




Group Activity

Product Planning at Biko

-  Biko, a small traditional but well regarded bicycle manufacturer has just been taken over by a large sports equipment and clothing manufacturer, Sportco
-  The new owner has requested a technology roadmap outlining how Biko proposes to develop its market offering over the next 10 years, and if convinced by their business case is willing to make significant investment
-  A preliminary market review and SWOT analysis have resulted in two areas of potential interest being identified:
 1. Power assisted bicycles for commuting
 2. High performance 'lifestyle' bicycles

Workshop Activity: Product Planning at Biko: Instructions



Chart the drivers against time



What are the critical performance dimensions for one of the options?

- what are the current problems with bikes? desirable features?
- agree a maximum of 5 performance dimensions / feature concepts to chart
- flesh out the 10 year vision on the chart (product level) - think about the product brochure of the future

If in doubt, don't worry!
Just note any assumptions
made on the chart



Use the time dimension to explore the evolution of bike features / performance

- consider the features of prototype, launch, and next generation bikes
- chart the evolution on the roadmap (product level)



What technology areas will be crucial for the development of the product in the future?

- agree a maximum of 5 technology areas
- chart the evolution of technology on the roadmap (technology level)



Identify key questions that would need further investigation

- market, product and technology levels



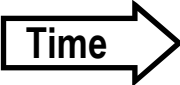
Draw on the chart the main linkages between technology, product features and drivers



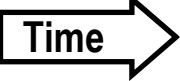
Consider the resource implications for each option

- e.g capital, competences, skills, alliances, knowledge, etc.
- chart resource requirements and other related issues

Biko - Roadmap template:

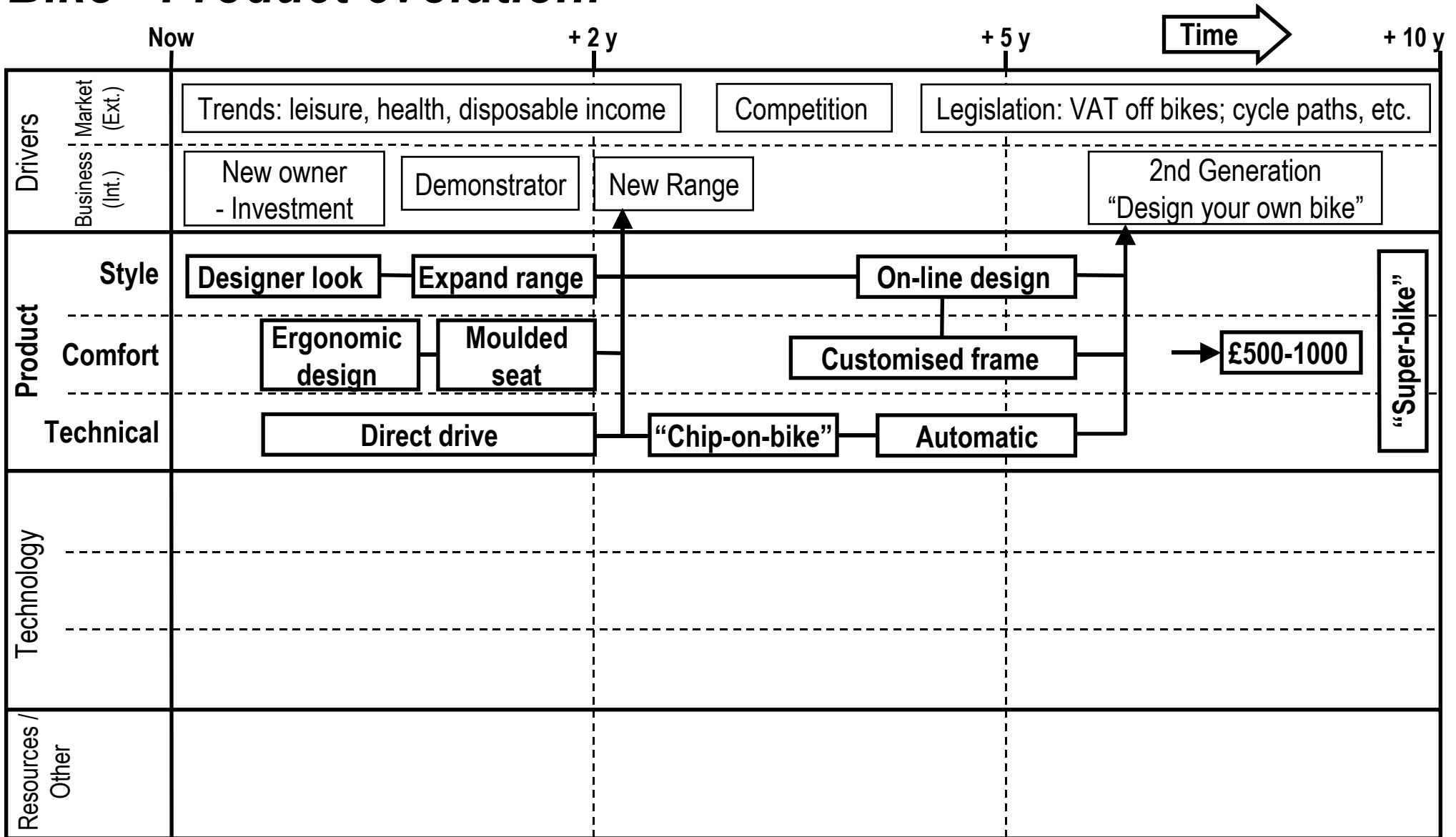
		Now	+ 2 y	+ 5 y	Time 	+ 10 y
Drivers	Business: Market (Ext.)					
	Business: (Int.)					
Product						
Technology						
Resources / Other						

Biko - Business Drivers:

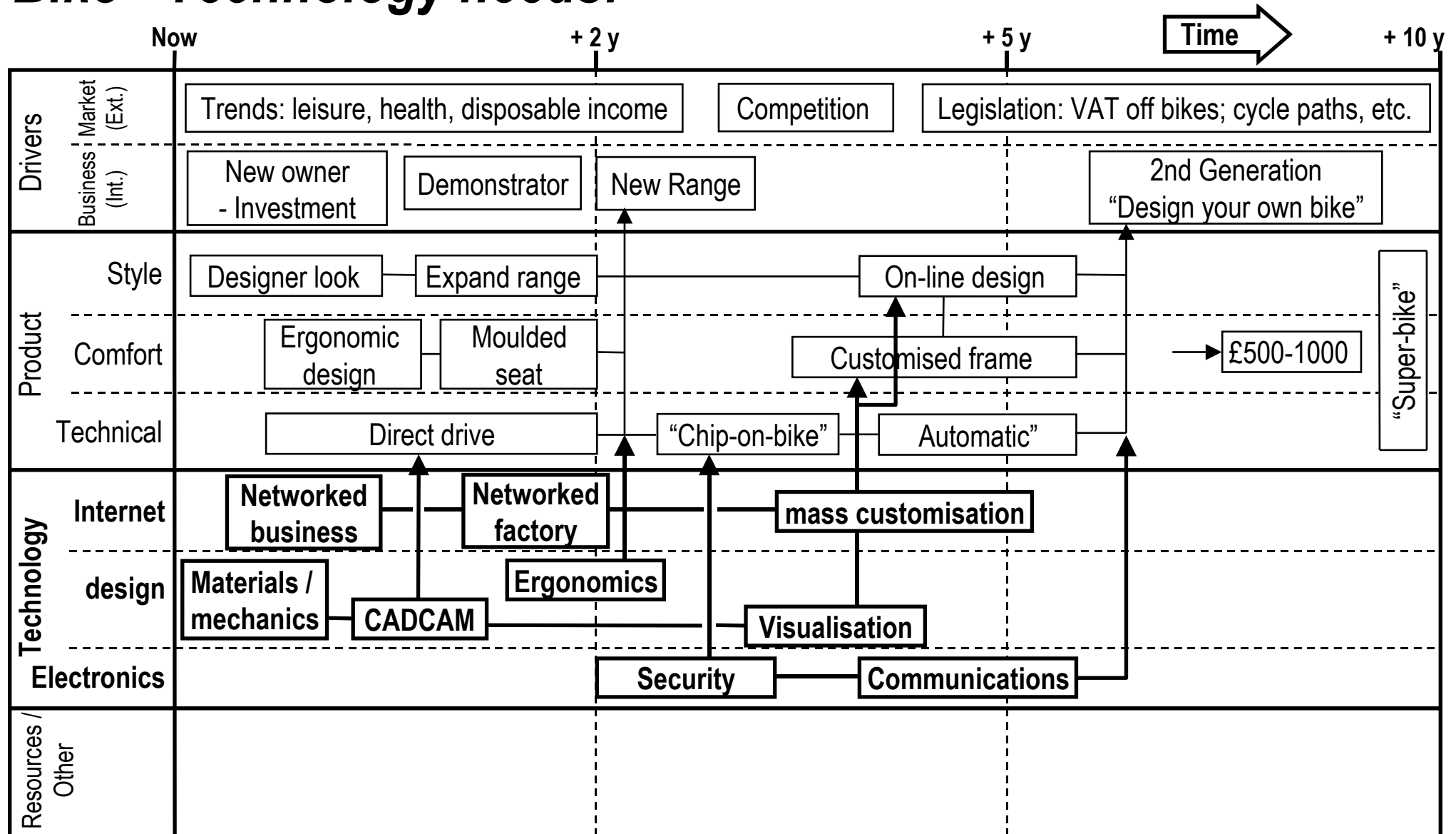
		Now	+ 2 y		+ 5 y	Time 	+ 10 y
Drivers	Business: Market (Ext.)	Trends: leisure, health, disposable income		Competition		Legislation: VAT off bikes; cycle paths, etc.	
	Business: (Int.)	New owner - Investment	Demonstrator	New Range		2nd Generation	
Product							
Technology							
Resources / Other							

T-Plan

Biko - Product evolution:

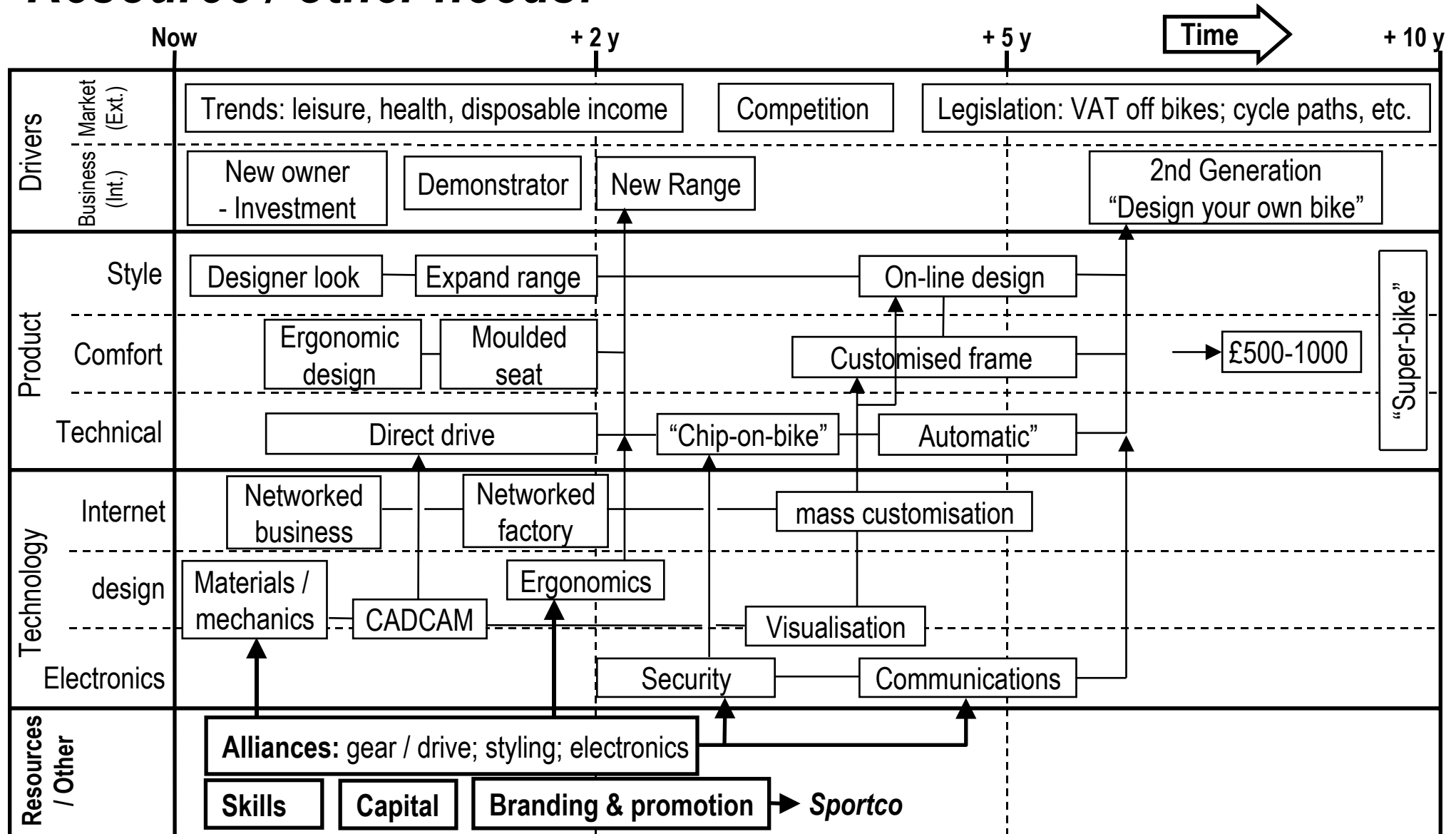


Biko - Technology needs:



T-Plan

Resource / other needs:



Biko Case

Feedback

- **Describe the key features of the roadmap**
- **What lessons have been learnt about roadmapping?**
- **How might roadmapping be applied in your company?**