



## **An introduction to SCORE**

**Beyond SWOT analysis: strategy, capability and effectiveness**

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# Introducing SCORE analysis

- **Audience**

- anyone involved in assessing strategy, capability and effectiveness in any business or government context

- **Objective**

- introduce SCORE analysis as a versatile alternative to SWOT
- demonstrate SCORE as a tool in strategic gap-analysis

- **Agenda**

- what is SCORE analysis?
- SWOT and SCORE
- SCORE dimensions in detail
- SCORE for gap-analysis and change-roadmaps



The aim of this slidepack is to introduce SCORE – a versatile alternative to SWOT in strategy analysis.

(I'll assume you're familiar with SWOT – Strengths, Weaknesses, Opportunities, Threats. If not, look it up in any management textbook.)

Here we'll briefly explore the limitations of SWOT, and how SCORE resolves those limitations.

We'll look at how to use SCORE in practice.

And we'll end with a real-world example, from the utilities industry, about data-architecture strategy.

# What is SCORE analysis?

- Like SWOT, it's a strategy methodology and checklist:
  - Strengths
  - Challenges
  - Options
  - Responses
  - Effectiveness
- Like SWOT, used for quick assessment of strategic issues
- Unlike SWOT, the results should be measurable
  - hence "What's the SCORE?"
- Unlike SWOT, assess both before and after action
  - supports continuous improvement



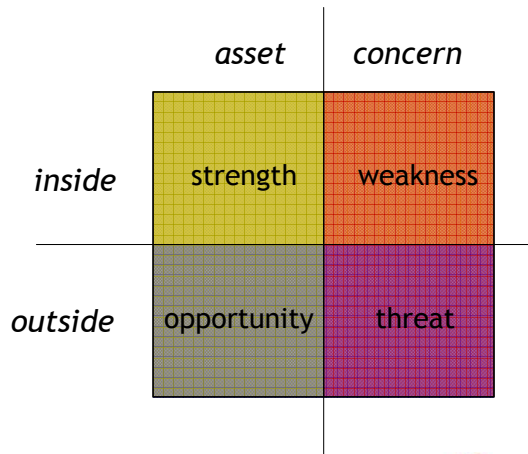
What is SCORE?

Like SWOT, it's a quick checklist for strategy: we focus in turn on our Strengths, our Challenges, our Options and opportunities, the probable Responses and returns of the strategy and the impact on overall Effectiveness.

What's different is that we're also looking for anything we can measure – either qualitative or quantitative. And we do the same assessment before and after applying the strategy – which tells us whether or not the strategy actually worked!

# Rethinking SWOT: background

- SWOT has been around for decades
- Easy to understand and use
- Simple two-axis matrix
  - assets and concerns
  - 'inside' and 'outside'
- 'Tick the boxes' method
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats



I don't know the origin of the SWOT technique, but it's described in almost every standard management textbook.

It's quick, it's easy, and it uses the same kind of simple two-axis matrix so beloved of management consultants, so it's easy to understand, too.

Not much of a method, though: just tick the boxes, and you're done. Strengths? Weaknesses? Opportunities? Threats? Everything look okay? Right, let's do it!

# Rethinking SWOT: limitations

- Language can be pejorative, misleading
  - ‘weakness’ - implies inadequacy, “not good enough” etc
  - ‘threat’ - introduces spurious sense of danger
- Arbitrary boundary between ‘inside’ and ‘outside’
  - tends to promote an ‘us versus them’ attitude
  - not well suited for assessment where boundaries blur
    - e.g. community partnerships, end-to-end networks, value webs
- Issues tend to be viewed in isolation
  - strategy for *this* issue only, ignoring its broader context
- Tends to be used ‘once-off’, then forgotten
  - may be repeated, but repetitions rarely linked



SWOT is great for a quick check. But it does have some subtle yet serious limitations which do cause real problems in strategy.

One is that some of its language introduces a spurious sense of danger – literally, of weakness, or of threat.

This isn't helpful when the boundary between ‘us and them’ is blurred – as it must be, for example, in end-to-end networks where our customers may also be our suppliers, or consortia where our competitors are also our partners.

And SWOT doesn't really have the breadth of scope to cope with whole-of-system context, or continuity over time.

# Rethinking SWOT: requirements

- **Make the language more real**
  - not 'weaknesses' or 'threats'
- **Adapt for use in broader, more complex contexts**
  - boundaries between 'inside' and 'outside' may be blurred
  - multi-organisation, partnerships, value-webs
- **Adapt for a more holistic view**
  - how does each asset or concern interact with others?
  - assess impact on *overall* effectiveness
- **Enhance the methodology**
  - iterative review with qualitative / quantitative scores
  - 'before and after' comparison of reviews and scores



So these are some of the issues we need to address, if we're to make SWOT more useful in today's more complex world.

# The dimensions of SCORE

- **Strengths / services / support**
  - existing capabilities and resources, potential for synergies
- **Challenges / capabilities needed**
  - ‘weaknesses’ indicate needed capabilities and resources
- **Options / opportunities and risks**
  - opportunity is also risk, risk is also opportunity
- **Responses / returns / rewards**
  - probable or emergent consequences of action or inaction
- **Effectiveness**
  - efficient, reliable, elegant, appropriate, integrated



SCORE addresses those requirements with a SWOT-like checklist as a framework for strategy:

We look at what we already have – our existing Strengths.

We look at what we know we need, or needs to address – our Challenges.

We look at the outside world for our Options and opportunities.

We also look at the probable Responses of the outside world to the chosen strategy.

And we explore the probable impacts of the strategy on overall Effectiveness.

Where this differs from SWOT is that we do this iteratively, comparing each dimension against the others; and we look for and record anything that can be measured, so we can assess the success of the strategy in future.

# SCORE dimensions: Strengths

- **Strengths**

- What would we regard as our strengths in this?

- **Services**

- What services and capabilities do we have?
- What services can we call on from others?

- **Support**

- What support-resources do we have available to us?
- What support do we have, from others?

*Provides an inventory of what we have available to respond to opportunities, and to support the change-roadmap*



The questions for the Strengths dimension are much the same as for SWOT, except we need to look both inside and outside our organisation for shared strengths and support.

The work of projects is carried out through services and capabilities. These questions also help to identify the components of a ‘service-oriented architecture’ for the enterprise.

The subsidiary questions about support are essential. Without explicit support from senior management, the project can only be run as a concealed ‘skunk-works’ project – which would mean a lot more work overall, for everyone.

From here we gain both an inventory of strengths and services, and a list of probable partners in the project.

# SCORE dimensions: Challenges

- **Challenges**

- What are the issues we need to address?
  - within the organisation
  - in relationships with partners, suppliers, other stakeholders?

- **Capabilities needed**

- What new capabilities and services would we need?
- What skills would be required?
- What would be needed to develop these skills and services?

*Defines the content for the change-roadmap, and identifies the internal project-risks*



The questions for the Challenges dimension are again similar to SWOT. But we avoid SWOT's pejorative term 'weakness' here, instead concentrating much more on gap-analysis – on identifying what would be needed in order to achieve the key success criteria for the project.

The end-result of this direction of questioning is a list of needed capabilities – and hence a roadmap for change.

# SCORE dimensions: Options

- **Opportunities**

- What opportunities present themselves?
- What risks arise from with those opportunities?
- What opportunities arise from apparent risks?

- **Options**

- What are our options in relation to those opportunities and risks?
- How can we act on those options?
- How should we prioritise those options and actions?

*Identifies the reasons for the change, the priorities for the change-roadmap, and external project-risks arising directly from those opportunities*



Opportunities give rise to Options, which in turn provide the basis for a ‘roadmap’ for change.

As with SWOT, we should be looking mostly outward here, at the ‘outside’ world – potential customers, partners, providers and the like.

But unlike SWOT, we always assess opportunities and risks together, because each is the flipside of the other: opportunities bring concomitant risks, and risks (SWOT’s ‘threats’) also always present opportunities.

What we’re looking at here – and looking for – are the drivers for business change: the opportunities and risks, and our options to respond to each.

# SCORE dimensions: Responses

- **Responses**

- What responses would we expect from other stakeholders?
  - from customers? competitors? providers? partners?

- **Regulations**

- What regulations might arise in response to our strategy?
- What would be the impacts of new or upcoming legislation?

- **Returns / rewards**

- What is the business value of each opportunity and risk?

*Identifies the business-case (if any) for the change, and the external risks impinging indirectly on the opportunities*



Where ‘Opportunities’ is about how we respond to the outside world, the Responses questions are more about how the outside world impinges on us.

Even a brief focus on regulation and legislation also helps to expand our awareness of longer-term impacts – legislation may move at a much slower pace than business cycles, but its impacts cannot be avoided forever!

At least some of these expected responses should be measurable, identifying the overall returns or rewards – in other words, the business case for the strategy.

# SCORE dimensions: Effectiveness

- **Is it Efficient?**
  - maximises use of resources, minimises wastage of resources
- **Is it Reliable?**
  - predictable, consistent, self-correcting
- **Is it Elegant?**
  - clarity, simplicity, consistency, self-adjusting for human factors
- **Is it Appropriate?**
  - supports and maximises support for business purpose
- **Is it Integrated?**
  - creates, supports and maximises synergy across all systems

*Identifies how well the 'as-is' and 'to-be' systems fit in with everything else*



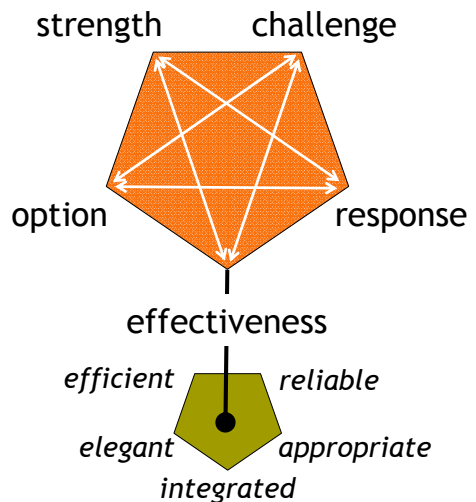
The Effectiveness questions are the key difference from conventional SWOT analysis.

The aim here is to resolve a classic business dilemma: how to ensure that improvements in efficiency in one area do not cause greater inefficiencies elsewhere – a common result of traditional analysis techniques.

These questions also dovetail with Tetradian's SEMPER whole-of-organisation effectiveness diagnostic – see [www.tetradian.com/semper](http://www.tetradian.com/semper) for more information.

# Using SCORE

- **Select an issue**
- **Start checklist anywhere**
  - often start with Strengths, or Options, but not required
- **Work through the list**
  - repeat/iterate in any order
- **Assess impact of each item on effectiveness**
- **Identify, record, compare any measurable items**
  - new capabilities, etc
  - compare against previous SCORE assessments



  
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the futures of business

A quick summary of the SCORE methodology.

Once we've selected an issue to assess, we can start from any dimension. We then work our way through all the SCORE dimensions, using the viewpoint of each dimension as a perspective on each of the other dimensions.

And for everything that we identify, we always look at its impact on overall effectiveness, using the effectiveness-checklist: efficient, reliable, elegant, appropriate, integrated.

We also keep an eye open for anything that can be measured, whether as a numeric value or qualitatively – for example, a new capability that didn't exist at the time of a previous SCORE assessment. The reason for this is simple: it's a lot easier to manage things that can be measured.

# SCORE deliverables

- **Strengths**

- capabilities / services inventory, support / partner-map

- **Challenges**

- prioritised roadmap for change, risks / issues register

- **Options**

- strategy scenarios, opportunity / risk trade-off register

- **Responses**

- business case(s), risk-management scenarios

- **Effectiveness**

- project impact / integration assessments



At the end of the SCORE assessment, these are the kinds of documents we would expect to have to hand, to guide subsequent change.

# Summary

- **SCORE extends SWOT analysis with a new emphasis on overall effectiveness:**
  - Strengths
  - Challenges
  - Options
  - Responses
  - Effectiveness
- **SWOT is single-pass, SCORE is iterative**
  - repeat until all issues and side-themes are addressed
- **The end-product of a SCORE assessment is a clear roadmap for business change**



So here's a quick summary of SCORE: what it identifies for us, how it differs from SWOT, and what we have to hand at the end.

# Worked example

## Data architecture at a utilities company ('Energy')



To finish, let's look at a real-world example of SCORE in action.

The remaining slides in this slidepack are from a real SCORE analysis on data-architecture strategy for a major utilities company.

I've changed the company name here, and a few other identifying details, but otherwise the slides are the same as those prepared for the company's enterprise-architecture group.

As you'll see, the main difference from SWOT is that the end-result is not just a go/no-go decision, but a complete roadmap of the required changes.

# Strengths...

- **Business support for enterprise architecture**
  - higher-than-usual awareness of value of architecture
  - evidence of high-level commitment
  - integrated view of the business
- **Higher-level maturity of conceptual frames**
  - awareness that enterprise architecture is more than IT
- **Some essential work already done**
  - Architecture Principles, Blueprint, BIM, Evolution SOA
- **Commitment and energy!**



These were the group's strengths for data-architecture...

# Challenges...

- **Support exists, but still under-resourced**
- **No adequate commercial toolsets available**
  - most tools are for logical <-> physical mapping only
    - e.g. ERwin, Visio UML
  - System Architect probably the best of breed, but still has severe limitations
    - fragility of Choices list, 'user-hostile' interface etc
- **Need to break free of IT-centric view**
  - 'business' is too easily viewed as 'anything not-IT'



...the challenges that needed to be addressed...

# Opportunities / risks / trade-offs...

- **Opportunity for improved communication**
  - synergies where business and IT are ‘on the same page’
- **Risks of market / regulatory change**
  - data-architecture supports agility to external change
- **Trade-off between modelling everything versus getting things done**
  - improved self-knowledge and reduced long-term costs, versus project delays and loss of business credibility
  - “doing it at all takes priority over doing it right...”
  - complexity of modelling a dynamic world
    - the world is not static, there is no final ‘future state’



...the opportunities, risks and trade-offs – where data-architecture fitted within the broader picture of company strategy...

# Returns / rewards...

- **Leverage available from synergies**
  - across systems
  - across products and product-lines
  - across organisational units and groups
  - across 'value-webs' with partners, suppliers etc
- **Agility from Energy's increased 'self-knowledge'**
  - improved ability to service new markets
  - improved ability to respond to regulatory change
  - improved ability to manoeuvre in competitive market
- **Also need for increased business / technical awareness of costs of *not* doing this well...**

**ENERGY**  
the power to perform

...a brief summary of the kind of returns and responses from implementing (or not implementing) a disciplined data-architecture...

## ...and effectiveness

- **Efficient?**
  - fragmented legacy systems, too much exception-handling
- **Reliable?**
  - fragile data-flows, especially round-trip overwrites
  - inconsistent naming etc creates misunderstanding / rework
- **Elegant?**
  - market-specific models, high dependence on human processes
- **Appropriate?**
  - poor integration of legacy systems limits business agility
  - inadequate support for e.g. customer-centric view of data
- **Integrated?**
  - lack of integration identified as a key business issue
  - Evolution Initiative role is to improve overall integration



...and an overview of the impact on overall effectiveness of the current state of data-architecture in the company.

# Where are the gaps?

- **Further work needed on governance framework**

- audit-trails, owners, asset-management

- **Lack of common language / translations**

- BIM addresses this at higher level only
- need to promote data-naming standards in business context as well as IT
- need for common repository / 'translation' facilities
  - example: 'Jargon Buster' intranet section

- **Limited awareness of *long-term* knowledge management**

"How much does it cost an organisation to forget what key employees know, to be unable to answer customer questions quickly or at all, or to make poor decisions based on faulty knowledge?"

Tom Davenport, director, Information Management Program, University of Texas at Austin

- **Limited awareness of non-IT data**

- integration occurs in haphazard fashion in processes
- no systematic processes to ensure maintenance of non-IT data (e.g. narrative-knowledge techniques)
  - capabilities do exist through organisational culture



The previous questions pointed directly or indirectly to these strategic gaps...

# The capabilities we need (roadmap)

1. Strategic approach to data management
2. Consistent governance of data and information
3. Consistent handling of names and translations
4. Long-term knowledge-management
  - everything changes over time: what must be preserved?
  - accuracy, relevance, security, migration, refresh, re-use
5. Extend Service Oriented Architecture beyond IT
  - process as service: full integration with business process
6. Integrate support for human knowledge
  - human knowledge provides *use* and *meaning* of information

**ENERGY**  
the power to perform

...and to this list of the capabilities required to fill those gaps.

The remaining slides describe these capabilities in a little more detail.

# Creating the capabilities [1]

## Strategic approach to data management

- **Extend concept of information / data as asset**
  - Architecture Principles already established
  - Architecture Charter already established
- **Establish means for costing data as asset**
  - e.g. equivalents of capitalisation, depreciation etc



Data as a strategic asset...

# Creating the capabilities [2]

## Consistent governance of data and information

- **Identify information / data owners at each level**
  - Business Strategy
  - Business Summary
  - Logical
  - Technical
  - Transaction
- **Establish cross-level review forums for all subject-areas**
- **Establish systematic exit-interviews for all staff and contractors in information / data-owner roles**
  - capture tacit-knowledge on information / data and its use



...the need for consistent governance...

# Creating the capabilities [3]

## Consistent handling of names and translations

- **Establish naming standards**
  - existing standards include BIM, Service Naming, Data Naming
  - extend these standards towards business usage
- **Resolve nomenclature clashes**
  - examples: Customer vs Consumer vs Account, Supply Point vs Market ID, Location vs Supply Point Address vs Mailing Address
- **Establish 'Jargon Buster' tool**
  - reduces 'acronym blur', leverages / shares local knowledge, aids inter-group translation
  - place on intranet (e.g. below 'find a colleague') with simple search-box
  - 'anyone can post new entry' - reduces effort, increases staff engagement
    - manage as per moderated forum - moderator filters / reviews suggested entries



...developing and maintaining a common language...

# Creating the capabilities [4]

## Long-term knowledge-management

- **Integrated approach to whole-of-life management of data**
  - **Content:** establish clear distinctions and roles for raw data, metadata and connections between data-items
  - **Accuracy:** establish governance for cleanse, de-duplication etc - regular continuous processes, not a 'once-off project'!
  - **Data safety:** identify and protect the 'single source of truth' for each data-item
  - **Sharing:** establish governance of 'need to know, need to use' security
  - **Review:** establish governance for regular reviews of data *relevance* ("who uses this data? in what reports? for what purpose? who *uses* those reports?")
  - **Re-use:** establish reviews / governance for re-purpose and re-use of data
  - **Lifetime:** establish real data-lifetimes, including processes for planned *migration* / maintenance where these exceed system lifetimes (which they often will)
- **Explore how all of these issues change over medium- to long-term**
  - over time, *everything* changes: plan for this!



...issues around long-term management of data, information and knowledge...

# Creating the capabilities [5]

## Extend Service Oriented Architecture beyond IT

- **Service-oriented approach to process modelling**
  - clarifies potential for process re-engineering
  - identifies potential process / resource re-use
  - increases resilience of response in event of IT-system failure
- **Establish symmetric process / data modelling**
  - data as service to process, process as service to data
    - example: data / resource 'services' in BPMN (Business Process Modelling Notation) and BPEL (Business Process Execution Language) process-models
  - this type of cross-domain integration helps to improve business take-up of enterprise-architecture concepts



...breaking free from an IT-centric mindset, with a broader understanding of 'service oriented architecture' for the enterprise...

# Creating the capabilities [6]

## Integrate support for human knowledge

- Establish stronger awareness that IT-stored data is only one subset of overall organisational knowledge
- Provide active support for capture and sharing of people-based 'tacit knowledge'
  - wikis and other online forums
    - already in use in some Energy development-groups
  - 'who knows what' knowledge-bases
    - see *Learning to Fly*, Collison & Parcell
  - communities of practice
    - see *Cultivating Communities of Practice*, Wenger et al.
  - sense-making and narrative-knowledge
    - see Cognitive Edge ( [www.cognitive-edge.com](http://www.cognitive-edge.com) )  
and Anecdote Pty Ltd ( [www.anecdote.com.au](http://www.anecdote.com.au) )



...and a reminder that the meaning of business information comes from people, not machines - so we need to provide support for people to derive and share that meaning.

That's SCORE in action.

We hope you've found this useful. Thank you!

# Further information

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