Strategic Technology and Innovation Management Programme 2015

Roadmapping Implementation in a Research & Technology Organisation

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Developing recommendations for establishing a robust and relevant roadmapping system.

Aims

This project focused on the assessment of a roadmapping system in place at a large research technology organisation.

Roadmaps had been in use for about two years, but the development of it into into a fully integrated system required further support.

This project aimed to assess the current practices, make recommendations on the integration system and devise methods for delivering business potential from roadmapping use.

Progress

The project included the following stages:
• Interviews with employees on their current roadmapping use and opinions
• External research into relevant papers and companies currently using roadmapping
• Observations and participation in the company's roadmapping workshops
• Collation of ideas and recommendations for changes
• Implementation of selected changes
• Distribution of survey and collection of results

One of the most insightful areas of the project involved investigating the current use of other business tools within the organisation.

This established a series common features or underlying practices that were the results of the company's structure and culture.

These were taken into account when assessing and developing the roadmapping practices of the company.

Deliverables

A series of recommendations resulted for this project. They are grouped here in the structure of a three-stage roadmapping implementation model.

Initiation
• There is a champion team in place with a full understanding of roadmapping
• An individual idea champion has been identified
• A company-specific process that mimics common features of current business tool use is developed

Development
• Individuals are introduced and understanding roadmapping before they participate in it
• Tools and processes continue to develop and adapt, with changes made synchronously
• The number of trained facilitators and supporting infrastructure is increased

Integration
• Provide 'quick wins'
• Use roadmap outputs at a high-level
• Create an aspirational system and continue to innovate incrementally towards it

Conceptual Model

In integrating a system, the personal interaction of the employees' with roadmapping must be acknowledged. The cyclic nature of their motivations is represented in the model below.