

# ***Fast-Start Technology Roadmapping***

***[Company]***

***Workshop 1***  
***(Market)***

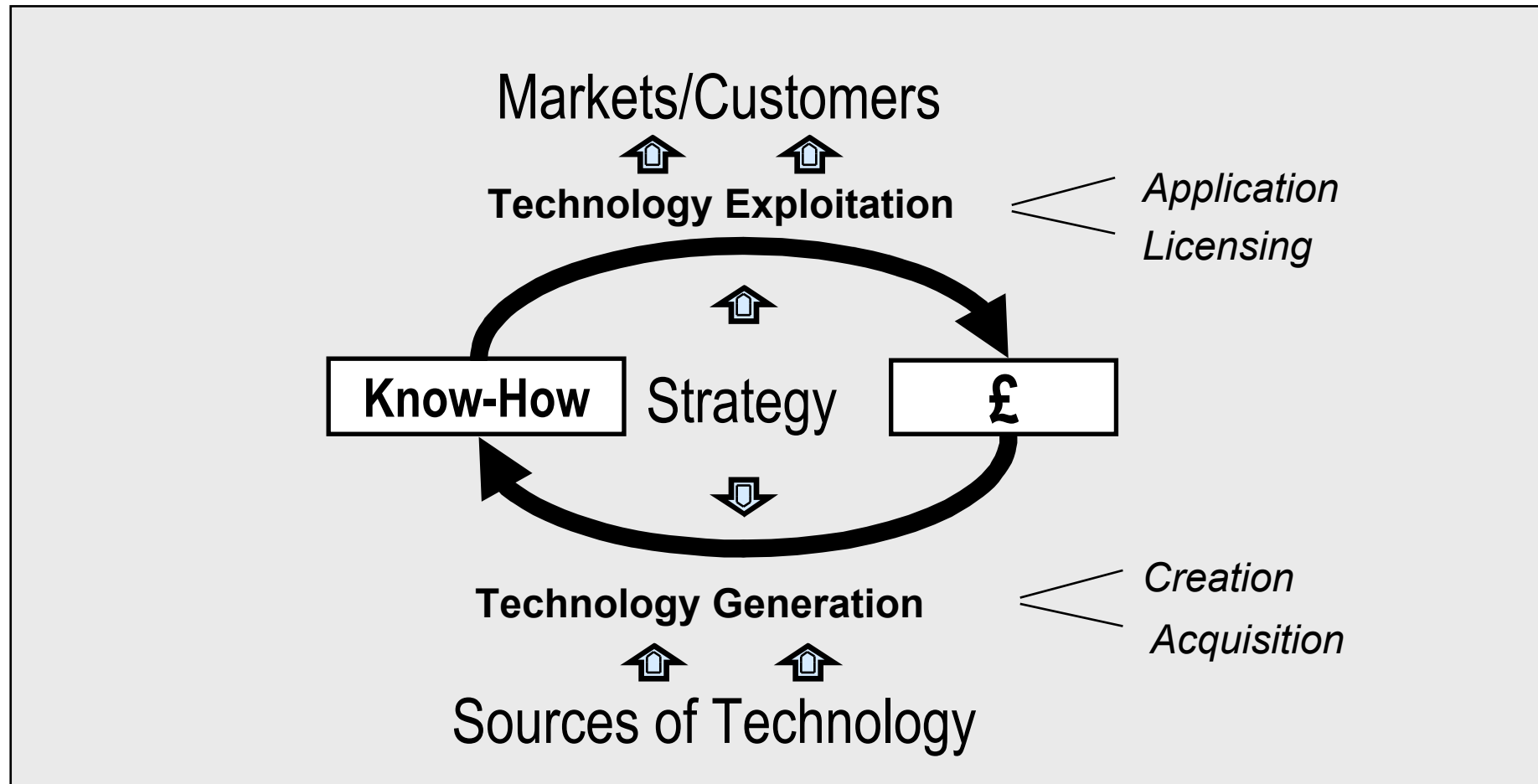
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## ***Workshop Overview***

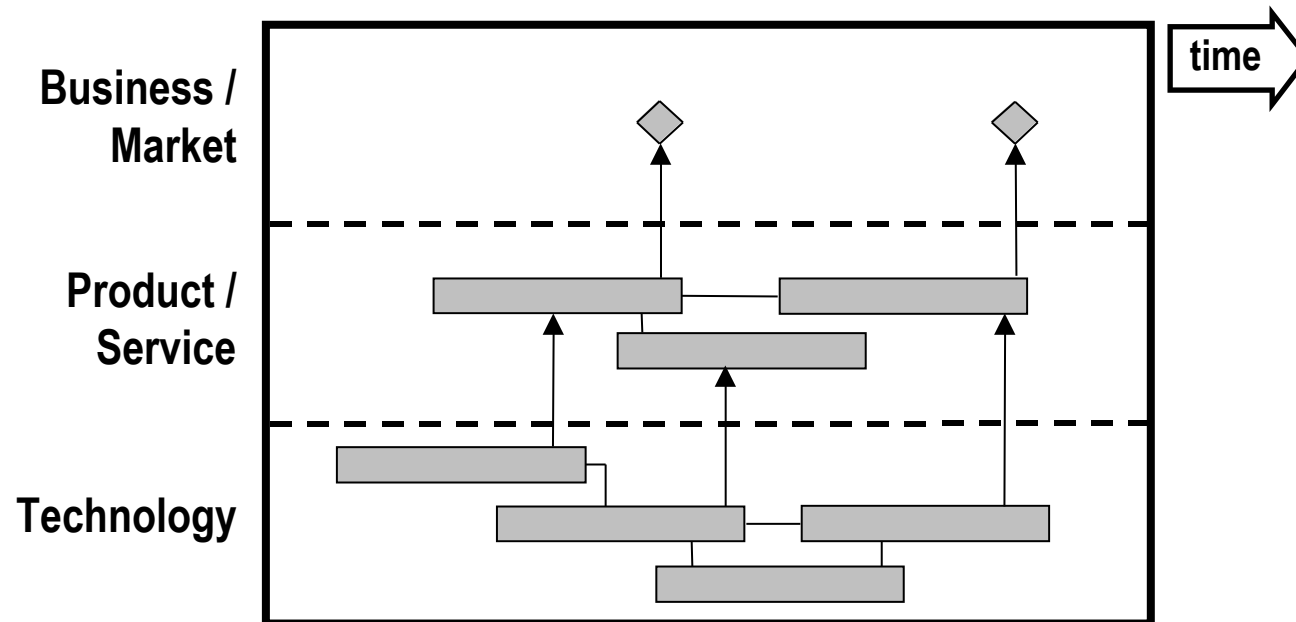
- Introduction
- Technology management / roadmapping
- Performance dimensions
- Market / business drivers
- Segmentation & prioritisation
- Competitive position
- SWOT
- Gaps

# ***Technology Management***

## ***Generation & Exploitation processes***



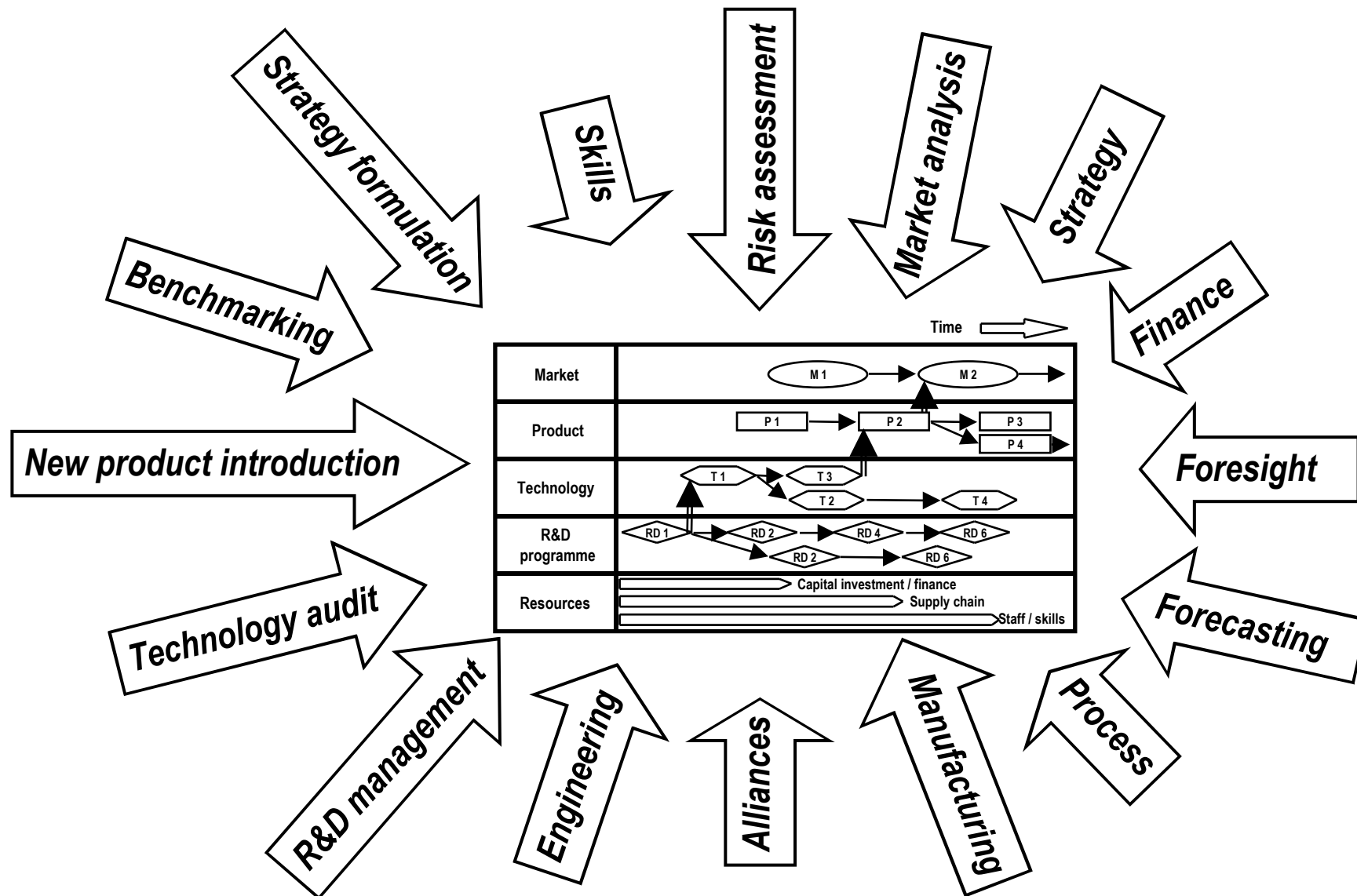
## ***Technology Roadmap (TRM) - Schematic***



- Benefits:**
- Effective communication of developed technology strategy, and support for technology planning
  - Examples of companies that use roadmaps: Motorola, Philips, Lucent Technologies, ABB, etc.

- Challenges:**
- How to start up roadmapping in the firm?
  - How to keep roadmaps up-to-date?
  - How to integrate roadmapping with other strategy and planning initiatives?

# TRM as an integrating mechanism

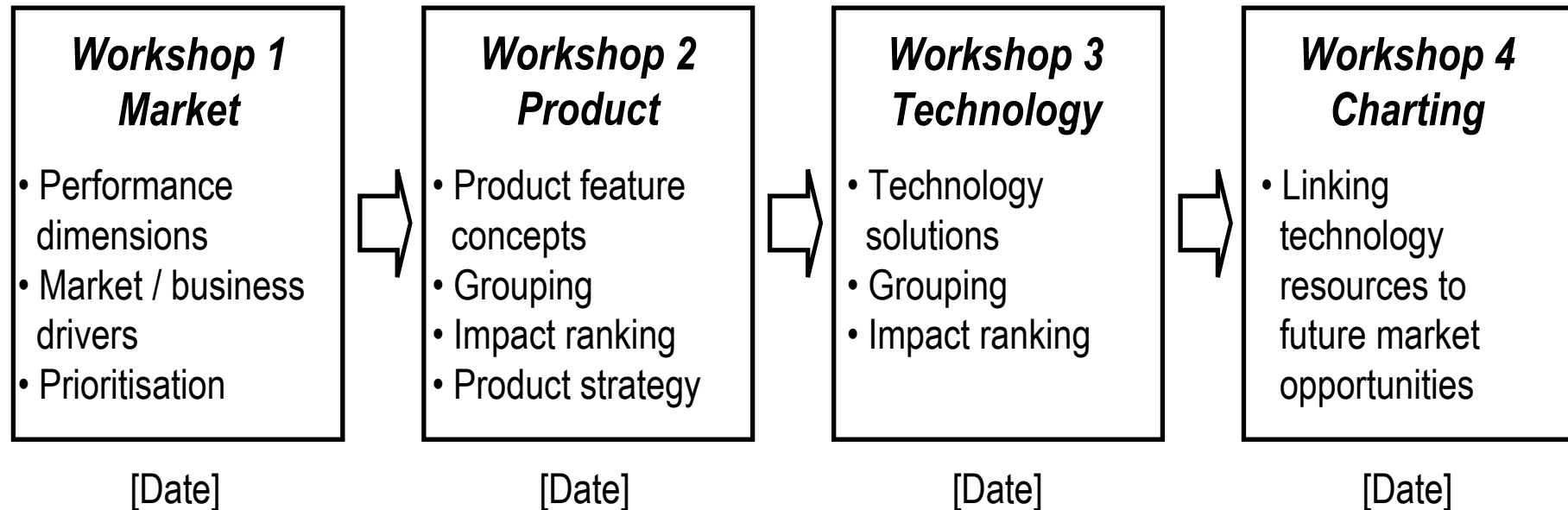


# ***T-Plan: Fast-Start Technology Roadmapping***

## ***Aims***

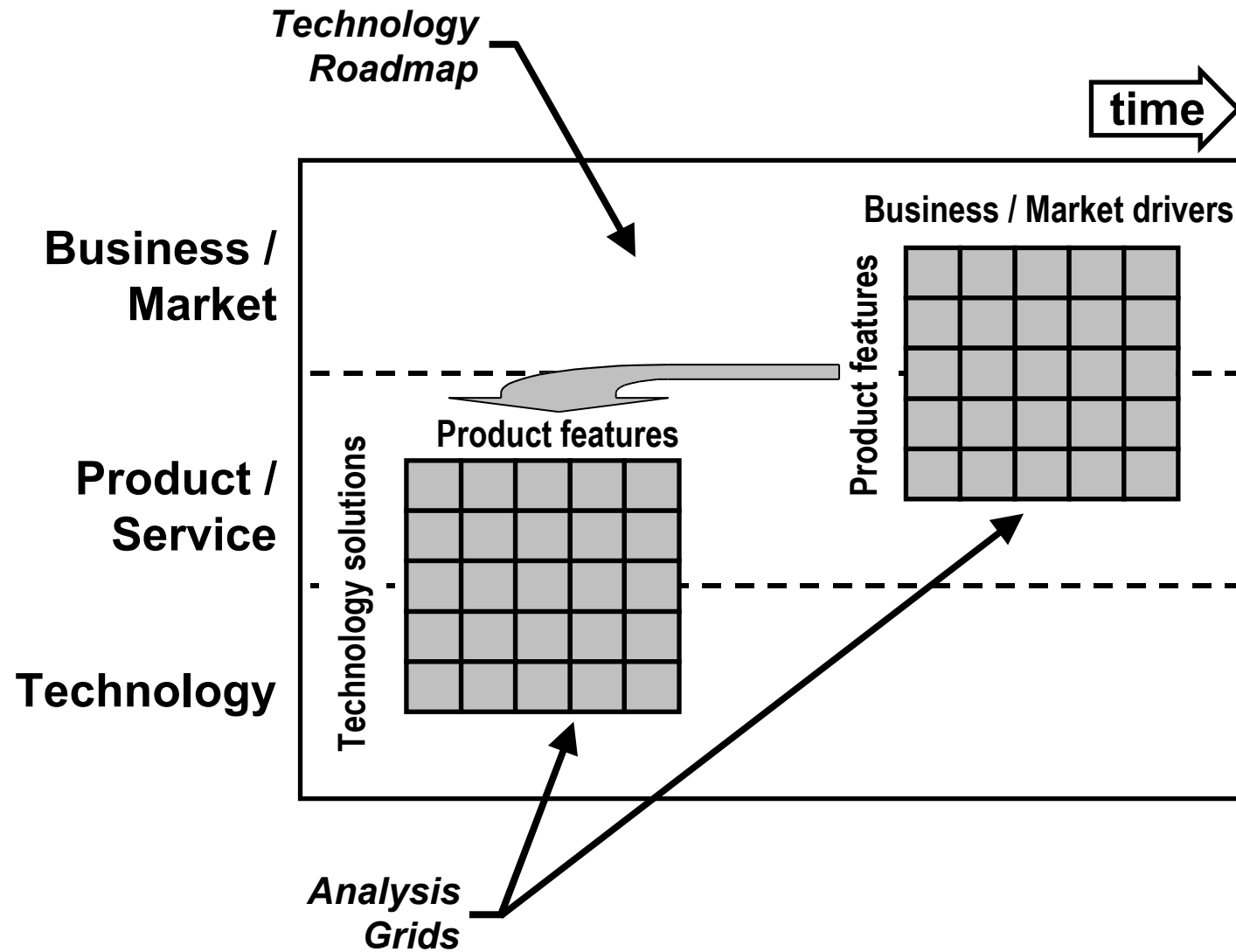
- To support the start-up of company-specific TRM processes
- To establish key linkages between technology resources and business drivers
- To identify important gaps in market, product and technology intelligence
- To develop a ‘first-cut’ technology route map
- To support technology strategy and planning initiatives in the firm
- To support communication between technical and commercial functions

# ***T-Plan: Fast-Start Technology Roadmapping Procedure***





# Roadmap Input Data Development



# ***Fast-start technology roadmapping at [Company]***

## ***Objectives***

1. ...

2. ...

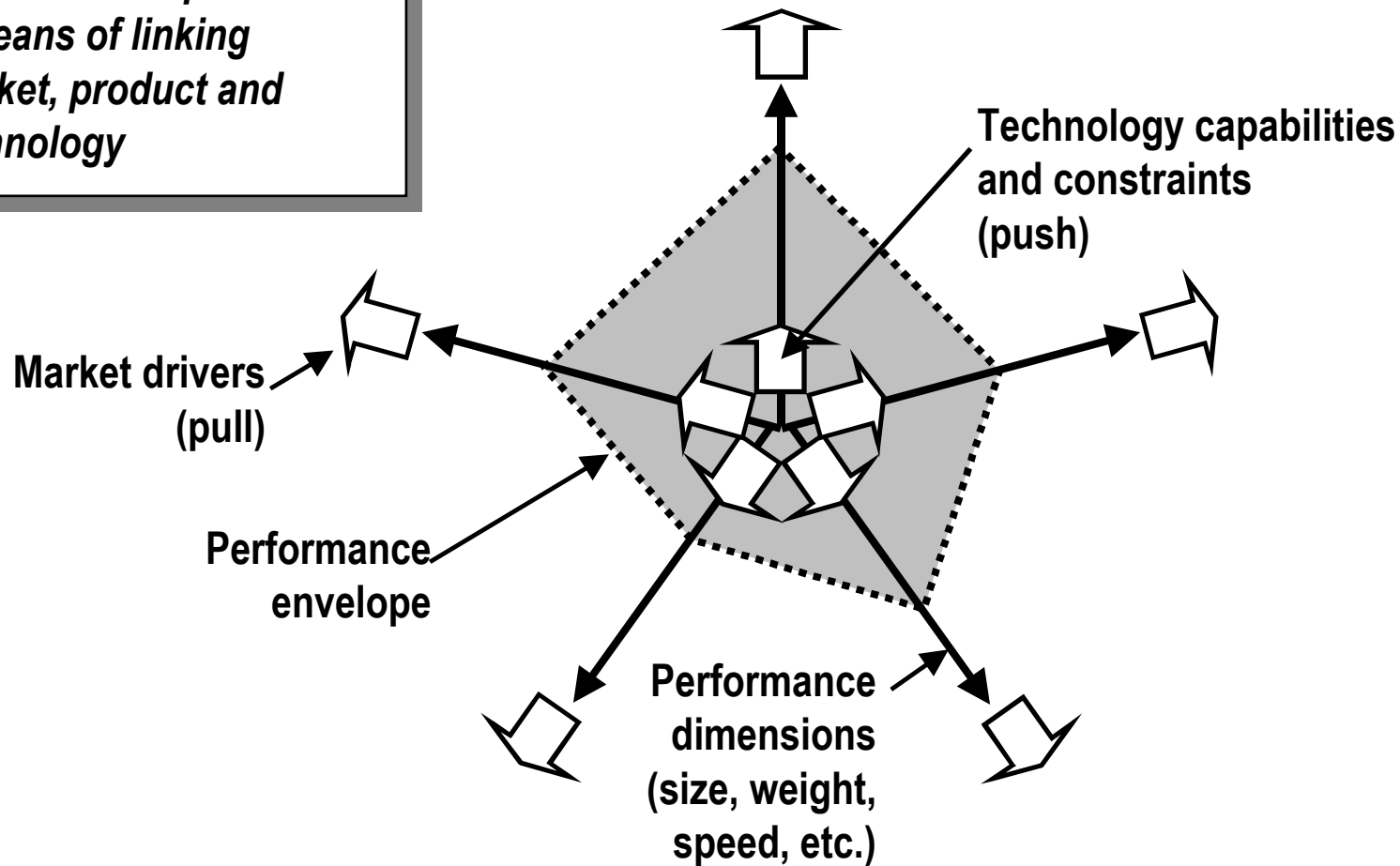
3. ...

4. ...

5. ...

# ***Product performance dimensions***

***'Performance' provides  
a means of linking  
market, product and  
technology***



## ***Performance dimensions***

- These are aspects of product performance which are (or may be) important to the customer, and which technology can deliver
- ***Examples:*** size; speed; quality; reliability

- Brainstorm performance dimensions
- Sort into appropriate groups\*
- Note 'key' dimensions

\* optional

- *Consider quantitative and qualitative dimensions*
- *May include market, product or technology 'views'*
- *'Key' dimensions are those which stand out as having high potential value to the customer or attractiveness to [Company]*

## ***Market / business drivers***

- These include external market (customer) and internal business ([Company]) drivers, reflecting the underlying customer and business motivation, needs & benefits
- **Examples:**
  - **External (Market):** cost of ownership; legislation; productivity
  - **Internal:** cost; time-to-market (*higher level: profit, growth, etc.*)

- **Brainstorm market (customer) drivers**
- **Brainstorm business ([Company]) drivers**
- **Sort into appropriate groups (10 max)**
- **Map links to performance dimensions\***

\* optional

- *A 'level up' from performance dimensions*
- *Consider the trends and drivers affecting key customers and competition (intermediate & end customers?)*
- *Drivers may vary with time and / or sector*
- *Consider strategic [Company] objectives*

## ***Segmentation & prioritisation***

- **Identify & prioritise market segments**
- **Prioritise market drivers (1-10)**
- **Prioritise business drivers (1-10)**

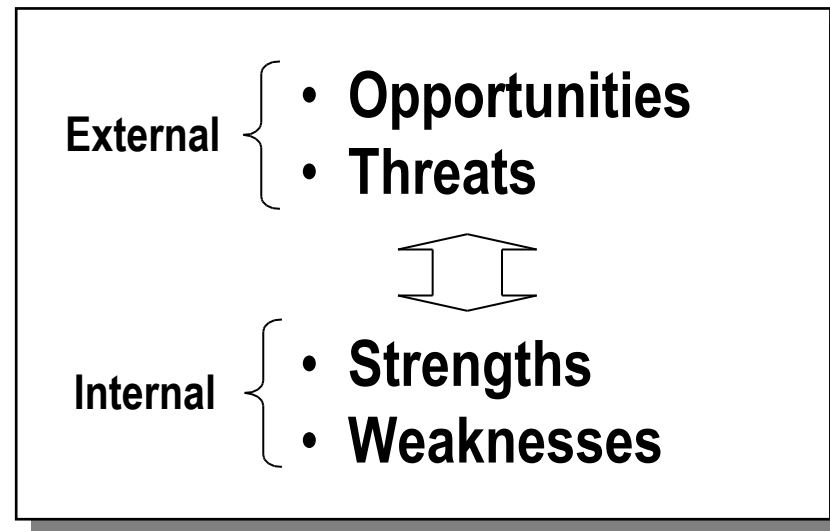
- *Consider key customers*
- *Prioritisation may vary with time and / or segment - should include value to both customer and [Company]*
- *Consider 'urgency', including customer and business need, legislative and competitor activity*

## ***Competitive position***

- **Identify competitors**
- **Discuss the competitive position**

- *Focus on most important market segments and competitors*
- *What are the competitors' strengths and weaknesses?*
- *What are the strategic implications for the business, products and technologies?*

# ***SWOT analysis***



- *Markets, competitors, technology, alliances, skills, finance, etc.*
- *Drivers: social, technological, environmental, economic, political (STEEP)*



# Gaps

- Identify key ‘gaps’ in current knowledge

- *Consider market, competition, key customers and legislation*
- *Consider ‘high-level’ social, technological, environmental, economic and political factors (STEEP)*
- *Consider sources of information and mechanisms for filling gaps*