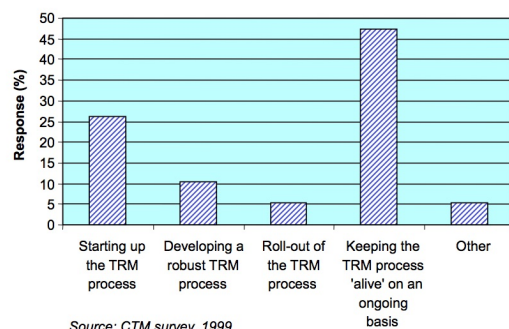


# Keeping Roadmapping alive – embedding the process

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Embedding roadmapping within an organisation is a challenge. This project focuses on investigating how companies use roadmapping, understanding their aims and concerns with respect to keeping it alive in the long term, and identifying potential practical ways for supporting the process.

*Roadmapping challenges*



## Aims

- Understand the problems more clearly by talking to STIM and other companies
- Investigate helpful mechanisms used to embed roadmapping in organisations
- Draw upon related literature and link to practice to establish a way forward.

## Progress

The project gathered industrial views by means of:

- Two research workshops (Feb and June 2015) involving 10 STIM companies and 5 non-STIM companies
- A network day discussion (July 2015) with 5 STIM companies
- 12 interviews involving 4 STIM companies and 8 non-STIM companies
- 1 STIM company case study from a student project
- 1 STIM company workshop with seven technology managers

These activities provided examples of practice that were combined with insights from the literature to allow the identification of 24 concepts for keeping roadmapping alive, summarised below.

Workshop Concepts	Interview Concepts	Literature Concepts
W1 Aims of RM	T1 Documentation and display	L1 Dynamics of implementation
W2 Ownership	T2 Scale/boundaries of a new RM	L2 Timing issues
W3 Update mechanisms	T3 Degree of fit with company needs and existing tools	L3 Update and renewal
W4 Resources	T4 RM familiarisation/trivialisation	L4 Flexibility and Persistence in Use
W5 Demonstrated value/impact	T5 KPIs for current RM	L5 Levels of decision influence as outcomes of RM processes
W6 Timescale issues	T6 Different types of RM – link to RM initiative maturity?	L6 Creating and sustaining the case for change
W7 Tools and techniques	T7 Suitability of RM process	L7 Integration into organisation's planning processes
	T8 Linking to other related tools	L8 Boundary object or artefact enhancing communication between disparate groups
		L9 The role of tools and templates

These concepts have been refined using feedback from the industrial interactions and used to structure the deliverables. The implementation of the concepts changes depending on the basis and maturity of the roadmapping initiative in the organisation:

- Roadmapping basis: whether the process runs on a periodic or ongoing basis
- Roadmapping maturity: whether the roadmapping process is rolling out or well established

## Deliverables

- Examples illustrating problems more clearly
- Guidance outlining challenges and potential solutions
- Recommendations for further work

## Future research opportunities

- Focused illustration of challenges and testing of potential solutions would provide more detailed guidance
- The difference between embedded practice and embedded process