the level of performance you want to achieve**	**Initiative — project to help you reach your objective**
EXAMPLE: Increase revenue by attracting older customers.	Proportion of memberships and of revenue that are from customers over 60 years old.	Customers over 60 years old make up 30% of our revenue and 40% of our memberships by the end of the financial year.	• Provide daily classes for older customers • Install facilities designed for people with mobility needs • Provide discounts for Gold Card holders • Partner with local doctors' surgeries and offer discounts for referred patients

CATEGORY 2: (EG CUSTOMERS)

Objective — what you want to achieve in this category to meet your strategy	Measure — how you'll know if you're achieving your objective	Target — the level of performance you want to achieve	Initiative — project to help you reach your objective
EXAMPLE: We'll become known as a key meeting place and hub for Hamilton's retiree community.	*We'll run a survey every 6 months to see what the retiree community value most about our gym.*	*50% of customers over 60 years old value the community aspect of their gym visits as much as the health aspect.*	• *Provide an area where customers can rest, chat and have coffee* • *Ask for music requests and tailor our selection accordingly* • *Run classes with a strong social aspect — eg 'Step and stretch for over-60s singles', or 'Spin to hit singles from the 70s and 80s'*

CATEGORY 3:	(EG LEARNING AND DEVELOPMENT)		
Objective — what you want to achieve in this category to meet your strategy	**Measure — how you'll know if you're achieving your objective**	**Target — the level of performance you want to achieve**	**Initiative — project to help you reach your objective**
EXAMPLE: Train and nurture fitness trainers from the community.	• *Number of trainers recruited from local community* • *Number of trainers supported through qualification process*	*5 new local fitness trainers graduating in two years.*	• *Look for local recruits when hiring* • *Set up connections with local vocational education providers and take part in careers events* • *Support staff to follow formal training programmes while working*

CATEGORY 4:	(EG COMMUNITY)		
Objective — what you want to achieve in this category to meet your strategy	**Measure — how you'll know if you're achieving your objective**	**Target — the level of performance you want to achieve**	**Initiative — project to help you reach your objective**
EXAMPLE: Increase awareness of the business's community focus.	• *Number of community events participated in* • *Proportion of community events the gym is represented at compared to other gyms* • *Number of local newspaper articles or features*	• *Participate in 3 community events each quarter* • *Take part in more community events than any other local gym* • *Get more community news articles than any other local gym*	• *Create community events to provide free classes* • *Join community event group and help coordinate events*