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.
The role of roadmapping in the strategy process

version: 0.2
June 21, 2020

RSPprocessDecomposition
Tension between processes

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RSPprocessDecompositionAnnotated

strategy
process
supplying business

customer oriented

product creation

people, process and technology

long term
know how (soft) assets

short term; cashflow!

mid term; cashflow next year!

feedback

value

Tension between processes
Platform strategy adds one layer

supplying business

strategy

customer oriented

product creation

component or platform creation

value

people, process and technology

long term assets

long term know how (soft) assets

short term; cashflow!

mid term; cashflow next year!

next year!

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RSPprocessDecompositionPlusAnnotated
CAFCR framework for architecting

What does Customer need in Product and Why?

Customer What
Customer How
Application
Functional
Conceptual
Realization

Product How
Integrating CAFCR

What does Customer need in Product and Why?

Customer:
- What: Customer objectives
- How: Application

Product:
- What: Functional
- How: Conceptual
- Realization

Context understanding:
- Objective driven

Intention:
- Knowledge based

Opportunities:
- Constraint awareness
CAFCR can be applied recursively.
Structure of a roadmap

- **Customer objectives**
- **Market**
- **Products**
- **Technology**
- **People**
- **Process**

- **Conceptual**
- **Functional**
- **Realization**

- **Application**

- **time, ca 5 years**

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RSProadmapStructure
From generic mission to factual roadmap

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RSPmissionVsRoadmap
### The Role of Roadmapping in the Strategy Process

#### Version: 0.2

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**RSPfromMPTtoPP**

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The diagram illustrates the transition from Market, Product, Technology to People, Process, highlighting the role of roadmapping in the strategy process.

**Customer Objectives**
- **Market**
- **Products**
- **Technology**

**Functional**
- **Conceptional**

**Software**

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**Estimates by Program Manager**

**Estimates by People Manager**

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The table provides a breakdown of software for different years (2002-2007) and projects (Orion, Gemini, Scorpion, Research, Maintenance) along with actual values for the year 2002.

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**Homework**

**Feedback**

**After Iteration**
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RSPdisciplineGeminiMatrix

People estimate, program view

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estimates by discipline manager

estimates by program manager
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RSPprogramSWmatrix

People estimate, discipline view

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software estimate by program manager

estimate by people manager
Roadmap of people skills

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Operational axis is more dynamic

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RSPpeoplePrograms
From roadmap to planning

roadmap

- sharing
- understanding
- exploring
- positioning

- vision/ambition
- opportunities
- broader context
- consequences

plan

- allocate
- prepare
- commit
- empower

- milestones
- sales
- products
- people/skills
## Example of committal plan

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RSPplan
The role of roadmapping in the strategy process
Summary of role in business

The role of roadmapping in the strategy process

context, overview

empowerment

product creation process

people, process and technology management process

customer oriented (sales, service, production) process

focus, context, overview

empowerment

reality facts

context, overview

empowerment

reality facts

roadmap plan

strategy process