

The role of roadmapping in the strategy process

by *Gerrit Muller* Embedded Systems Institute
e-mail: gerrit.muller@embeddedsystems.nl
www.gaudisite.nl

Abstract

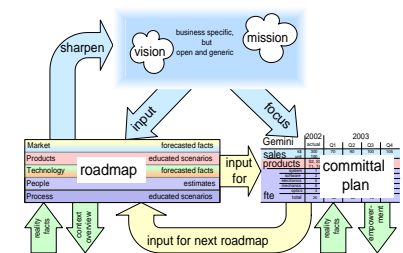
The strategy process is positioned in a simplified decomposition of the business in processes. The "CAFCR" model is introduced as a means to structure a roadmap (CAFCR is also used as a means to structure architecture descriptions and methods).

The steps to come to an integral roadmap are explained. The goal of the roadmap is discussed, in relation with mission and vision and in relation with a committal plan.

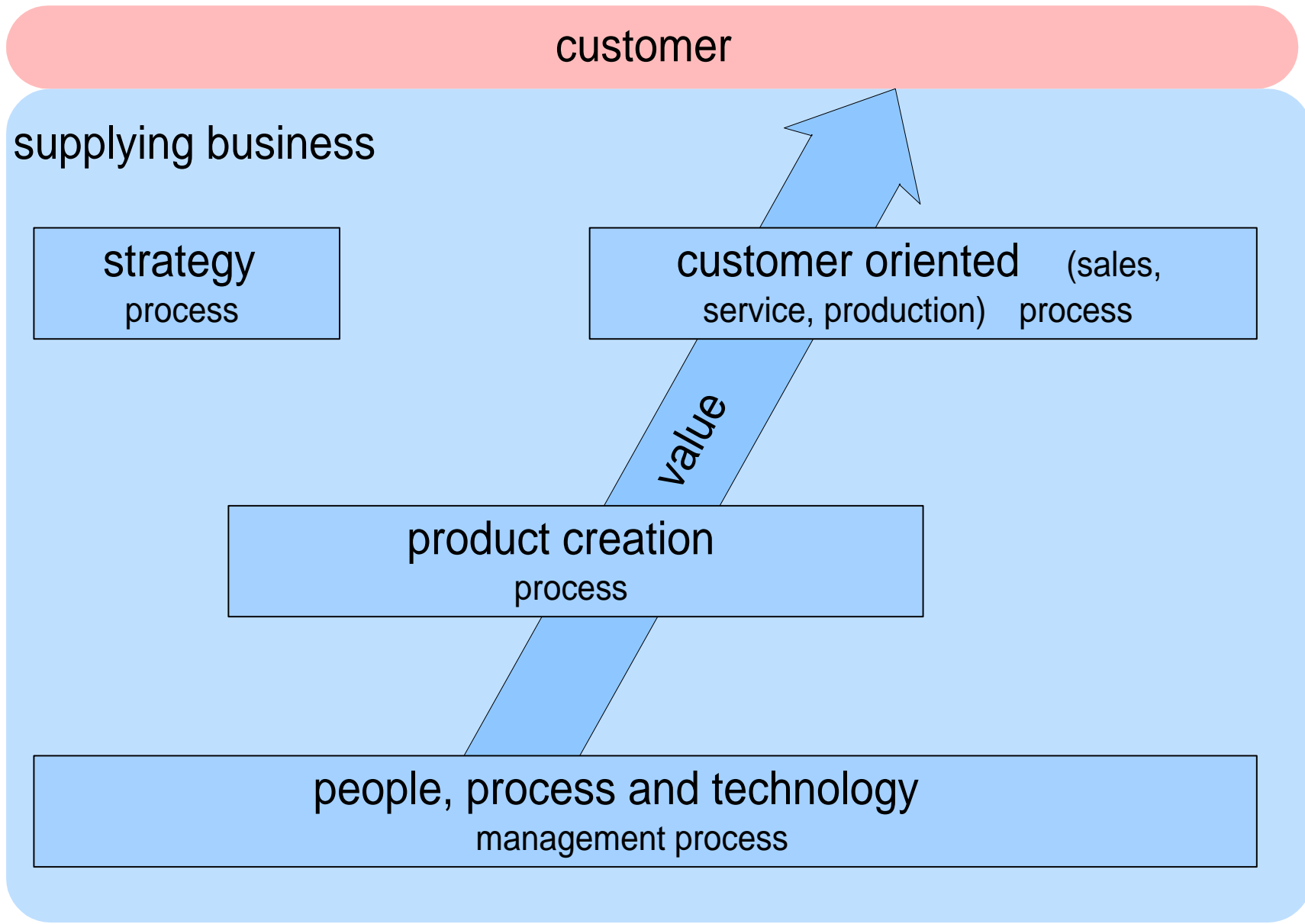
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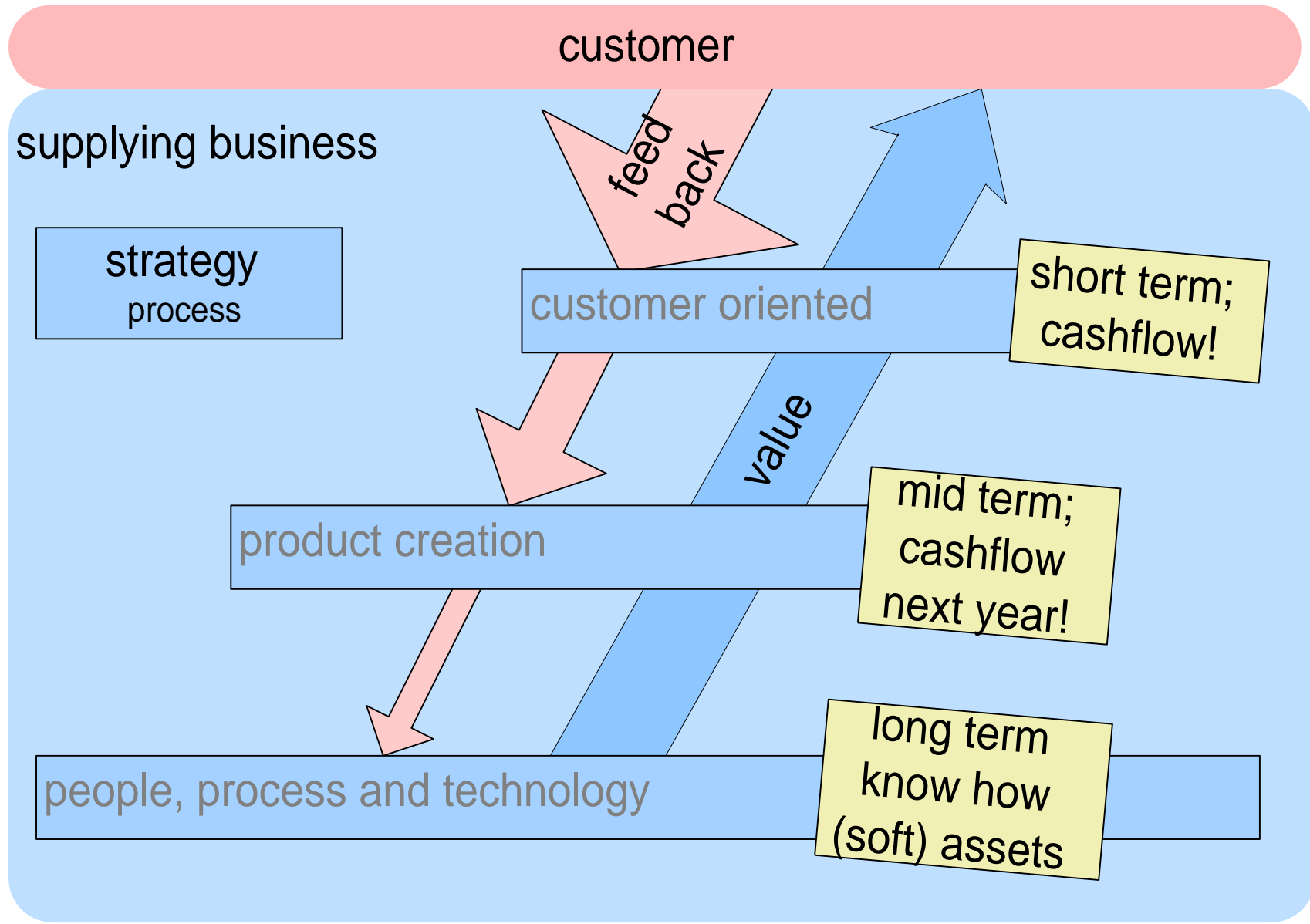
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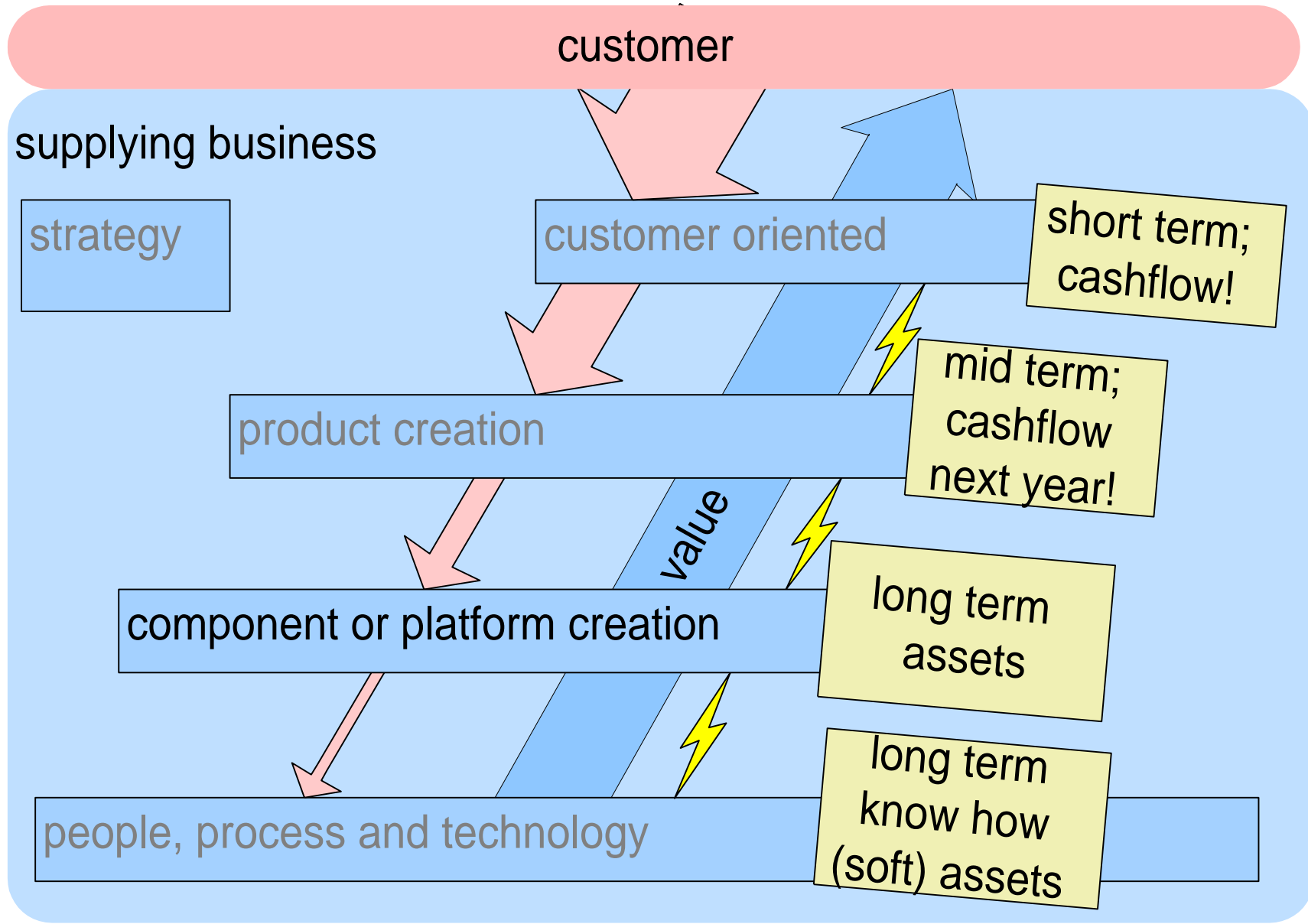
Simplified process view



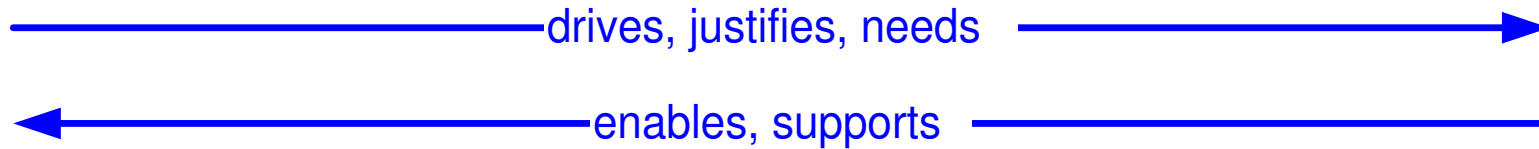
Tension between processes



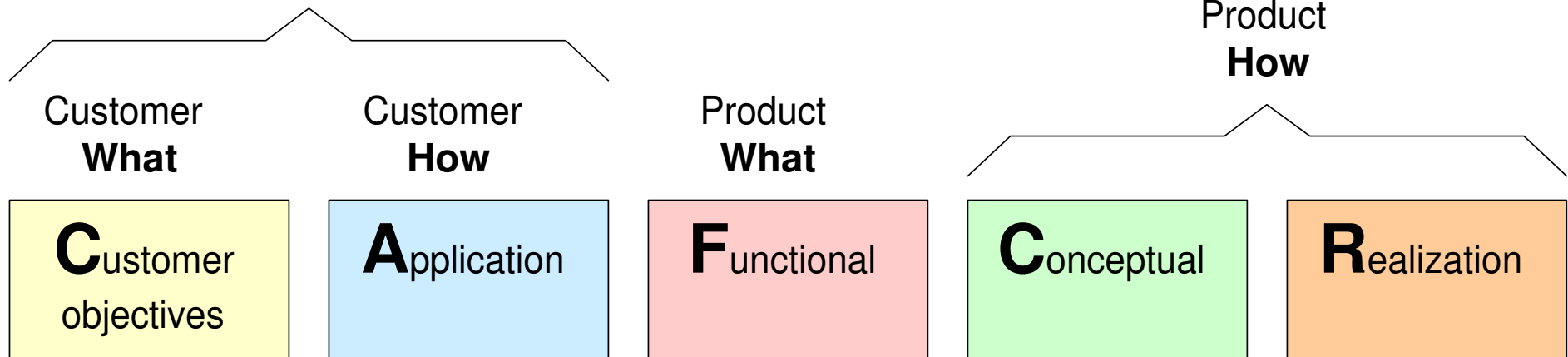
Platform strategy adds one layer



CAFCR framework for architecting

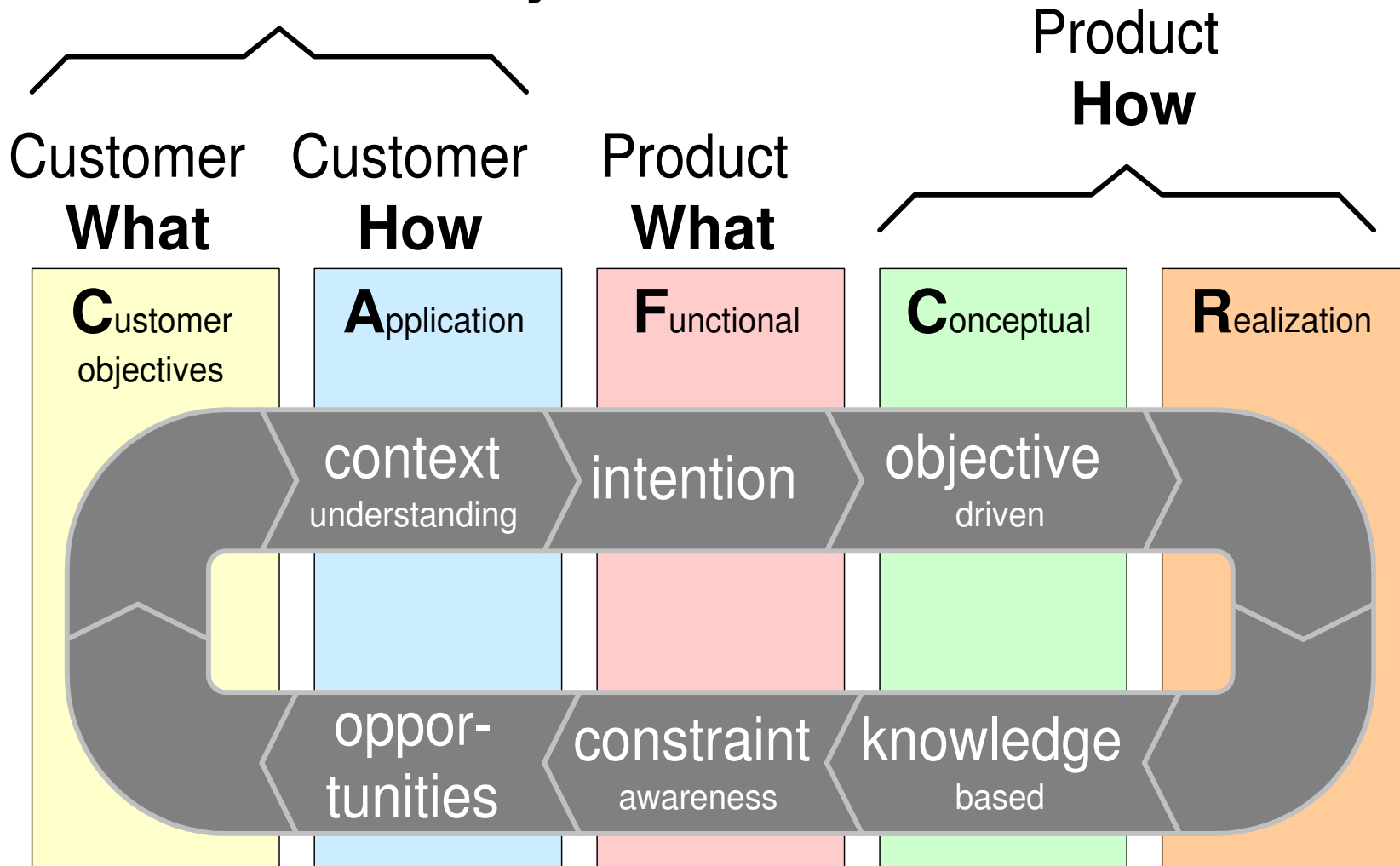


What does Customer need
in Product and **Why?**

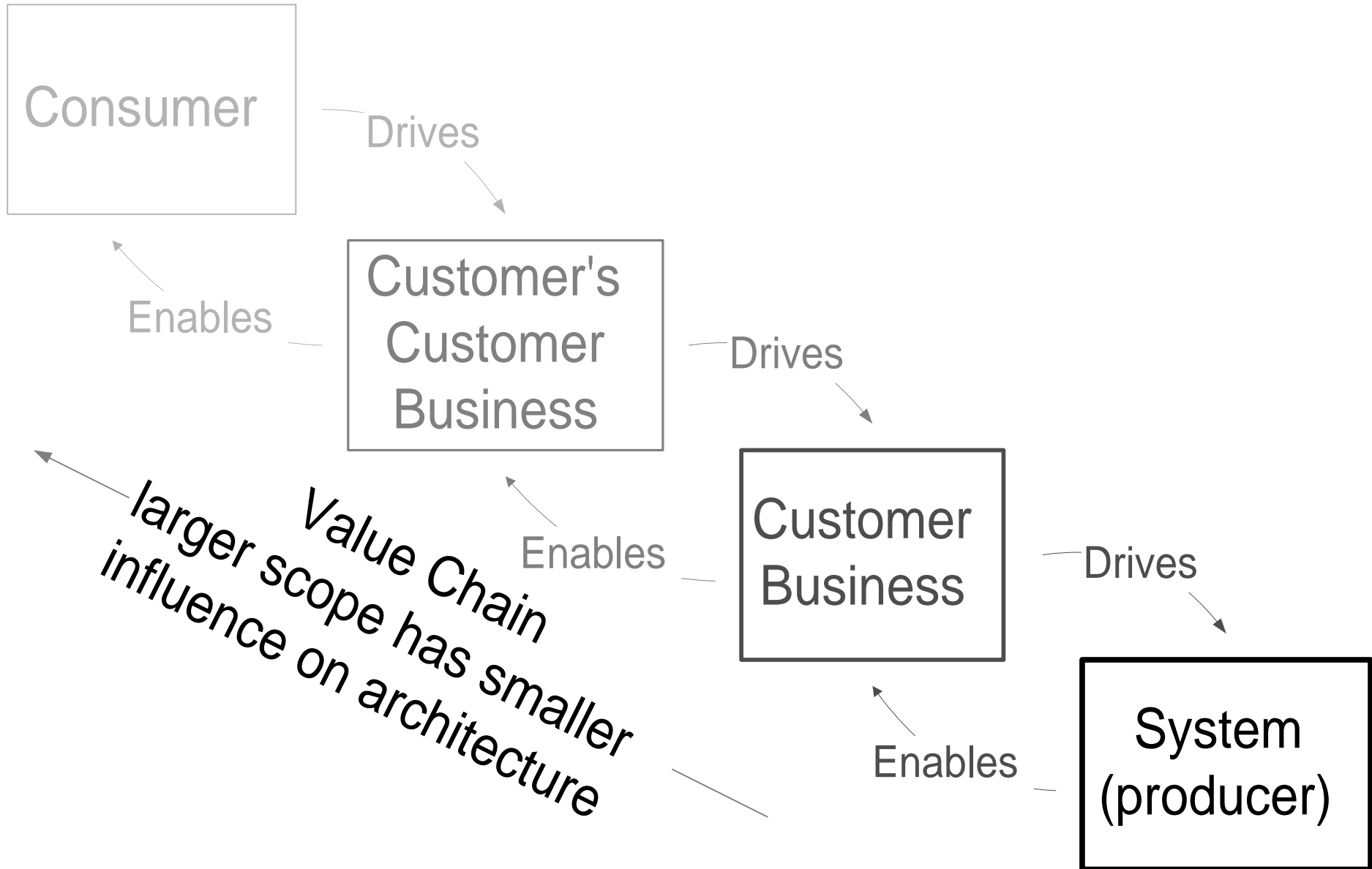


Integrating CAFCR

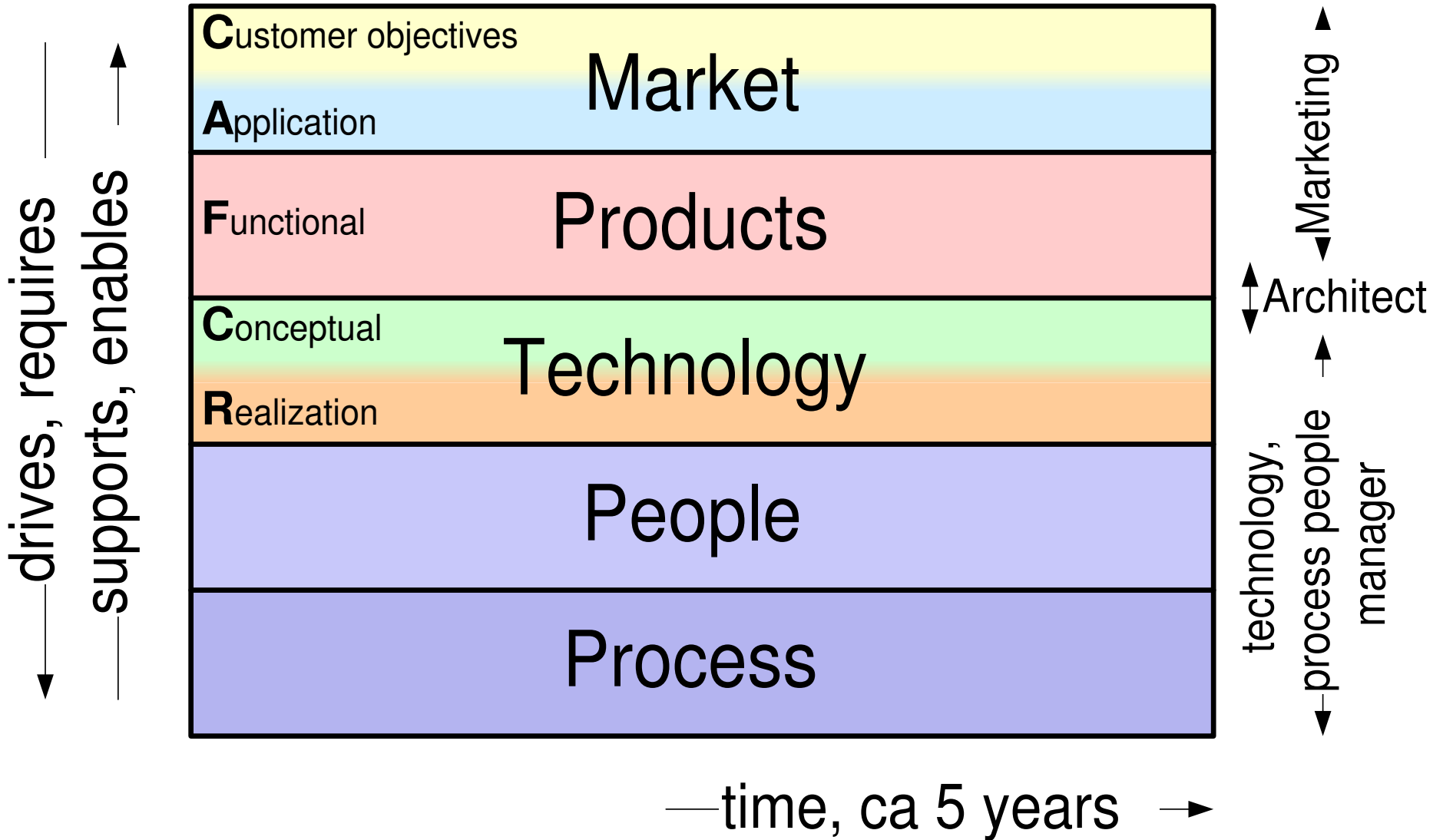
What does Customer need
in Product and **Why?**



CAFCR can be applied recursively



Structure of a roadmap



From generic mission to factual roadmap

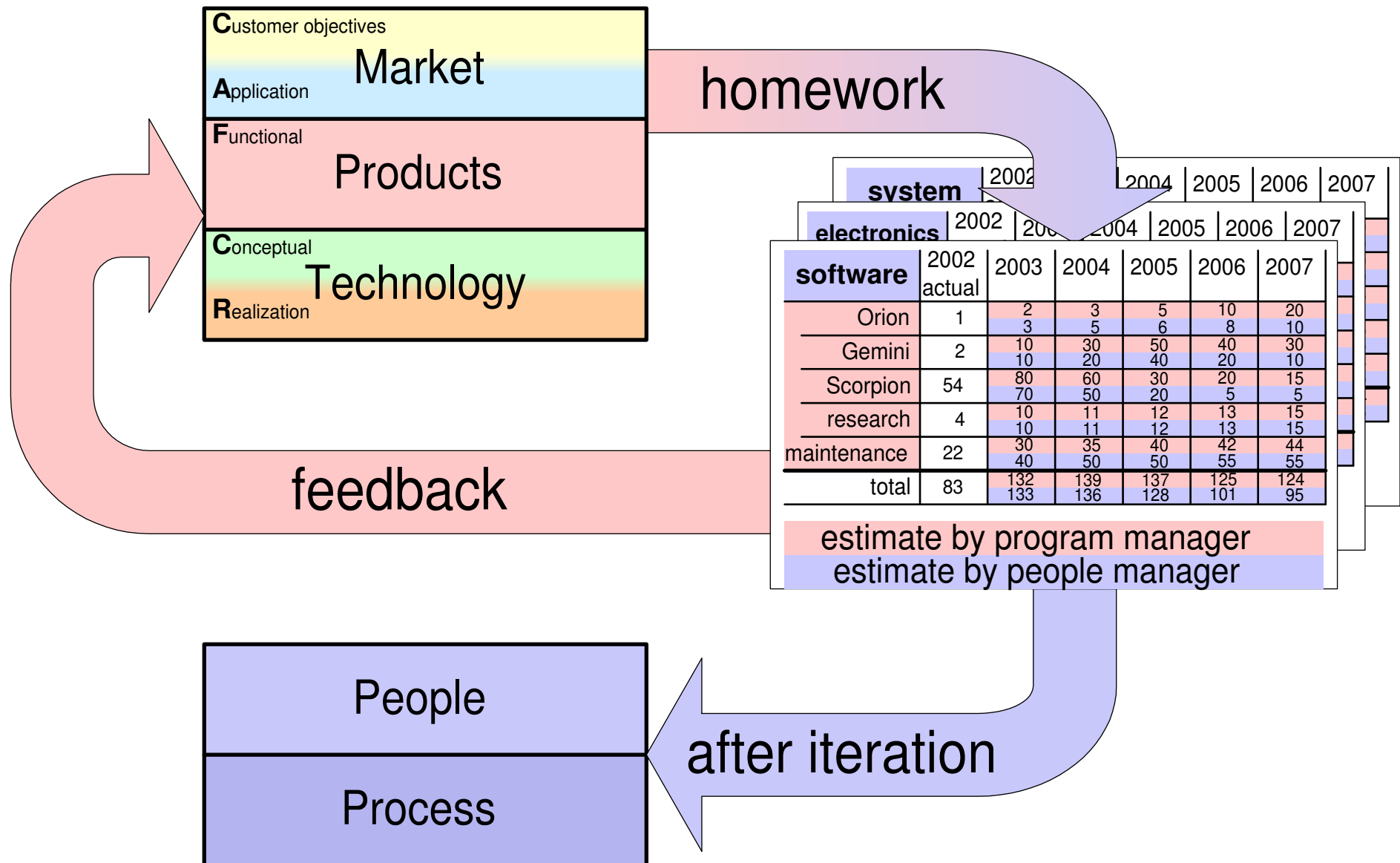


business specific,
but
open and generic



Market		forecasted facts
Products		educated scenarios
Technology	roadmap	forecasted facts
People		estimates
Process		educated scenarios

From Market, Product, Technology to People, Process



People estimate, program view

Gemini	2002 actual	2003	2004	2005	2006	2007
system	1	2	4	5	4	3
		3	5	6	5	4
software	2	10	30	50	40	30
		10	20	40	20	10
electronics	5	16	20	12	4	2
		12	18	16	12	6
mechanics	8	8	5	2	1	1
		12	14	8	6	3
optics	4	6	6	5	4	3
		6	6	5	4	3
total	20	42	64	74	52	39
		43	63	75	47	26

estimates by program manager

estimates by discipline manager

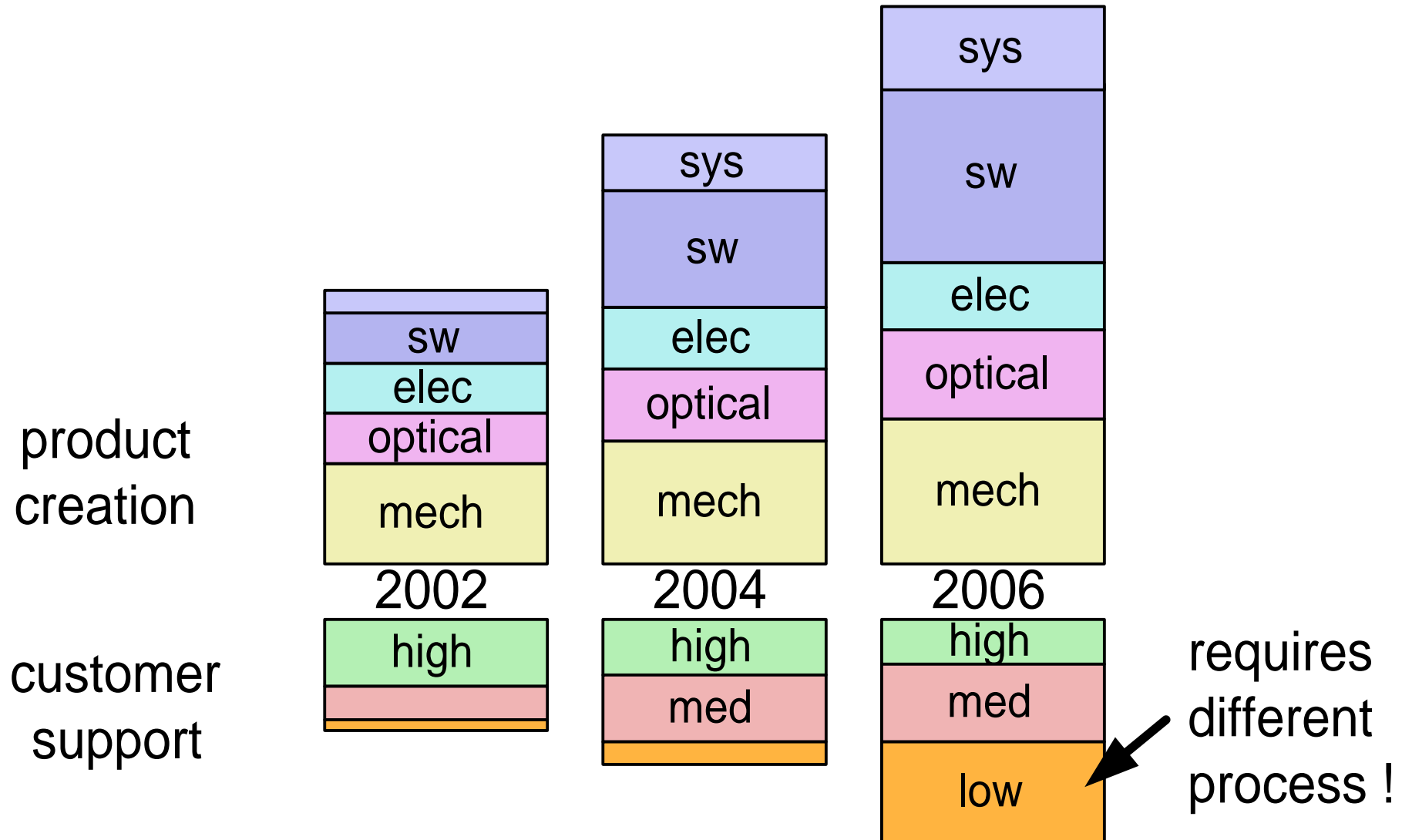
People estimate, discipline view

software	2002 actual	2003	2004	2005	2006	2007
Orion	1	2	3	5	10	20
		3	5	6	8	10
Gemini	2	10	30	50	40	30
		10	20	40	20	10
Scorpion	54	80	60	30	20	15
		70	50	20	5	5
research	4	10	11	12	13	15
		10	11	12	13	15
maintenance	22	30	35	40	42	44
		40	50	50	55	55
total	83	132	139	137	125	124
		133	136	128	101	95

estimate by program manager

estimate by people manager

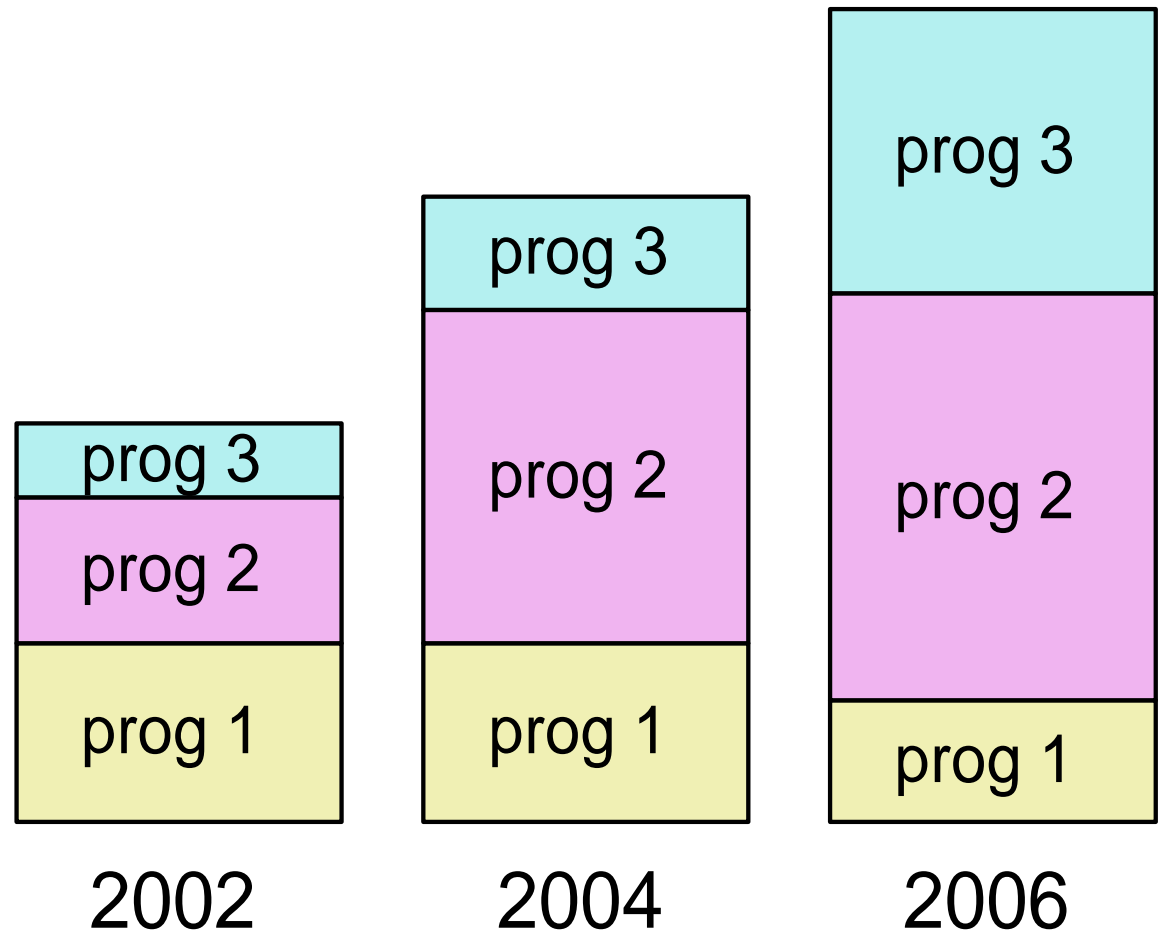
Roadmap of people skills



Operational axis is more dynamic

product creation

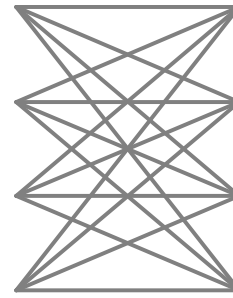
operational
decomposition



From roadmap to planning

roadmap

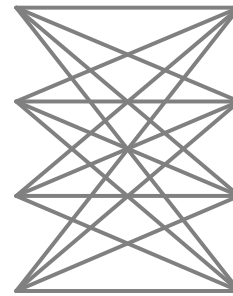
sharing
understanding
exploring
positioning



vision/ambition
opportunities
broader context
consequences

plan

allocate
prepare
commit
empower

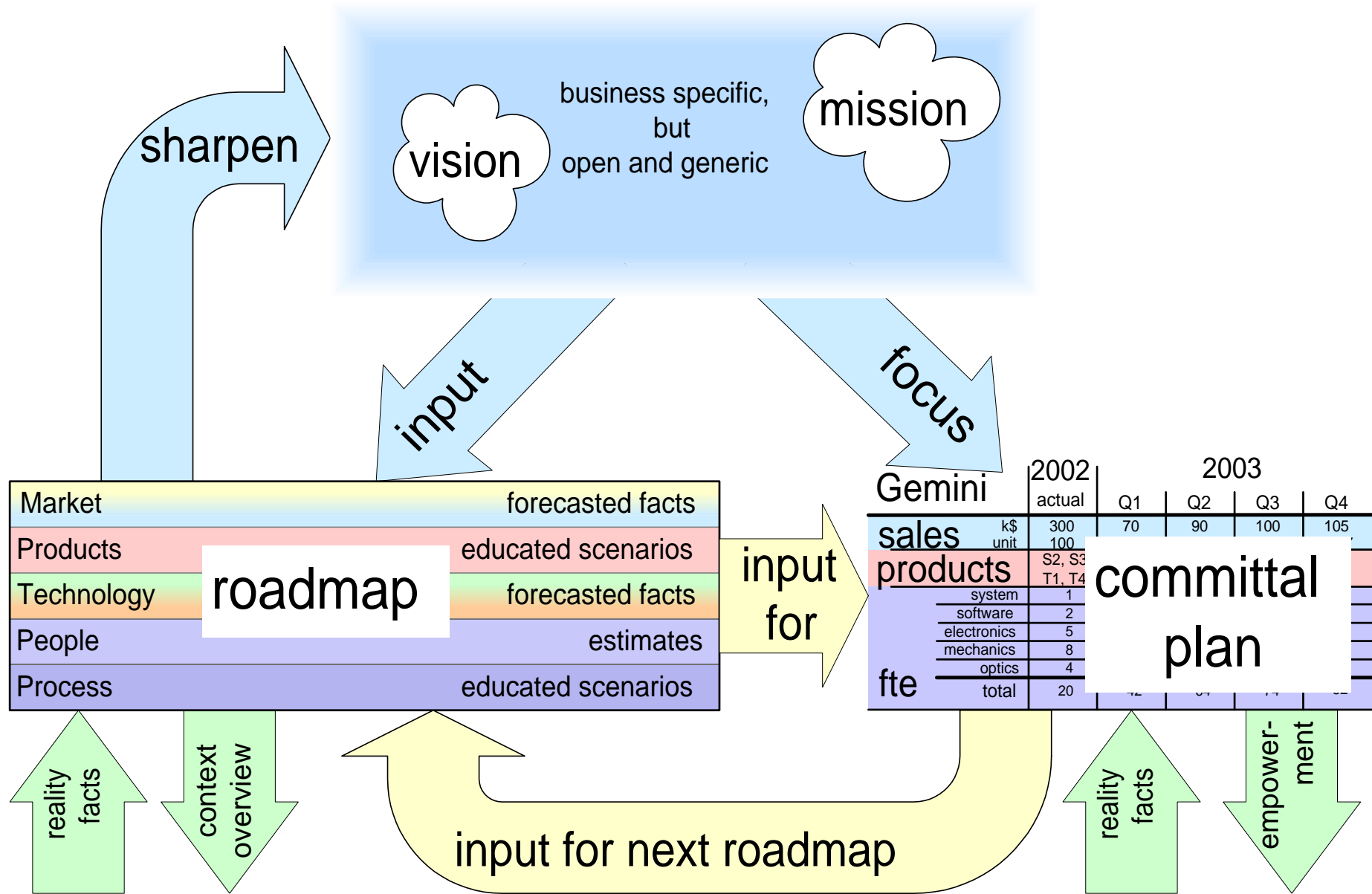


milestones
sales
products
people/skills

Example of committal plan

Gemini		2002	2003			
		actual	Q1	Q2	Q3	Q4
sales	k\$	300	70	90	100	105
	unit	100	20	25	25+3	22+7
products		S2, S3 T1, T4	S4		V6	S6
fte	system	1	2	3	3	4
	software	2	10	18	24	28
	electronics	5	16	17	19	20
	mechanics	8	8	8	6	6
	optics	4	6	6	6	6
	total	20	42	50	58	64

Summary of strategy process



Summary of role in business

