

DIGITAL INNOVATION AND TRANSFORMATION | COURSE BROCHURE

Data Strategy for Business Leaders

5 days | Classroom training | English

SMART HORIZON

info@smart-horizon.eu
Amsterdam
The Netherlands

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Course content

Why attend

Data is one of an organisation's most valuable assets, but only when it is managed and used with clear purpose. This course helps business leaders define a data strategy that supports organisational goals, from identifying high-value data use cases to establishing governance, data quality, architecture choices, analytics capabilities and a data-driven culture. Participants learn how to prioritise investments, manage risks and measure value, and develop a practical data strategy roadmap that links data initiatives directly to business outcomes.

Many organisations invest in data platforms and dashboards without clear business value. This course gives you a structured approach to data strategy so that investments in data, analytics and AI are prioritised, governed and measured according to the value they create.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course combines strategic frameworks with case studies, maturity assessments, use-case prioritisation workshops, governance design exercises and peer review of participants' data strategy roadmaps.

Course objectives

By the end of this course, participants will be able to:
• Explain the components of an effective data strategy
• Identify and prioritise high-value data and analytics use cases
• Establish data governance roles, policies and quality standards
• Understand key data architecture and platform choices
• Build data literacy and a data-driven culture
• Develop a data strategy roadmap with measurable outcomes



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Target audience

This course is suitable for:
- Senior managers and business unit leaders
- Chief data officers and data managers
- IT and digital transformation leaders
- Strategy, finance and performance professionals
- Analytics and business intelligence managers

Target competencies

Participants will develop competencies in:
- Data strategy development
- Use-case prioritisation
- Data governance
- Data quality management
- Data architecture awareness
- Data-driven culture

Course outline

Day 1: Why Data Strategy Matters

09:00–09:54	Data as a strategic asset
09:54–10:48	Common reasons data initiatives fail
10:48–11:00	Components of a data strategy
11:00–11:30	**Coffee break**
11:30–12:12	Components of a data strategy (continued)
12:12–13:06	Assessing data maturity
13:06–14:00	Exercise: Data maturity assessment for your organisation

Day 2: Identifying Data Value

09:00–09:54	Linking data to strategic objectives
09:54–10:48	Data and analytics use cases across functions
10:48–11:00	Prioritising use cases by value and feasibility



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11:00–11:30	**Coffee break**
11:30–12:12	Prioritising use cases by value and feasibility (continued)
12:12–13:06	Building the business case for data investments
13:06–14:00	Workshop: Use-case prioritisation matrix

Day 3: Governance and Data Quality

09:00–09:54	Data ownership, stewardship and accountability
09:54–10:48	Policies, standards and data catalogues
10:48–11:00	Data quality dimensions and improvement
11:00–11:30	**Coffee break**
11:30–12:12	Data quality dimensions and improvement (continued)
12:12–13:06	Privacy, security and regulatory requirements
13:06–14:00	Case study: Establishing data governance in a large organisation

Day 4: Architecture, Platforms and Capabilities

09:00–09:54	Data warehouses, data lakes and modern data platforms
09:54–10:48	Integration, master data and reference data
10:48–11:00	Analytics, AI and self-service capabilities
11:00–11:30	**Coffee break**
11:30–12:12	Analytics, AI and self-service capabilities (continued)
12:12–13:06	Build, buy and partner decisions
13:06–14:00	Exercise: Evaluating platform options for a scenario

Day 5: Culture and Roadmap

09:00–09:54	Data literacy and skills development
09:54–10:48	Operating models for data teams
10:48–11:00	Measuring the value of data initiatives



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11:00–11:30	**Coffee break**
11:30–12:12	Measuring the value of data initiatives (continued)
12:12–13:06	Change management and sponsorship
13:06–14:00	Capstone: Data strategy roadmap

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,650.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Amsterdam Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,540.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Singapore Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,820.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,450.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**€3,150.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Rome Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,450.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,650.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,450.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Paris Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,860.–**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Istanbul Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,650.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Amsterdam Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,540.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,840.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,820.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
London Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,450.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Dubai Confirmed dates	10 May 2027	14 May 2027	**€3,150.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
Rome Confirmed dates	17 May 2027	21 May 2027	**€2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Frankfurt Confirmed dates	24 May 2027	28 May 2027	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,450.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Paris Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,860.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Istanbul Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,650.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Cape Town Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,890.–**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,540.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Singapore Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,820.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
London Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Dubai Confirmed dates	13 Sept 2027	17 Sept 2027	**€3,150.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Cape Town Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,890.–**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,450.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Paris Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,860.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Istanbul Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,650.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,940.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Amsterdam Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,540.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Singapore Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,820.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
London Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

info@smart-horizon.eu
Amsterdam
The Netherlands

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