

The role of roadmapping in the strategy process

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Abstract

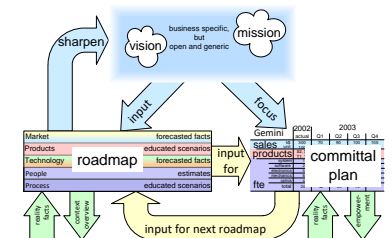
The strategy process is positioned in a simplified decomposition of the business in processes. The "CAFCR" model is introduced as a means to structure a roadmap (CAFCR is also used as a means to structure architecture descriptions and methods).

The steps to come to an integral roadmap are explained. The goal of the roadmap is discussed, in relation with mission and vision and in relation with a committal plan.

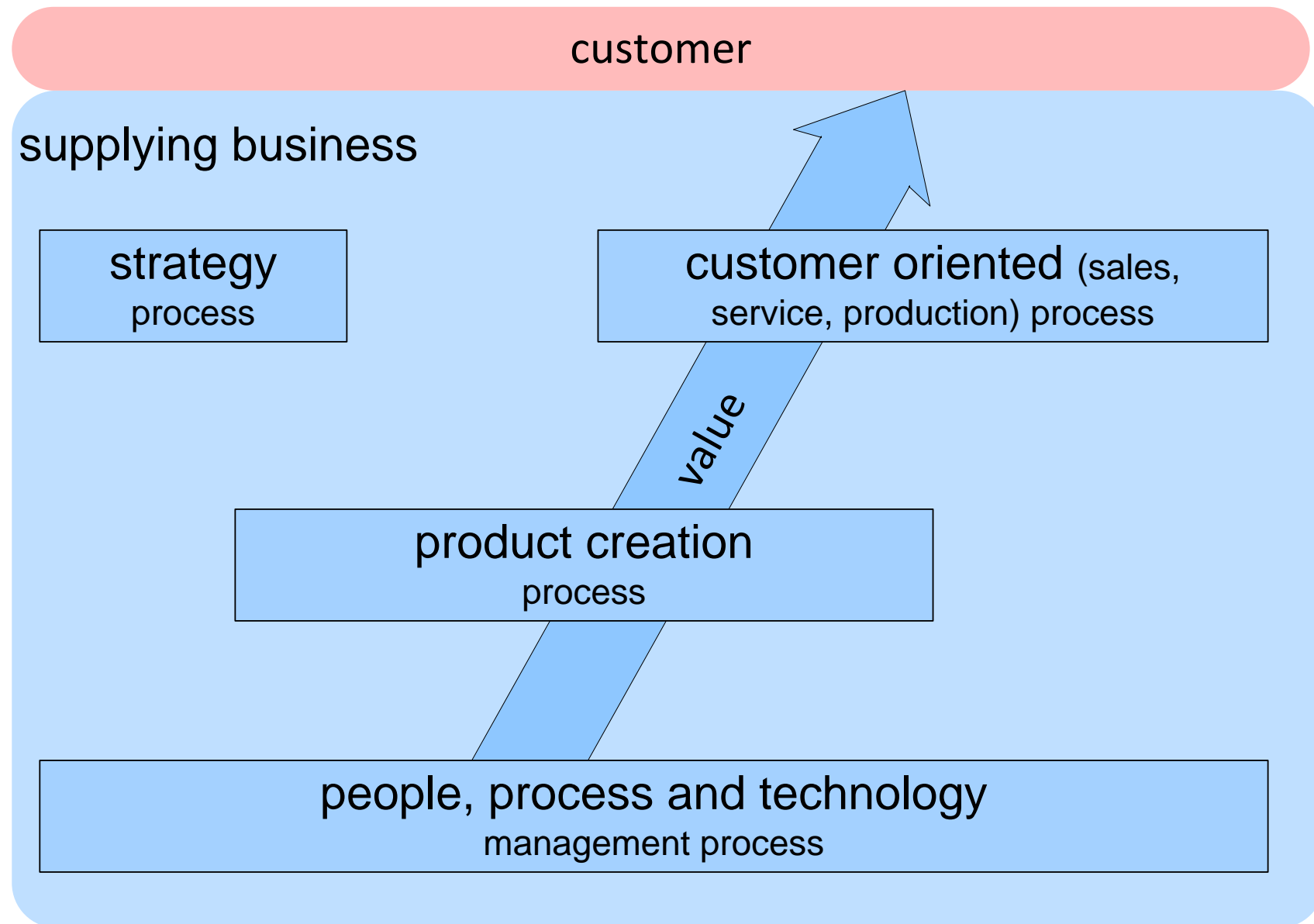
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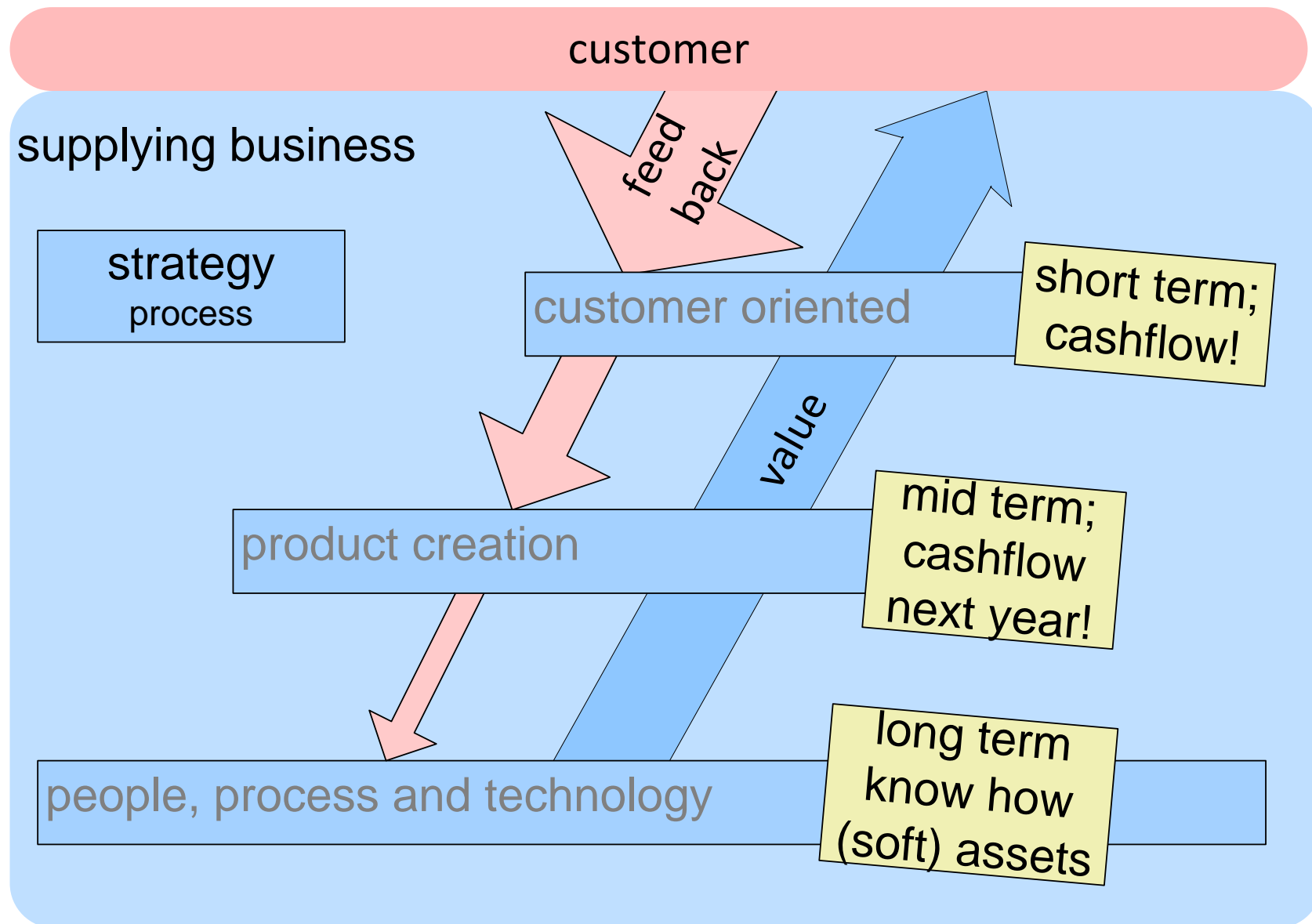
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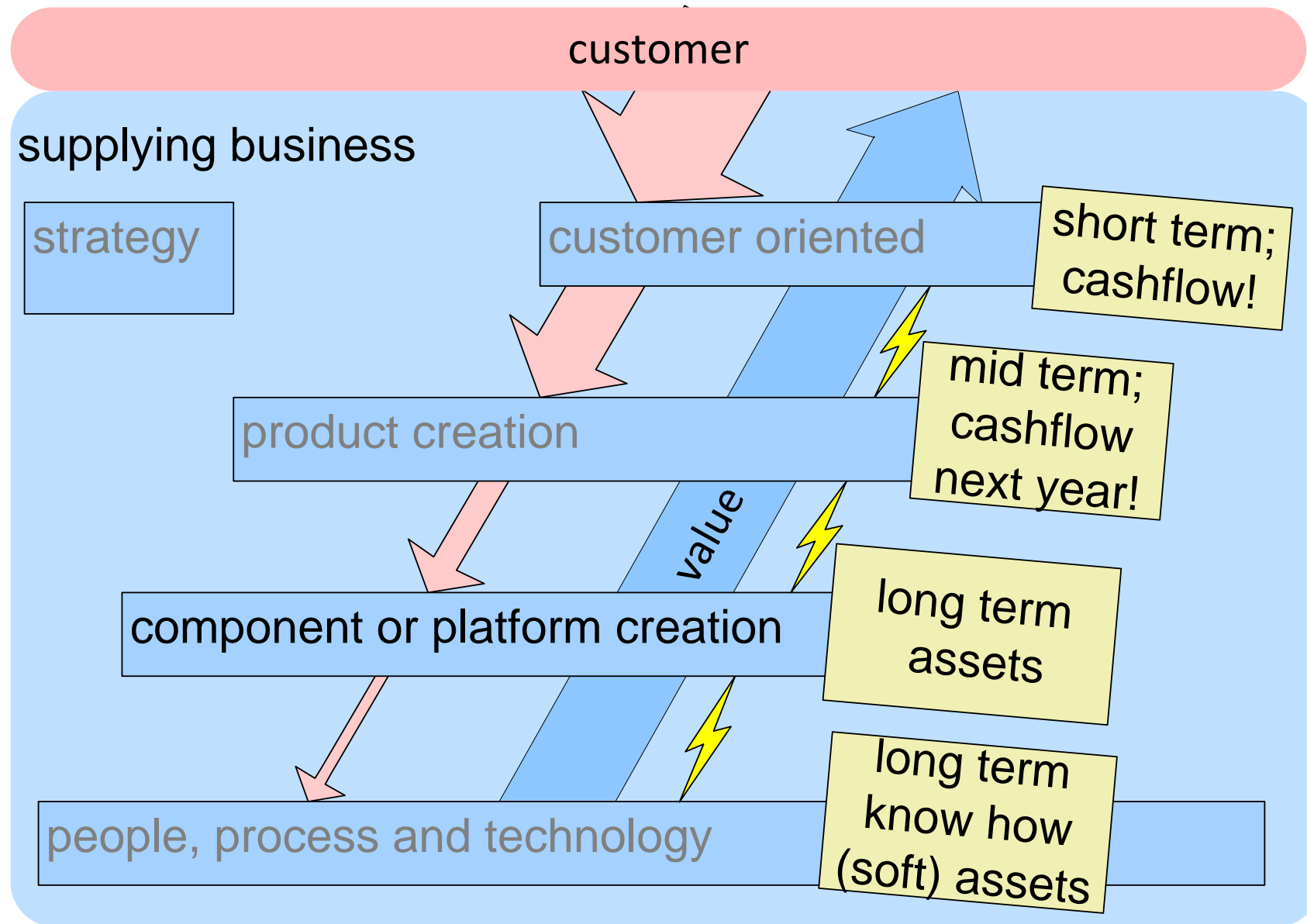
Simplified process view



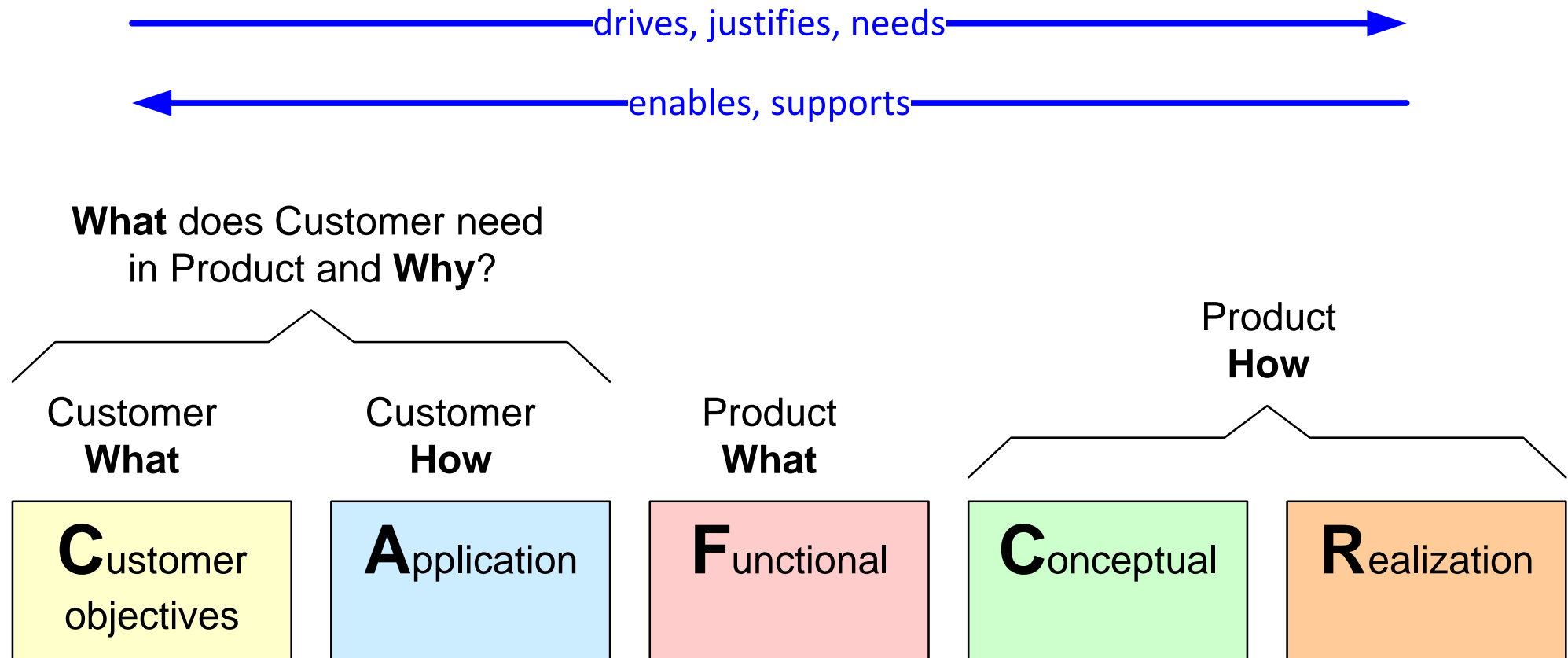
Tension between processes



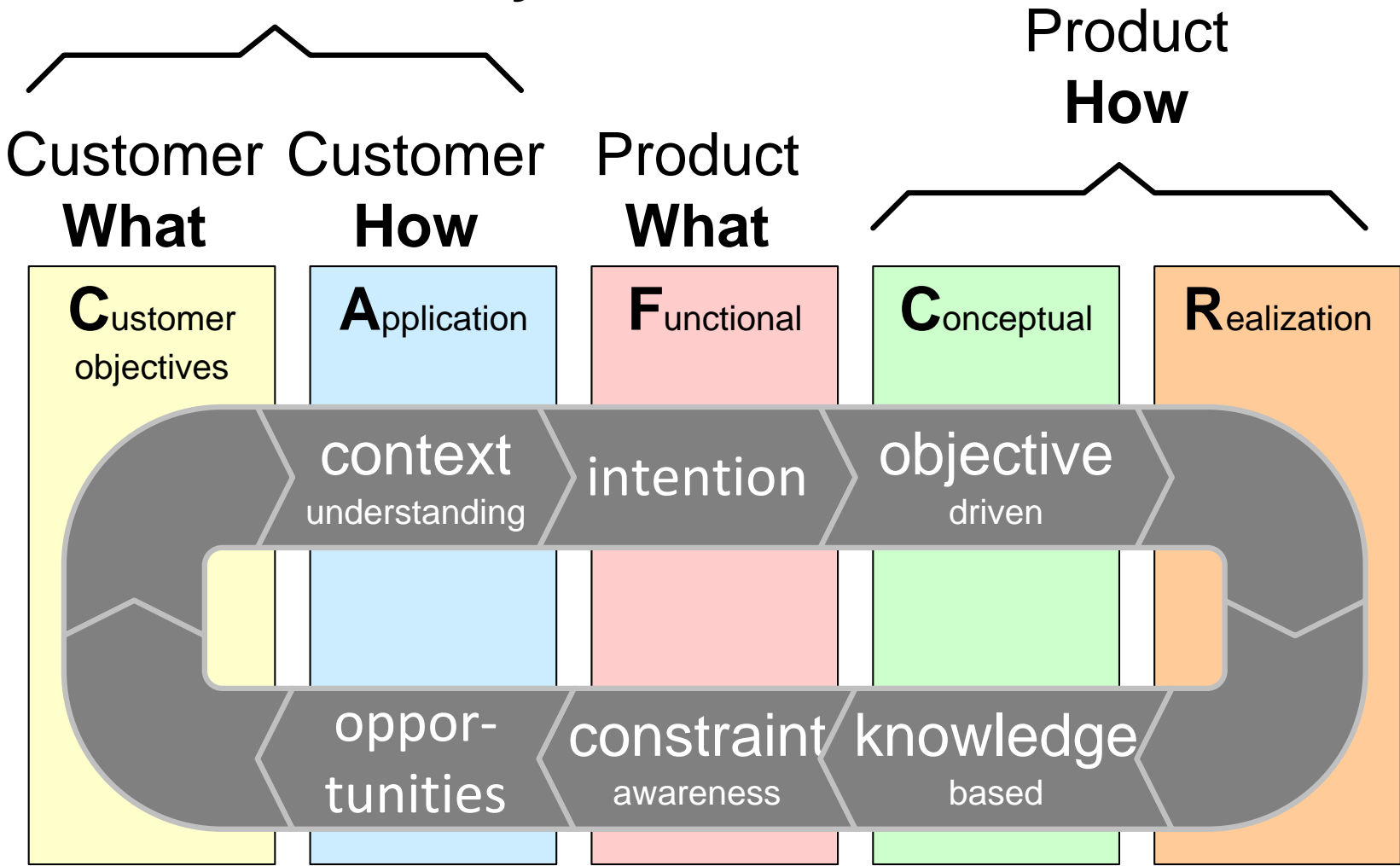
Platform strategy adds one layer



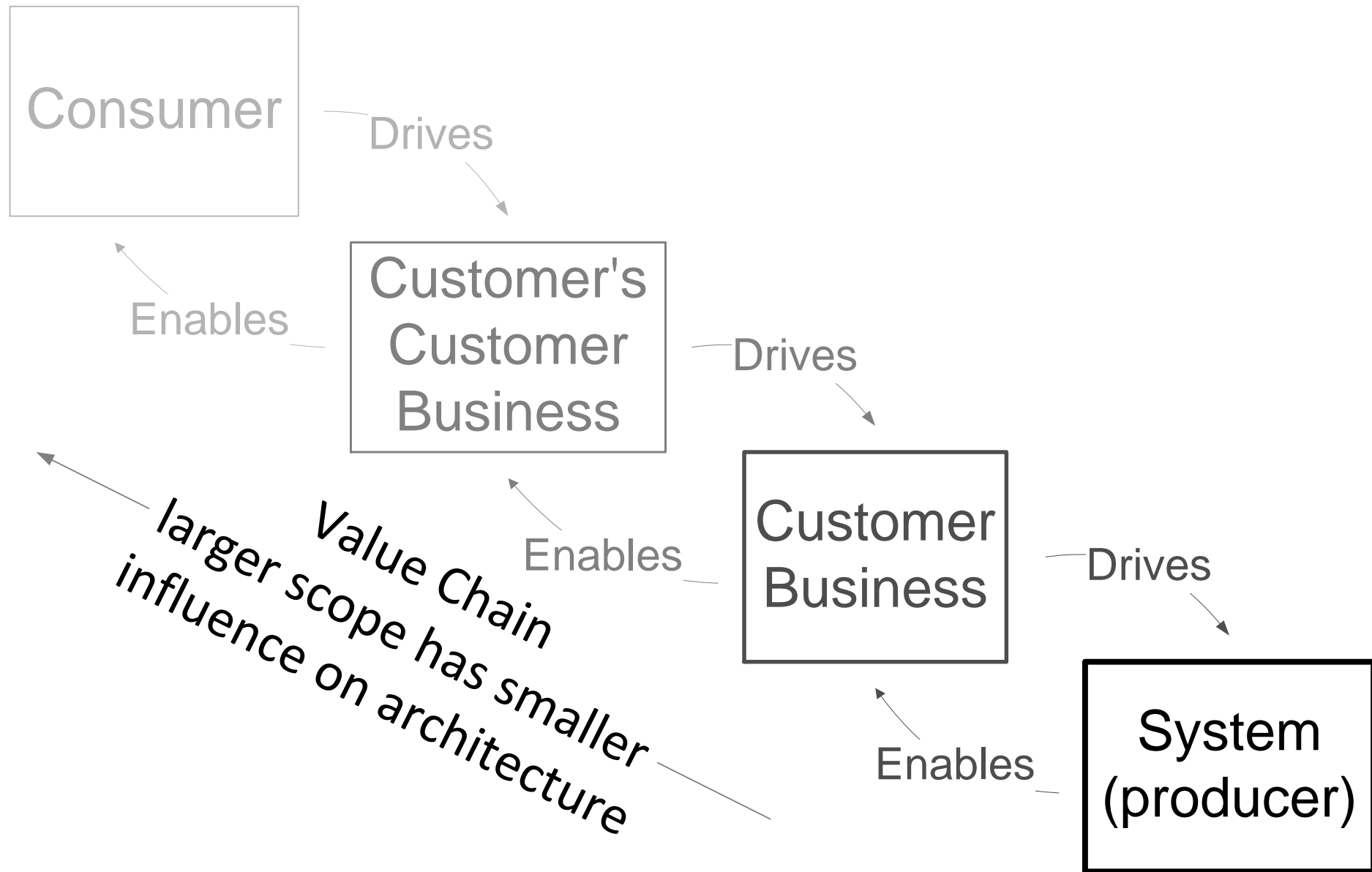
CAFCR framework for architecting



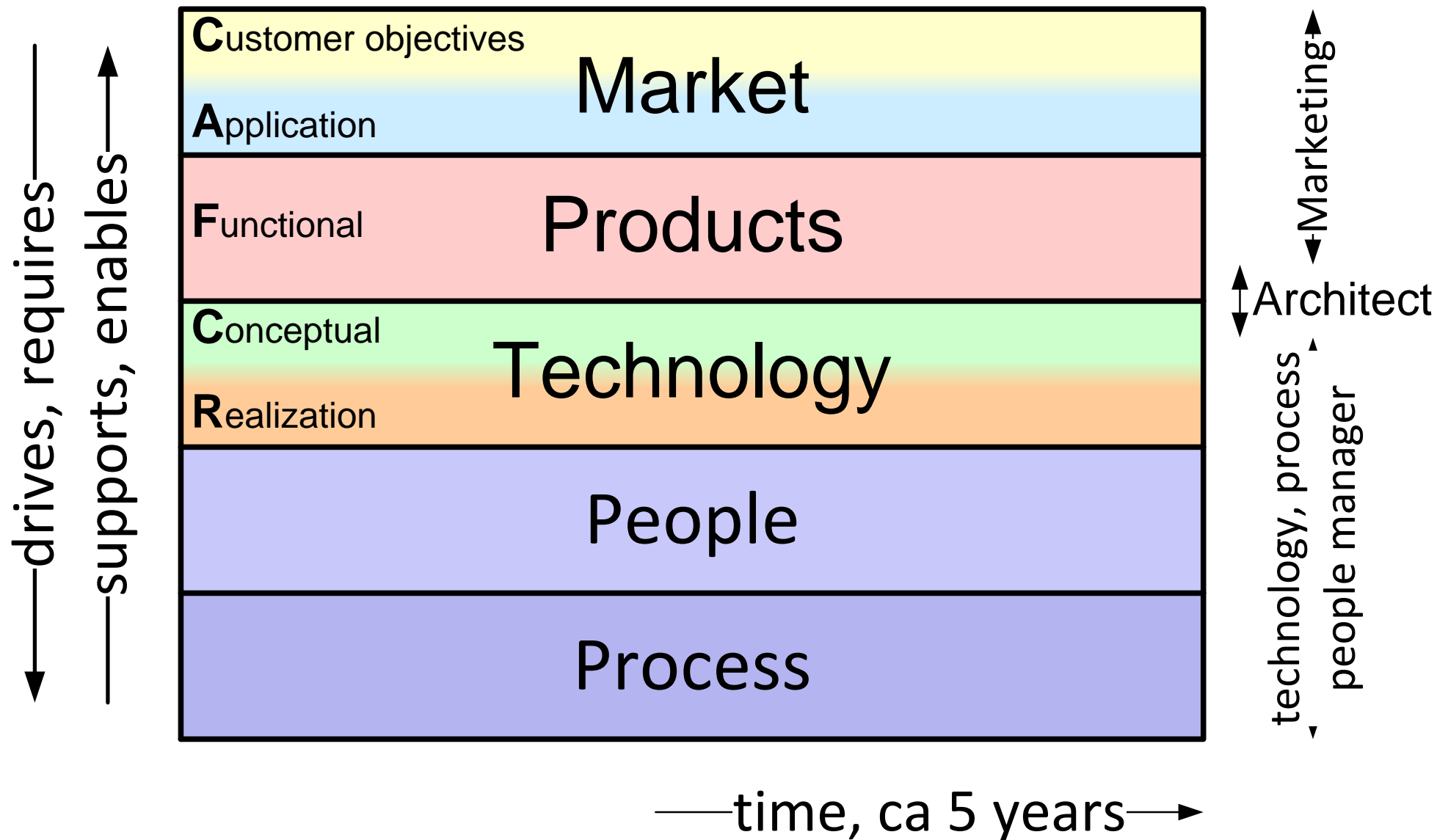
What does Customer need
in Product and **Why?**



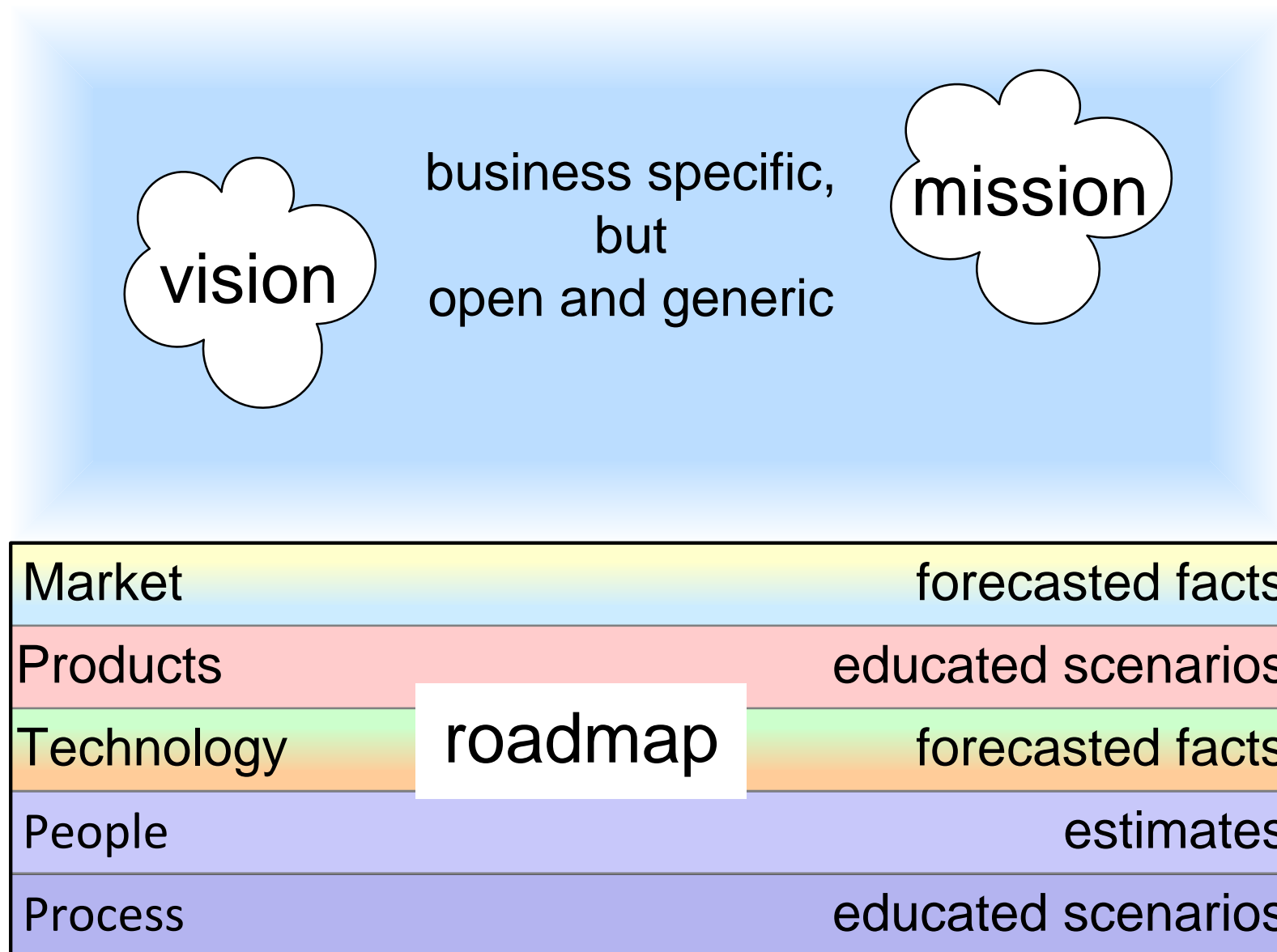
CAFCR can be applied recursively



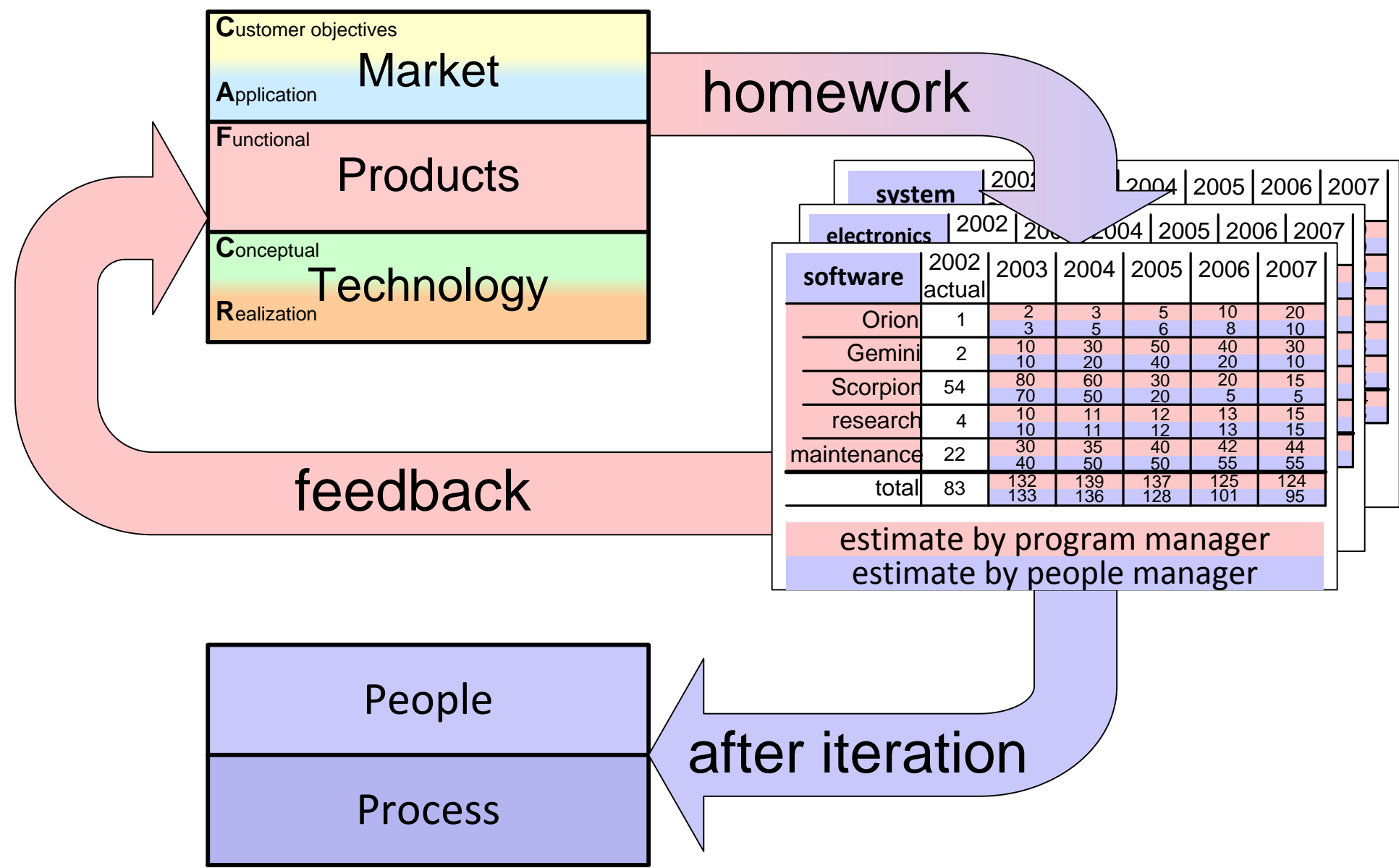
Structure of a roadmap



From generic mission to factual roadmap



From Market, Product, Technology to People, Process



People estimate, program view

Gemini	2002 actual	2003	2004	2005	2006	2007
system	1	2	4	5	4	3
		3	5	6	5	4
software	2	10	30	50	40	30
		10	20	40	20	10
electronics	5	16	20	12	4	2
		12	18	16	12	6
mechanics	8	8	5	2	1	1
		12	14	8	6	3
optics	4	6	6	5	4	3
		6	6	5	4	3
total	20	42	64	74	52	39
		43	63	75	47	26

estimates by program manager

estimates by discipline manager

People estimate, discipline view

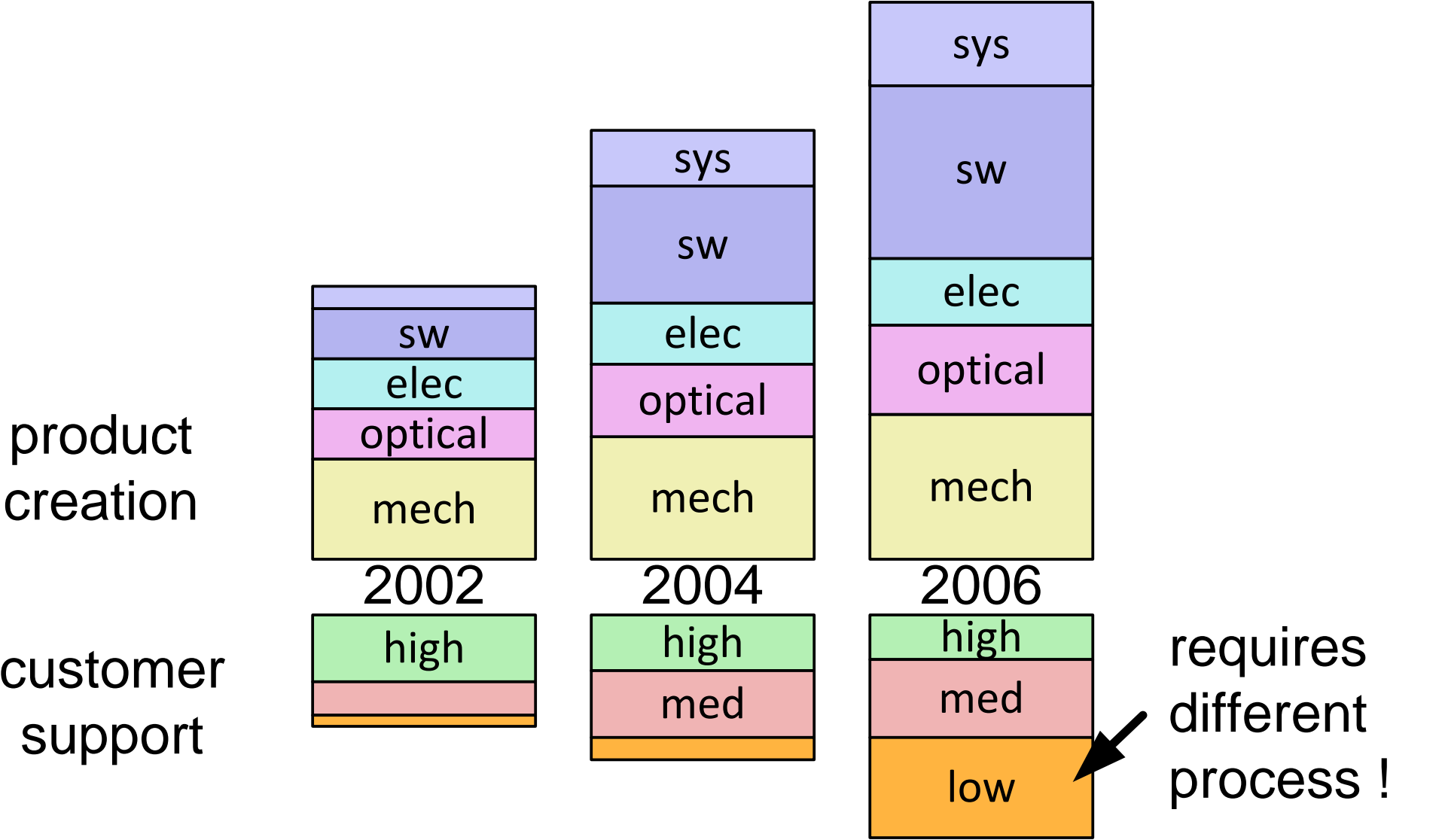
Orion	1	2	3	10	20
		3	5	8	10
Gemini	2	10	30	40	30
		10	20	20	10
Scorpion	54	80	60	20	15
		70	50	5	5
research	4	10	11	13	15
		10	11	13	15
maintenance	22	30	35	42	44
		40	50	55	55
total	83	132	139	125	124
		133	136	101	95

software	2002 actual	2003	2004	2005	2006	2007
				5		
				6		
				50		
				40		
				30		
				20		
				12		
				12		
				40		
				50		
				137		
				128		

estimate by program manager

estimate by people manager

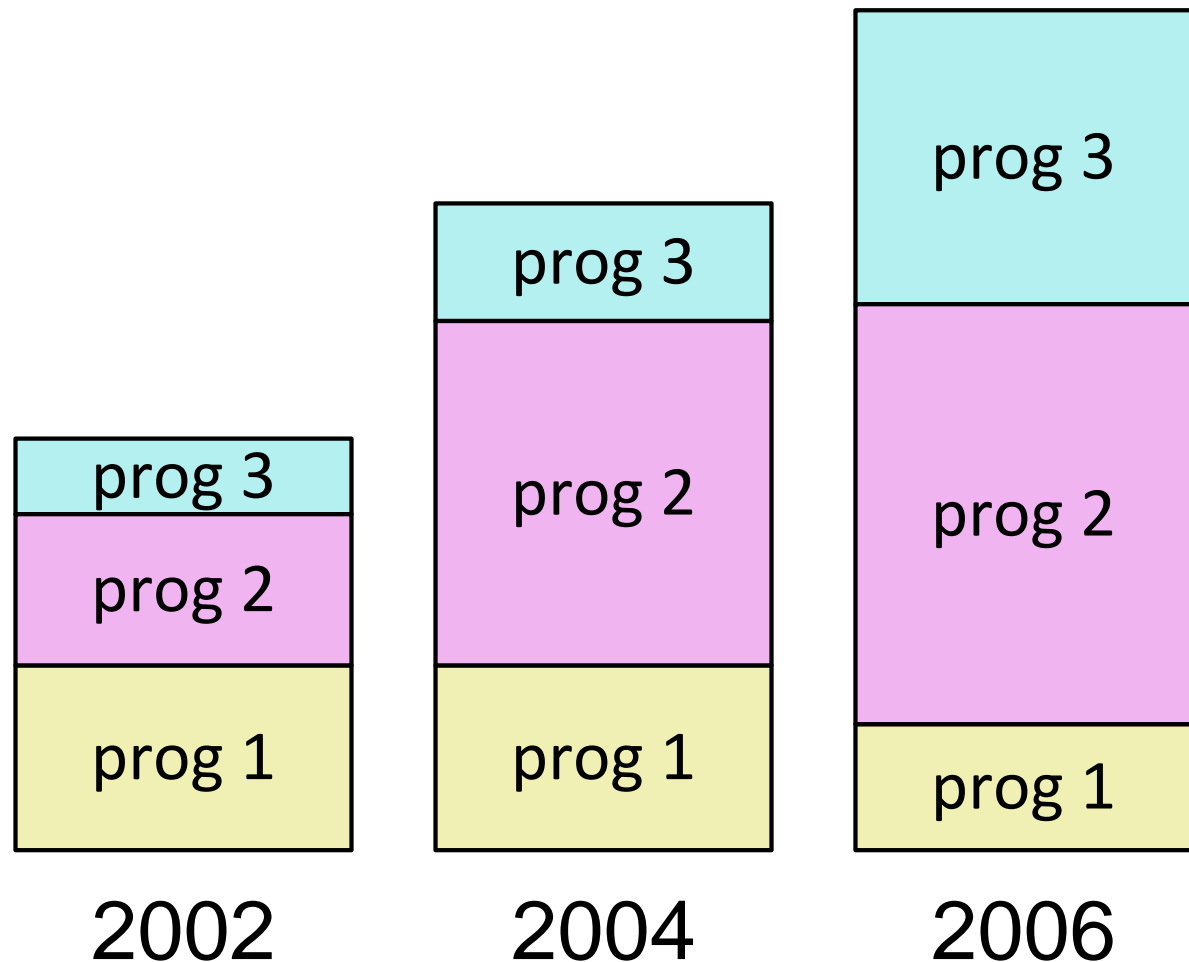
Roadmap of people skills



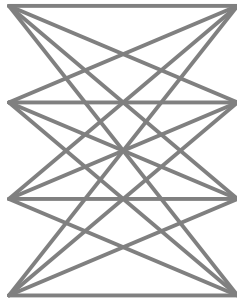
Operational axis is more dynamic

product creation

operational
decomposition



roadmap

sharing		vision/ambition
understanding		opportunities
exploring		broader context
positioning		consequences

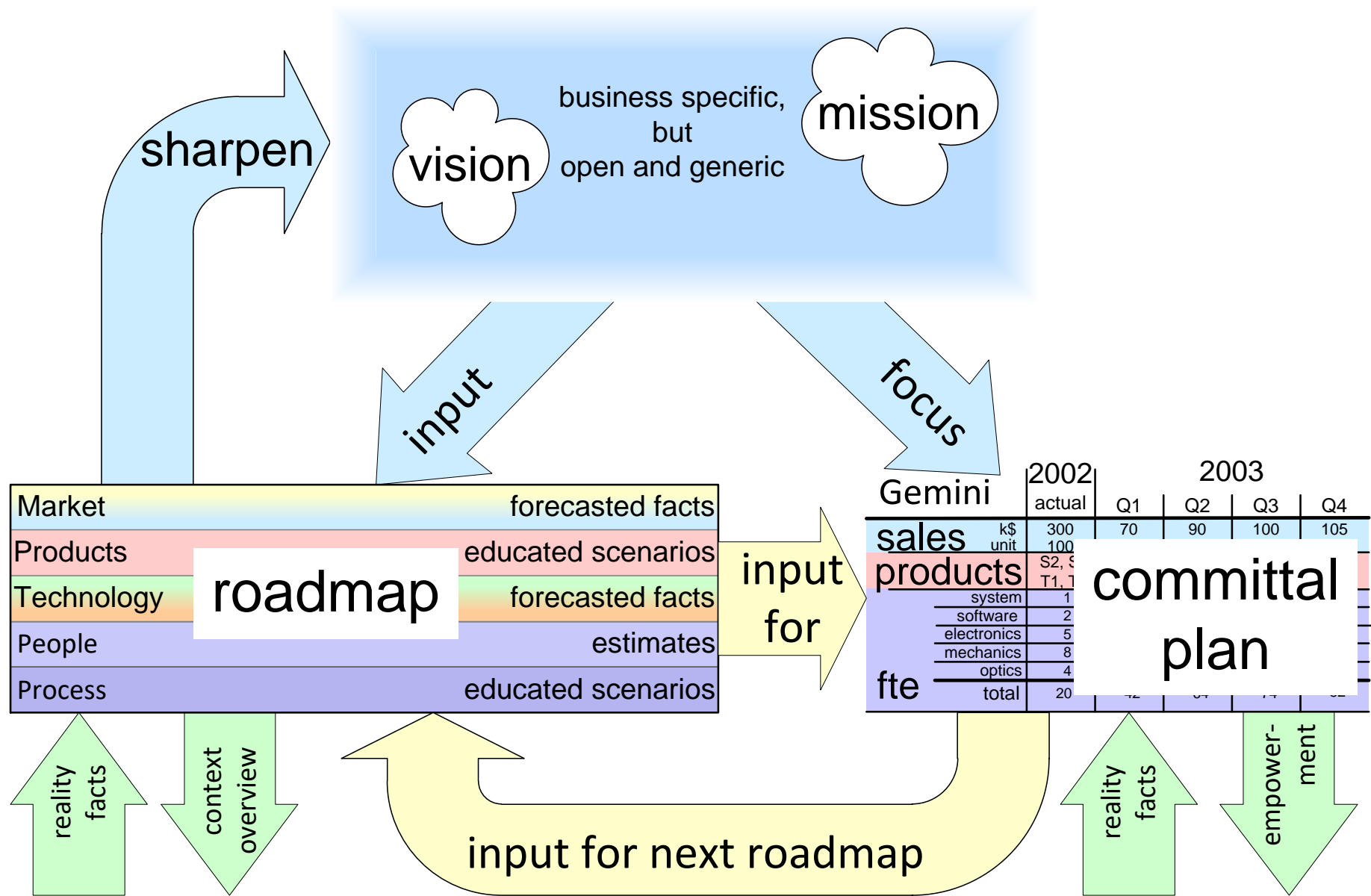
plan

allocate		milestones
prepare		sales
commit		products
empower		people/skills

Example of committal plan

Gemini		2002	2003			
		actual	Q1	Q2	Q3	Q4
sales	k\$	300	70	90	100	105
	unit	100	20	25	25+3	22+7
products		S2, S3 T1, T4	S4		V6	S6
fte	system	1	2	3	3	4
	software	2	10	18	24	28
	electronics	5	16	17	19	20
	mechanics	8	8	8	6	6
	optics	4	6	6	6	6
	total	20	42	50	58	64

Summary of strategy process



Summary of role in business

