The role of roadmapping in the strategy process

by Gerrit Muller University of South-Eastern Norway-NISE

e-mail: gaudisite@gmail.com

www.gaudisite.nl

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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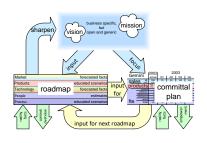
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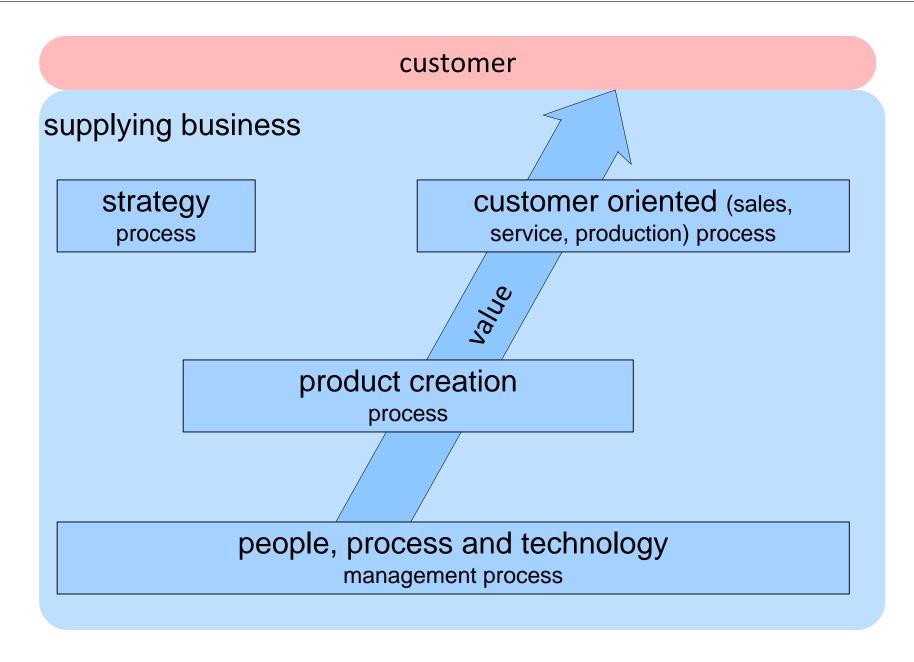
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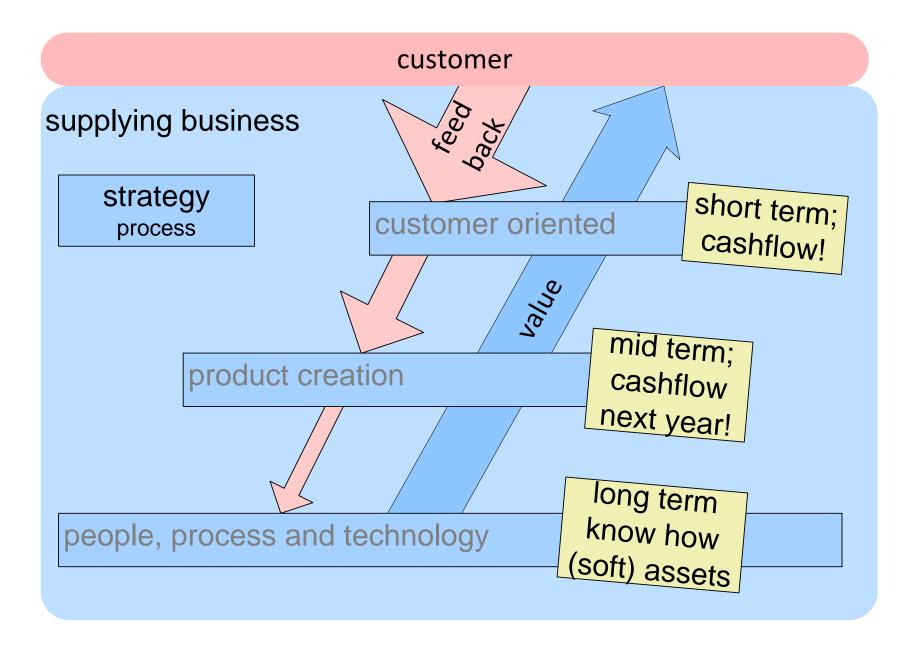


Simplified process view



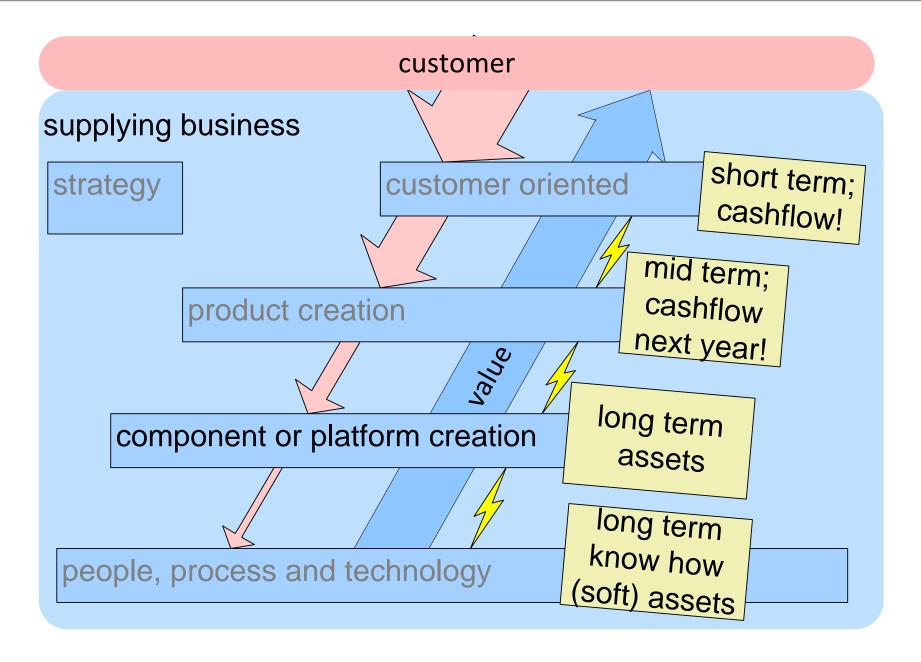


Tension between processes



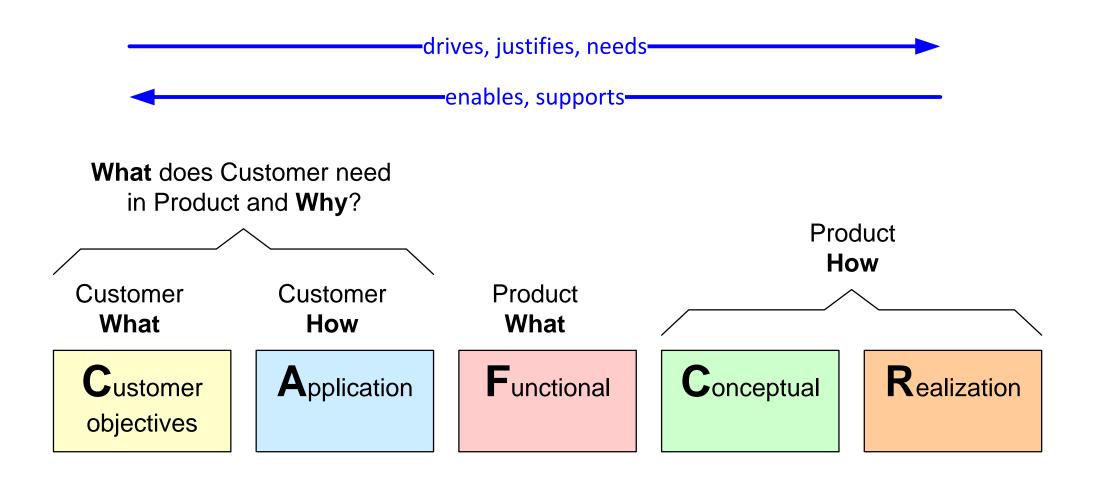


Platform strategy adds one layer





CAFCR framework for architecting



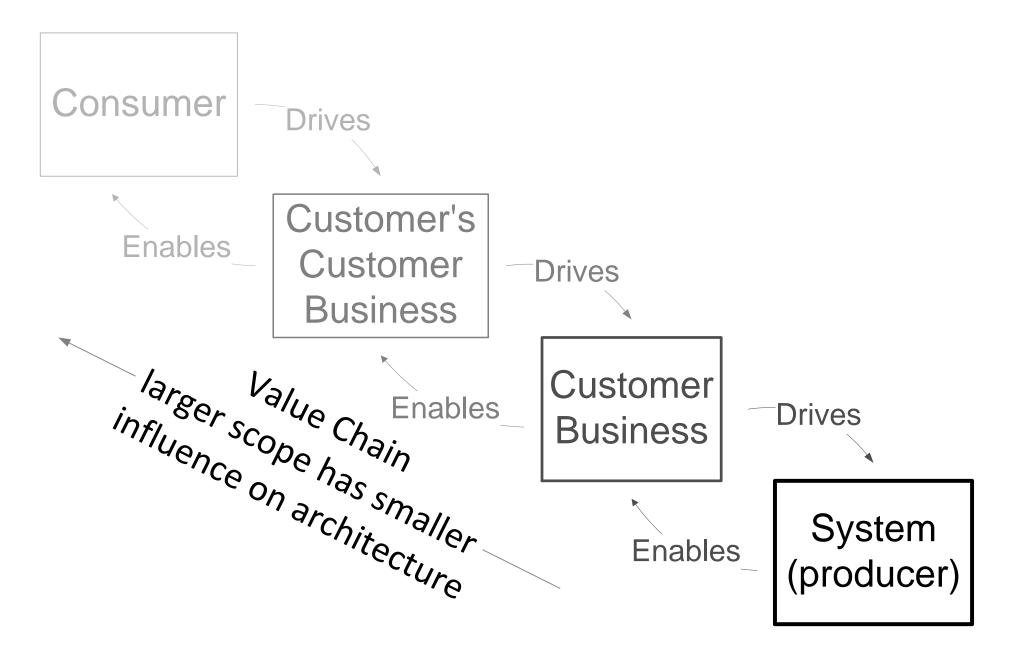


Integrating CAFCR

What does Customer need in Product and Why? **Product** How Customer Customer **Product** What What How Functional Realization Customer Conceptual **A**pplication objectives objective context intention understanding driven constraint/knowledge opportunities based awareness



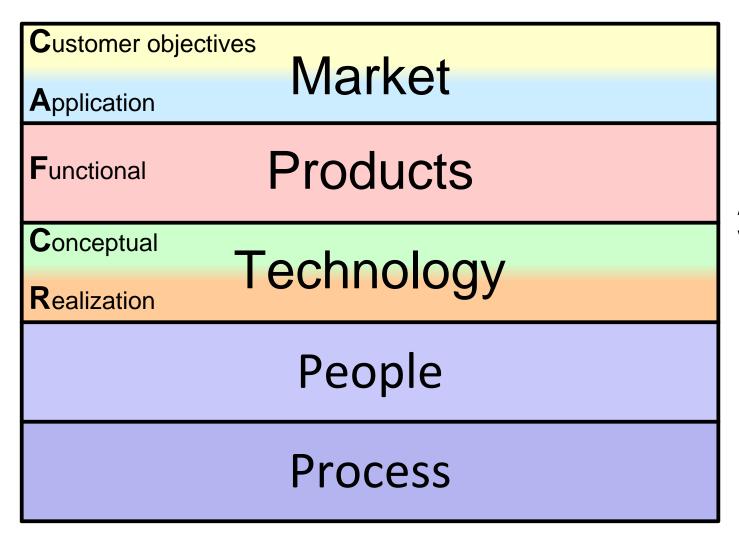
CAFCR can be applied recursively





Structure of a roadmap

supports, enables drives, requires



 Marketing Architect technology, process people manager

—time, ca 5 years—►



From generic mission to factual roadmap



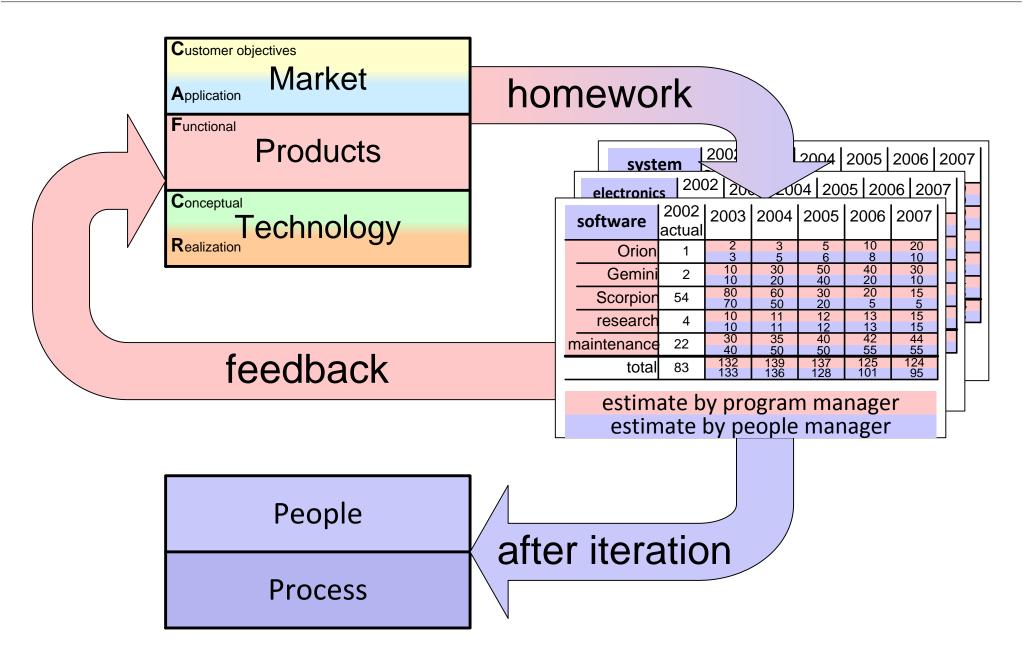
business specific, but open and generic



Market	forecasted facts		
Products		educated scenarios	
Technology	roadmap	forecasted facts	
People		estimates	
Process		educated scenarios	



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
Software	_	10	20	40	20	10
electronics	5	16	20	12	4	2
CICCIIOTIICS		12	18	16	12	6
mechanics	8	8	5	2	1	1
		12	14	8	6	3
optics	4	6	6	5	4	3
<u> </u>	'	6	6	5	4	3
total	total 20		64	74	52	39
เบเสา	20	43	63	75	47	26

estimates by program manager estimates by discipline manager



People estimate, discipline view

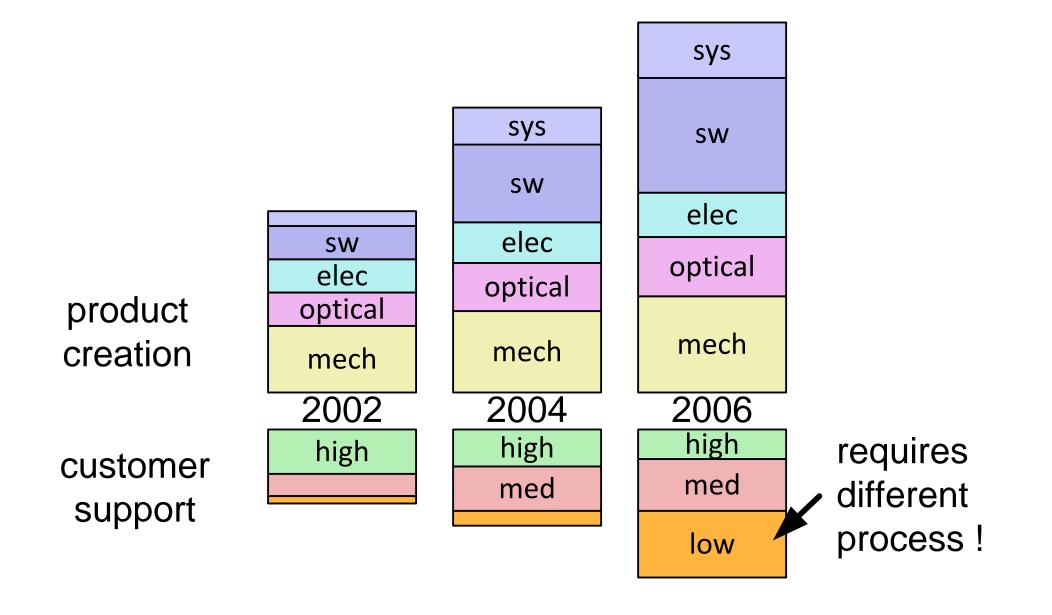
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Orion	1	3	5	8	10
Gemini	2	10	30	40	30
Germin	_	10	20	20	10
Scorpion	54	80	60	20	15
Scorpion	J -1	70	50	5	5
research	4	10	11	13	15
ieseaich	4	10	11	13	15
maintenance	22	30	35	42	44
mamenance	22	40	50	55	55
total	83	132	139	125	124
เบเลเ	03	133	136	101	95

9	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 prog 3 prog 2 prog 1 2002

prog 2 prog 1 2004

prog 3

prog 3 prog 2 prog 1

2006

roadmap

sharing understanding exploring positioning

vision/ambition
opportunities
broader context
consequences

plan

allocate milestones
prepare sales
commit products
empower people/skills

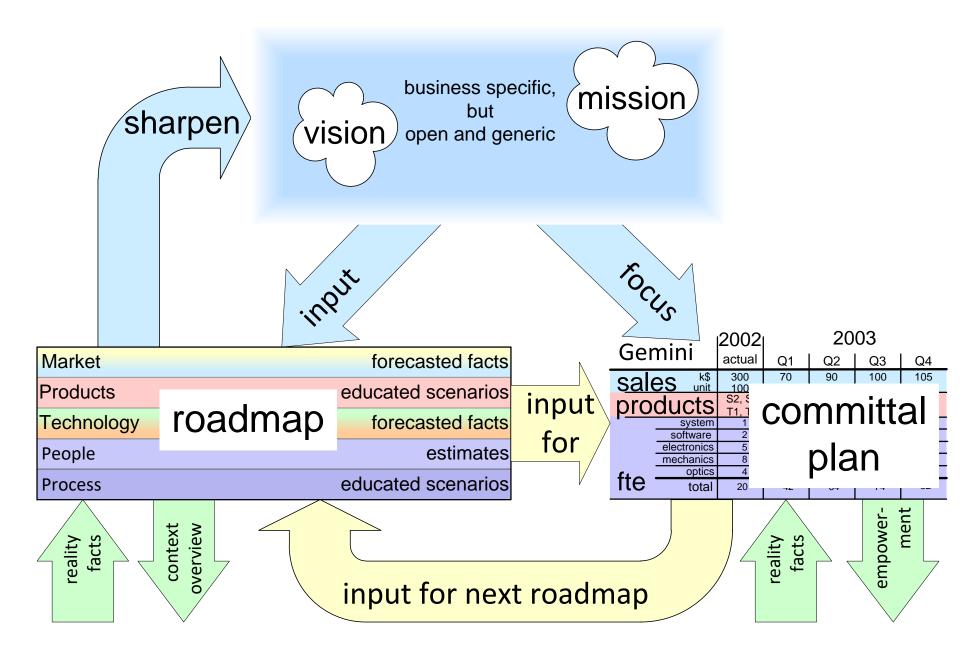


Example of committal plan

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



Summary of strategy process





Summary of role in business

