

CASE STUDY:



GLOBAL PACKAGING LEADER



Roadmapping Reveals Opportunities for Global Organisation

A global leader in packaging enlisted the help of IfM Education and Consultancy Services (IfM ECS) to embed roadmapping across its business to support a more strategic approach to managing innovation.

A global leader in packaging with operations in Europe, North America and South America sought to optimise the role that innovation could play in its business. To that end, it created a new role of Director of Innovation, and set up a Global Innovation Council to coordinate worldwide technology and investment.

The Council decided that it needed a systematic approach to reviewing innovation projects group-wide, and for improving communication and co-ordination across its geographically dispersed units.

As an existing Corporate Partner, the company was well aware of the IfM's expertise in roadmapping. It enlisted the help of IfM's dissemination arm, IfM Education and Consultancy Services (IfM ECS), to embed roadmapping across the business in order to support a more strategic approach to managing innovation.

The process: finding new opportunities

IfM ECS led an initial workshop with around thirty senior leaders and experts from across the European business, and then supported a knowledge transfer exercise to enable the client's own teams to deliver parallel workshops in North and South America. The three roadmaps were consolidated to identify common programmes across the regions that would yield the maximum synergy for the group. They also found ways to avoid duplicating activities and to share knowledge more effectively. Ultimately, the roadmapping process revealed new opportunities to capture value from the innovation activity.

Finally, IfM ECS supported the Innovation Council in developing roll-out plans for the resulting strategy, and in building a visualisation of the top-level roadmap for communication with stakeholders including employees, shareholders, customers and suppliers. Bespoke graphic design was used to create an elegant and effective communication tool.

The outcomes: a shared vision and plan of action

One of the key benefits of roadmapping as a process is the opportunity it affords people in various parts of a large organisation to take part in strategy development and planning – including people whose roles mean they are not usually involved in these kinds of activities. This creates a shared vision and sense of purpose which is critical in supporting the implementation of the roll-out plans.

Another important aspect of this project was that, as a knowledge transfer exercise, it equipped the company with both the skills and templates to embed the roadmapping methodology within the organisation. This gave the company long-term benefits in addition to those that resulted from the initial intervention.

The client commented: "The technology roadmap activity is the foundation from which we will develop an explicit technology strategy going forward, and identify clear global technology areas of focus."

IfM ECS

IfM Education and Consultancy Services works with companies of all sizes to help create and capture value, and with national and regional governments to support and grow their industrial sectors.

It does this by transferring the new ideas and approaches developed by researchers at the Institute for Manufacturing (IfM) through a programme of education and consultancy services.

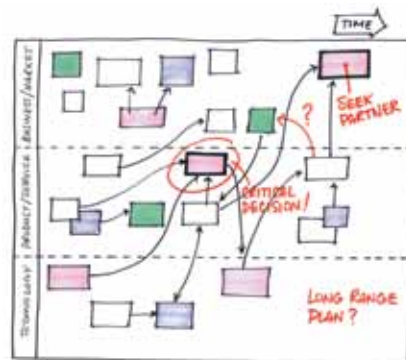
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The work was led by Dominic Oughton, Principal Industrial Fellow at IfM ECS, who commented: "The work was carried out in a highly consultative fashion, and the client was encouraged to own the process from the start. A good deal of the benefit gained was from the increased collaboration across the organisation."

However, perhaps the most important benefit of the roadmapping project was the role it played in raising the profile of innovation across the global business.

Roadmapping at IfM

The IfM is a world centre of excellence for roadmapping. It has been researching the application of roadmapping for more than a decade and its techniques have helped more than 250 public and private sector organisations with their strategic and technology innovation planning.



Roadmapping is a powerful technique for planning an organisation's technological capabilities to ensure they meet its commercial or strategic goals. The graphical nature of roadmaps supports strategic alignment and dialogue between functions in the firm and between organisations.



It is a very flexible approach that can be customised to address the particular strategic needs and issues facing firms, government agencies and other organisations. No two roadmapping exercises are the same, but workshops typically form a key part of the process. They bring together a group of experts and, using a set of graphical templates, help them to visualise and develop strategies.

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➤ For more on **Roadmapping**, visit: www.ifm.eng.cam.ac.uk/roadmapping

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