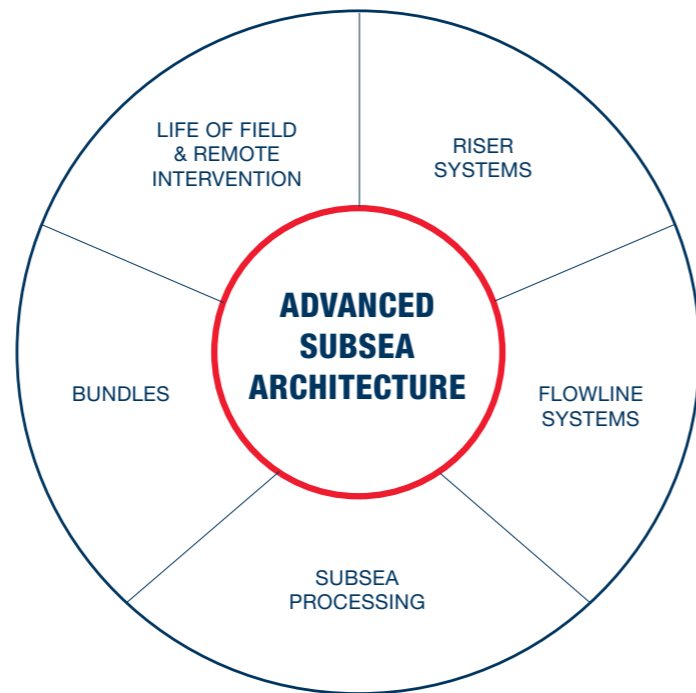# ROAD-MAPPING
our technology development

By **Neil Brown** | Technology Manager, Norway

Over the last two years, our approach to technology management was mainly driven by learning from our success stories and enhancing our ability to reproduce them, gradually building on our core capabilities, values and strengths.

Our goal now is to make a step-change in our pace of innovation development to deliver the innovative solutions our clients need.

We have actively explored opportunities to collaborate with partners from other sectors of industry and academia. One significant example of this is our partnership with the Institute for Manufacturing (IfM) at the University of Cambridge to deploy strategic road-mapping techniques within our organisation.

The road-mapping technique establishes a direct link between drivers and the solutions that we need to develop. Each of these solutions is linked to a set of supporting technologies that we are able to prioritise and develop based on our strategic goals.

In practice, this means that our clients have the opportunity to directly influence our technology agenda, since we are able to include project-specific development and qualification activities into our planning. This approach will allow us to maximise the benefits of engagement with our clients in the early phases of field development.
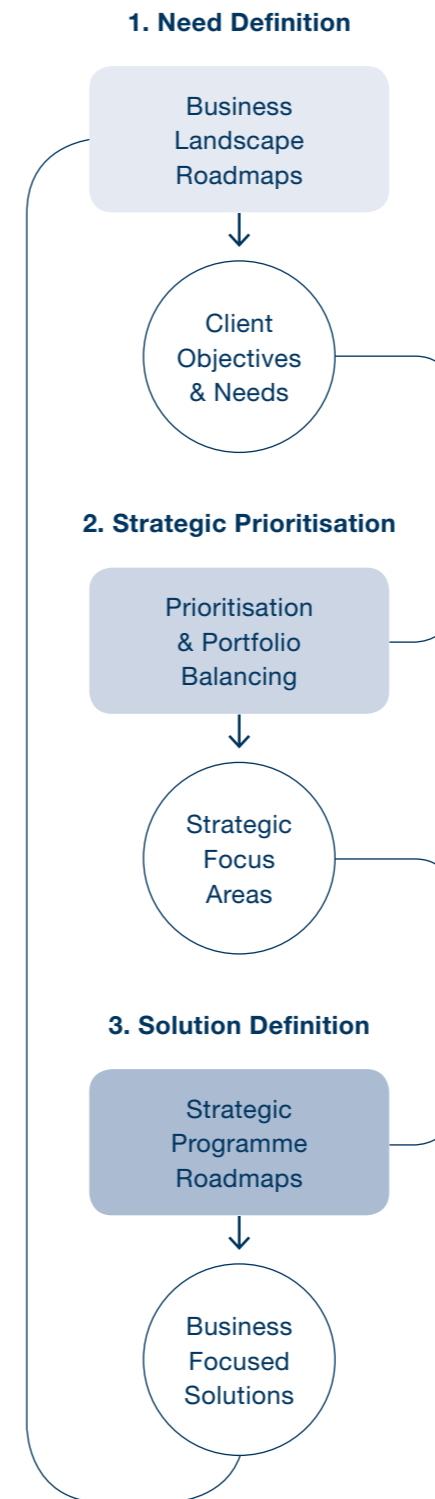
Our strategic technology programmes were initially created in 2014 to provide focused innovation pipelines for each of the core product groups that create value for our clients and our shareholders. These programmes now further benefit from this road-mapping approach, which provides a clearly defined set of pathways along which technology can be deployed.

Road-mapping techniques are ideally suited to a workshop format, in which stakeholders interact, discussing and evaluating creative solutions, complex ideas and business rationale. As a global organisation, however, we needed to build an effective virtual communication platform for these collaborative activities.

In 2015, we engaged with SharpCloud (a leading international developer) to deploy its visual communication software within Subsea 7. By pushing the boundaries of this software and finding new, innovative ways of working, Subsea 7 became the first organisation to successfully combine IfM's road-mapping techniques with the SharpCloud platform within virtual workshops.

This innovative way of working allows us to create a coherent narrative around our technology development activities, and keep this narrative alive within the organisation. It also helps us to develop and share our vision of our technological future in collaboration with partners and clients.

This ensures that our strategic technology programmes remain focused on real business challenges, while remaining sufficiently adaptable to meet current and future client needs. ●

1. Need Definition

Business Landscape Roadmaps

Client Objectives & Needs

2. Strategic Prioritisation

Prioritisation & Portfolio Balancing

Strategic Focus Areas

3. Solution Definition

Strategic Programme Roadmaps

Business Focused Solutions

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