

Strategic Technology and Innovation Management Programme 2020

# 17. Strategic Roadmapping Implementation and Embedding Process

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External collaborators:  
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Developing a maturity model for organisation-wide roadmapping implementation and embedding

## Aim

To characterise the process in which organisations implement and embed organisation-wide roadmapping in business cycles and organisational systems

## Deliverable

- Characterising maturity levels for organisation-wide roadmapping implementation (IEEE Engineering Management Review)

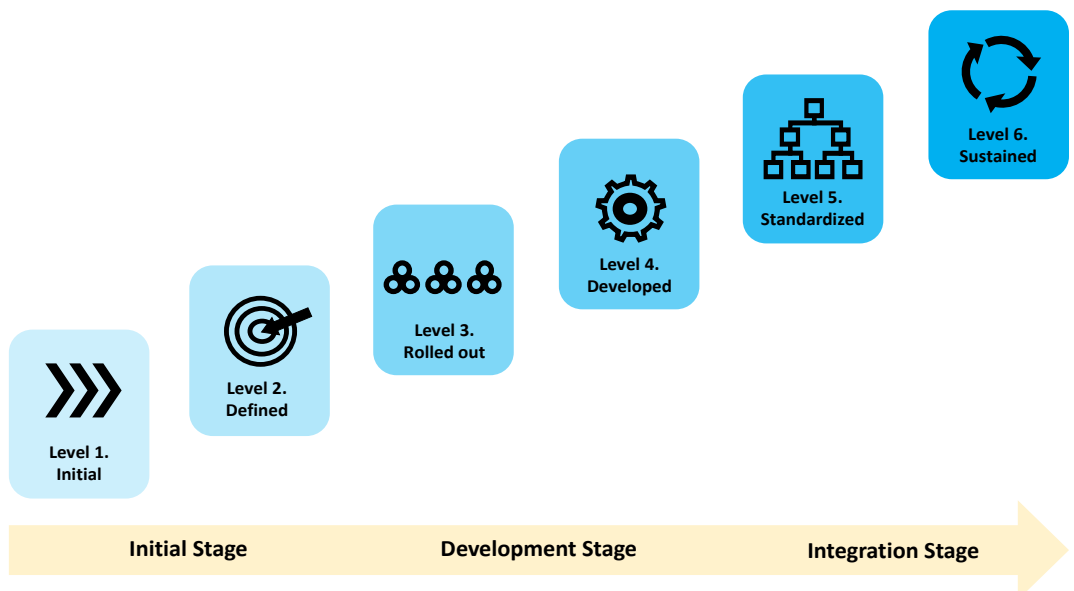
## Assessment Indicators

- Awareness and understanding
- Leadership and management support
- Team development and engagement
- Process design and customisation
- Information and data accessibility
- Strategic alignment

## Future research

We will translate our work over the years into a practical method for roadmapping maturity assessment

## Organisation-wide Roadmapping Maturity Model



Strategic Technology and Innovation Management Programme 2021

# 17b. Roadmapping Maturity Assessment

Lead Researcher:  
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Developing a practical method for roadmapping maturity assessment

## Assessment Indicators

- Awareness and understanding
- Leadership and management support
- Team development and engagement
- Process design and customisation
- Information and data accessibility
- Strategic alignment

Supporting STIM members:  
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## Aim

To develop a practical method for roadmapping maturity assessment through pilot tests and evaluation

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## Deliverable

- A prototype method and associated guidance for roadmapping maturity assessment

## Engagement

We would like to invite STIM member companies to participate in this project to assess roadmapping implementation to review the past, understand the current and plan for the future

## Roadmapping Maturity Levels

Stage of Roadmapping Implementation	Maturity Level	Description	Leading Players	Key Indicators to Move onto the Next Maturity Level
<b>Initiation</b>  The aim of this stage is to define the alignment between corporate strategic plan and roadmap as well as to get an organization ready prior to implementing roadmapping	 <b>Level 1. Initial</b>	An organization has started exploring the possibility to apply roadmapping for technology and strategic planning. The organization does not have a clear strategy yet how roadmapping could be used and who would involve in the roadmap development. The engagement for initiating roadmapping is still within a limited group.	Idea Champion	An initiative led by idea champion with supporting colleagues to plan for roadmapping implementation
	 <b>Level 2. Defined</b>	The organization has decided to use roadmapping. The management agrees with the scope and aim of roadmapping implementation and allocate resources supporting roadmapping implementation. Key people potentially involving in the roadmap development have agreed to support and participate. The process of roadmapping has been discussed for customization.	Idea Champion and Operation Team	An operation team and support team founded to prepare for roadmapping customization and rolling out
<b>Development</b>  The aim of this stage to develop desired roadmaps and engage right people, gathering necessary information and conduct a step-by-step analysis.	 <b>Level 3. Rolled out</b>	The operation team has been trained to understand the analysis steps and required tools used for developing a roadmap. Roadmapping workshops are conducted across the organization with a roll-out plan reviewed in details and approved by the management.	Champion Team, Operation Team and Support Team	A group of leaders as champion team formed with collective internal support gained across the organization
	 <b>Level 4. Developed</b>	Roadmaps have been developed and used in the organization but they are still within certain units or departments. It is not a part of corporate requirement to have a roadmap. The roadmap has bought up to strategy and implementation discussion from time-to-time but no specific schedule.	Champion Team, Operation Team and Support Team	Completion of customization with appropriate resources and capabilities gained across the organization
<b>Integration</b>  The aim of this stage is to integrate roadmapping into an ongoing business planning process so that roadmaps can be constantly reviewed and updated in a timely manner.	 <b>Level 5. Standardised</b>	Roadmapping activities have been fully integrated throughout the organization. Roadmapping has become a common language across the organization. Roadmapping has been embedded in the existing management processes. A specific unit is assigned for maintaining roadmapping as a standardized activity.	Champion Team and Support Team	Roadmapping is a common language and standardized activity across the organization for technology and strategic planning
	 <b>Level 6. Sustained</b>	The organization has decided to take an active approach to sustain roadmapping implementation. Risks and uncertainties are brought into consideration. The support team closely monitor the status of roadmaps produced and call for review if necessary when severe changes considered to affect the organization take place in the internal and/or external environment.	Champion Team and Support Team	An active approach pursued by the organization to sustain roadmapping with support of digitalization and other relevant tools and techniques.