

# The role of roadmapping in the strategy process

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## Abstract

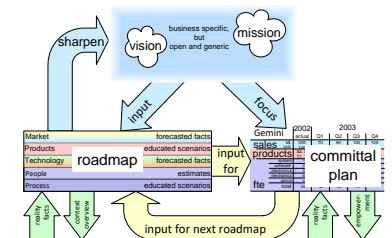
The strategy process is positioned in a simplified decomposition of the business in processes. The "CAFCR" model is introduced as a means to structure a roadmap (CAFCR is also used as a means to structure architecture descriptions and methods).

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.

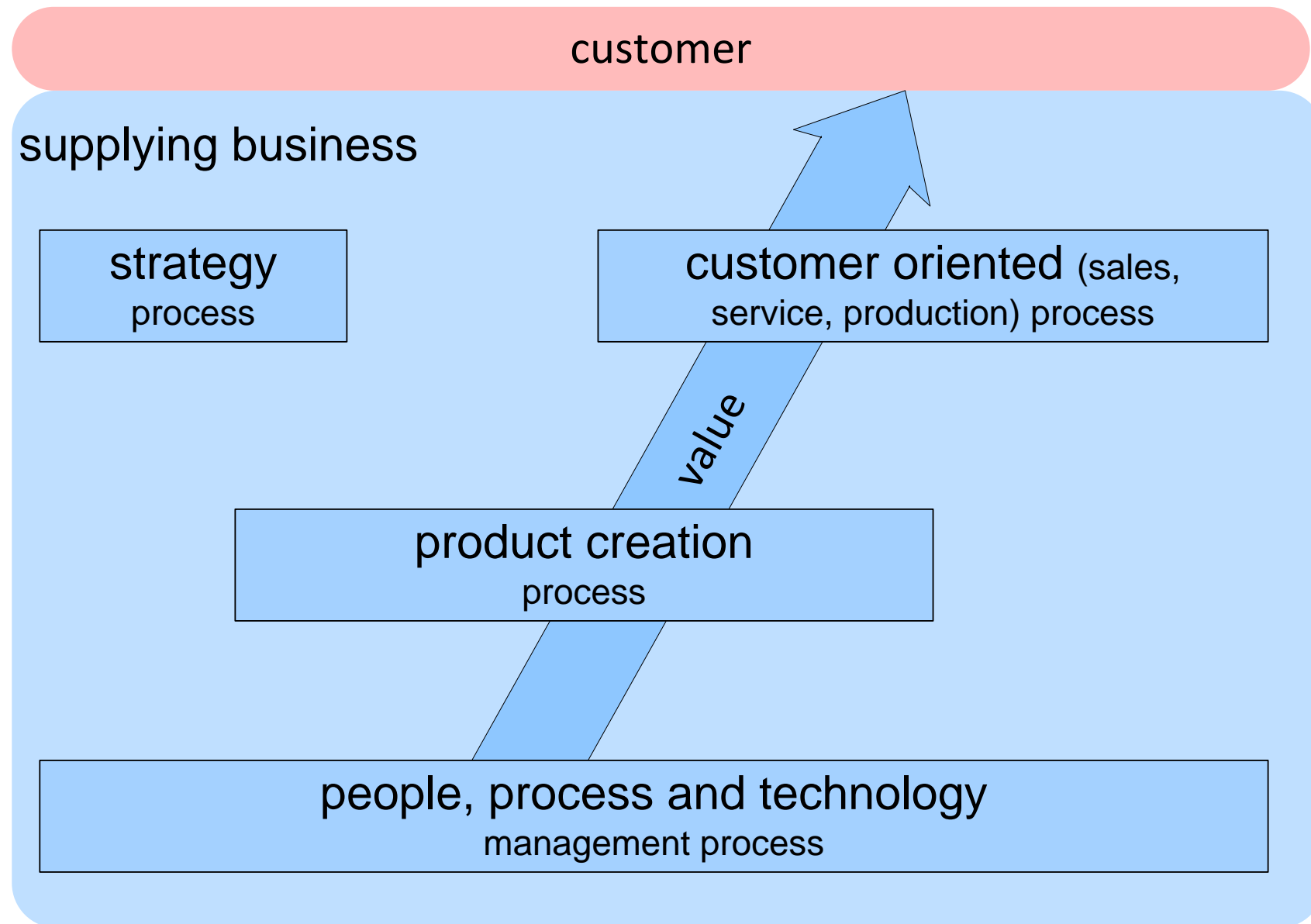
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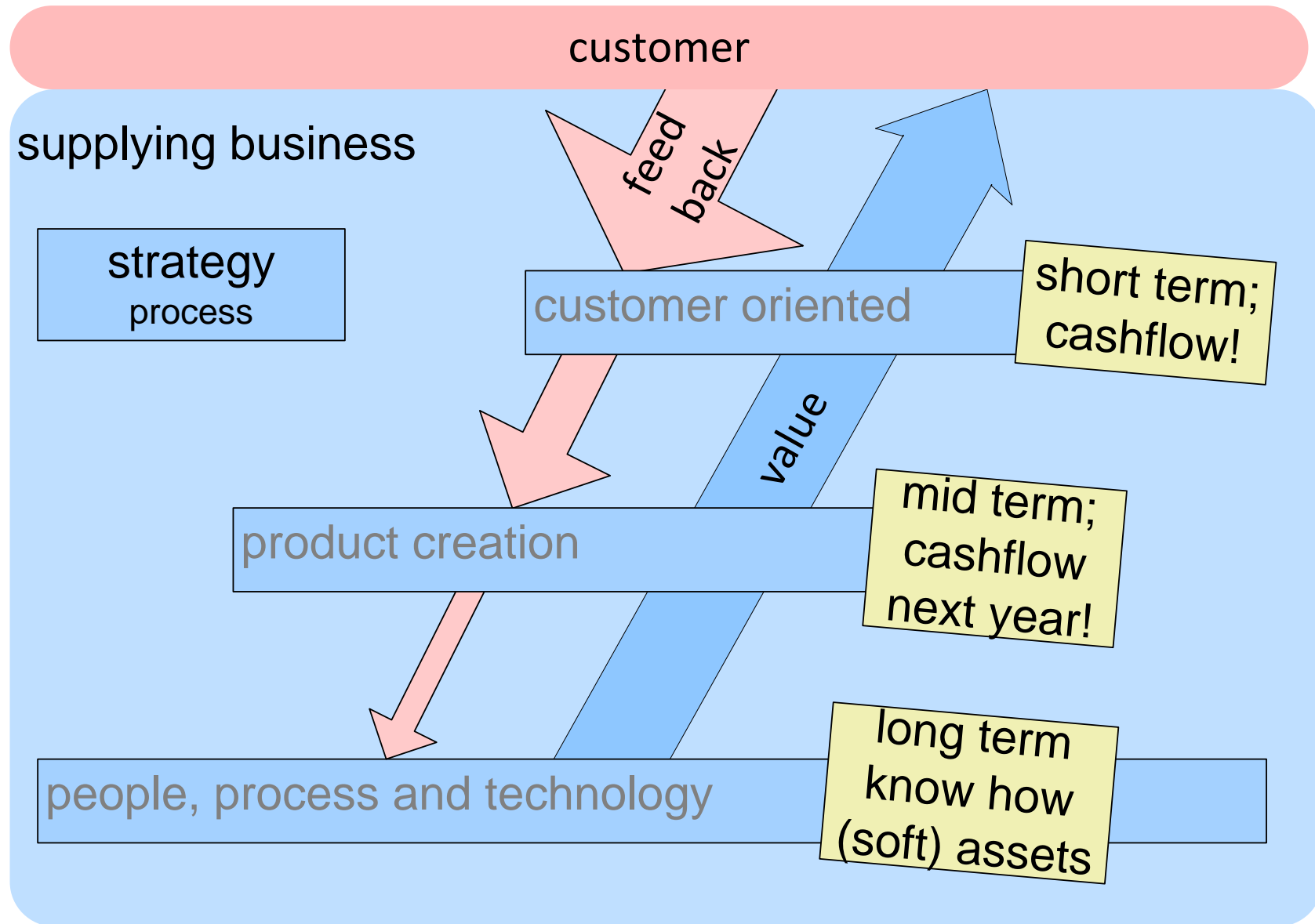
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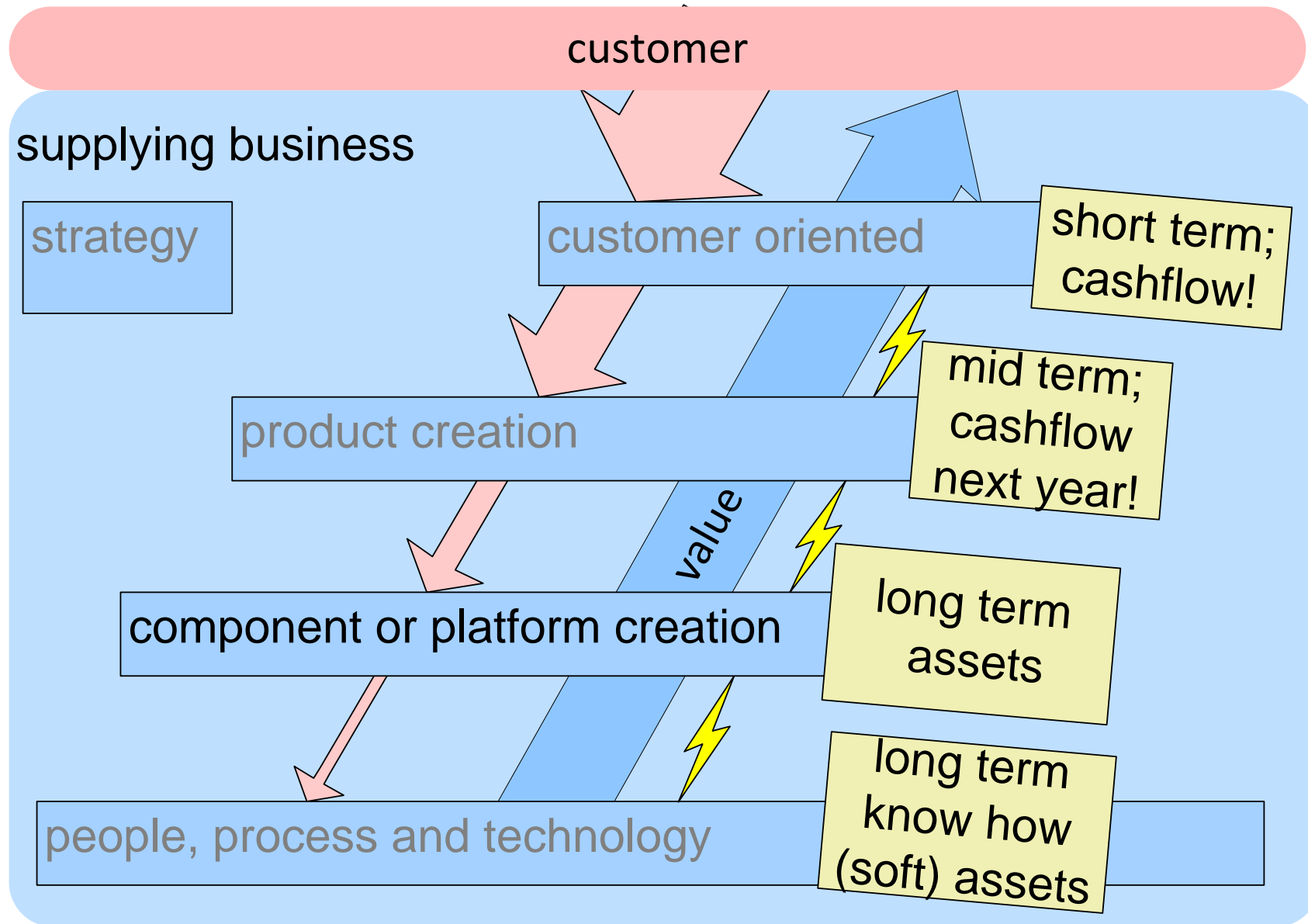
# Simplified process view



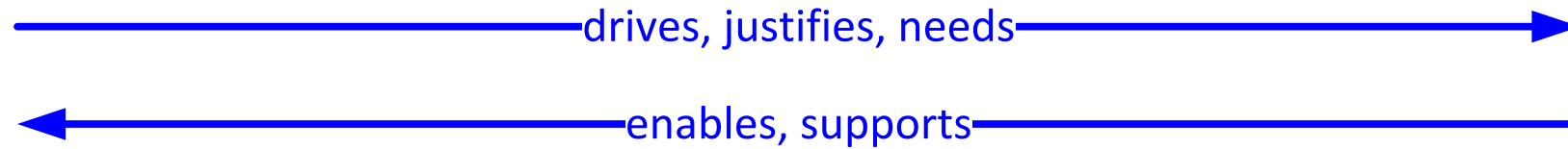
# Tension between processes



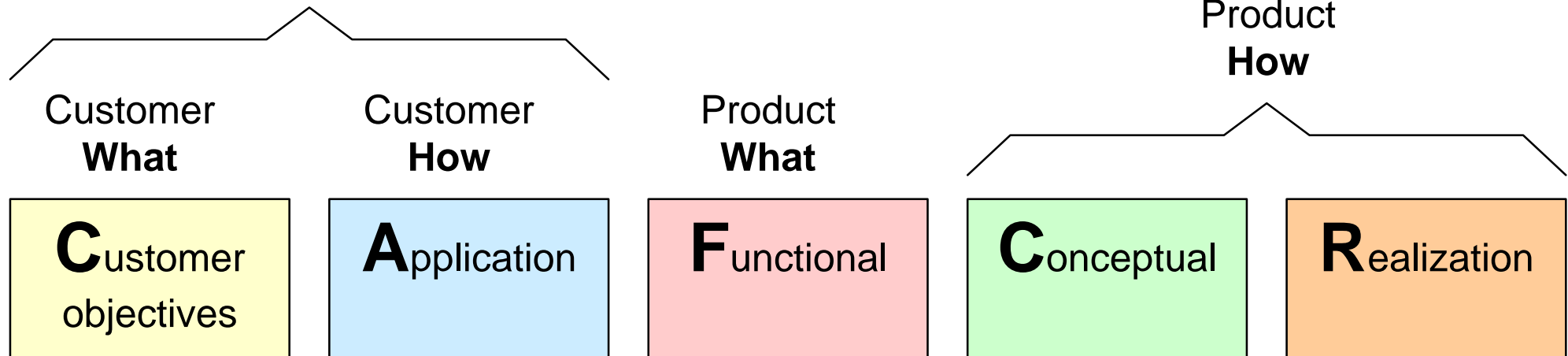
# Platform strategy adds one layer



# CAFCR framework for architecting

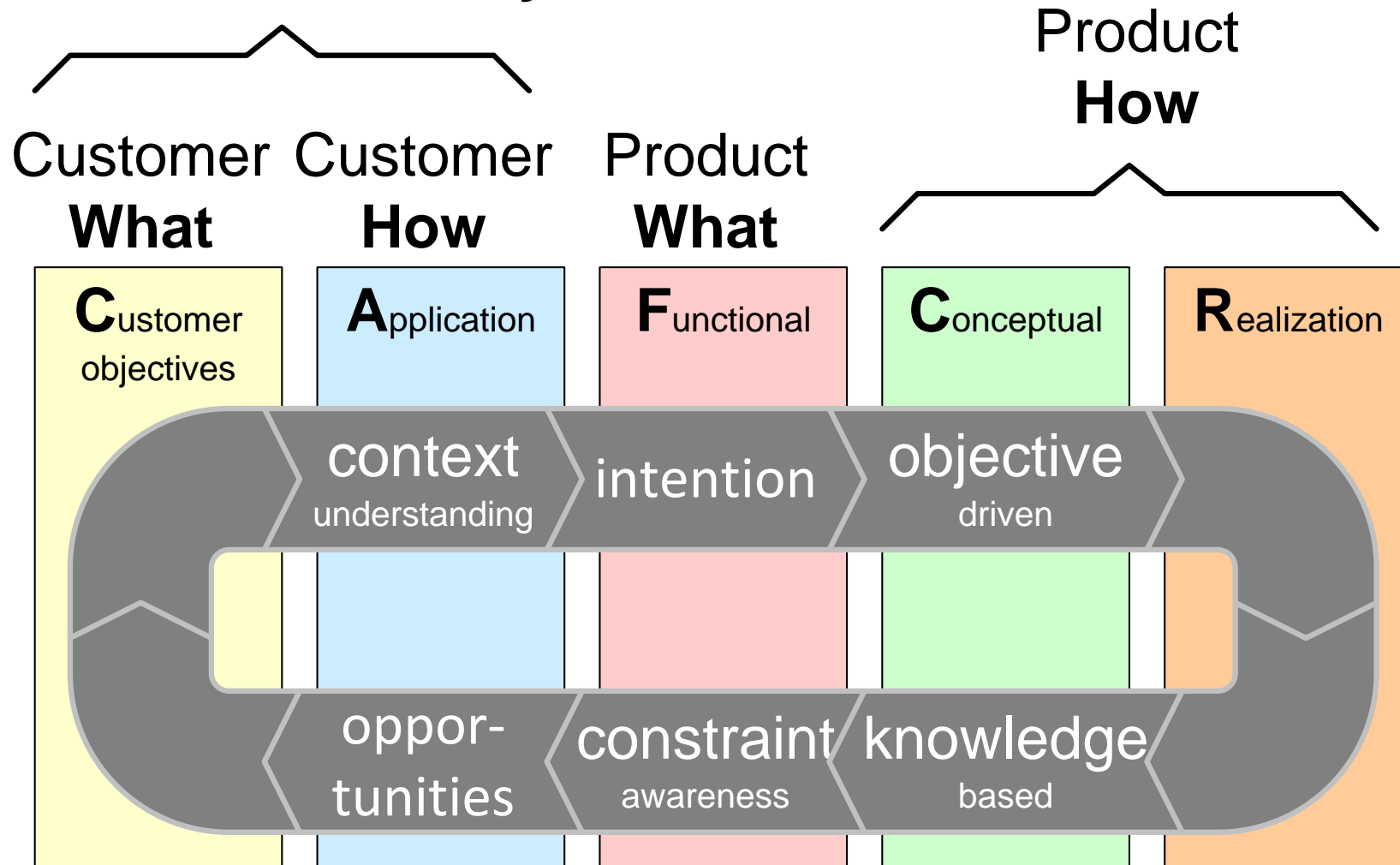


**What** does Customer need  
in Product and **Why?**

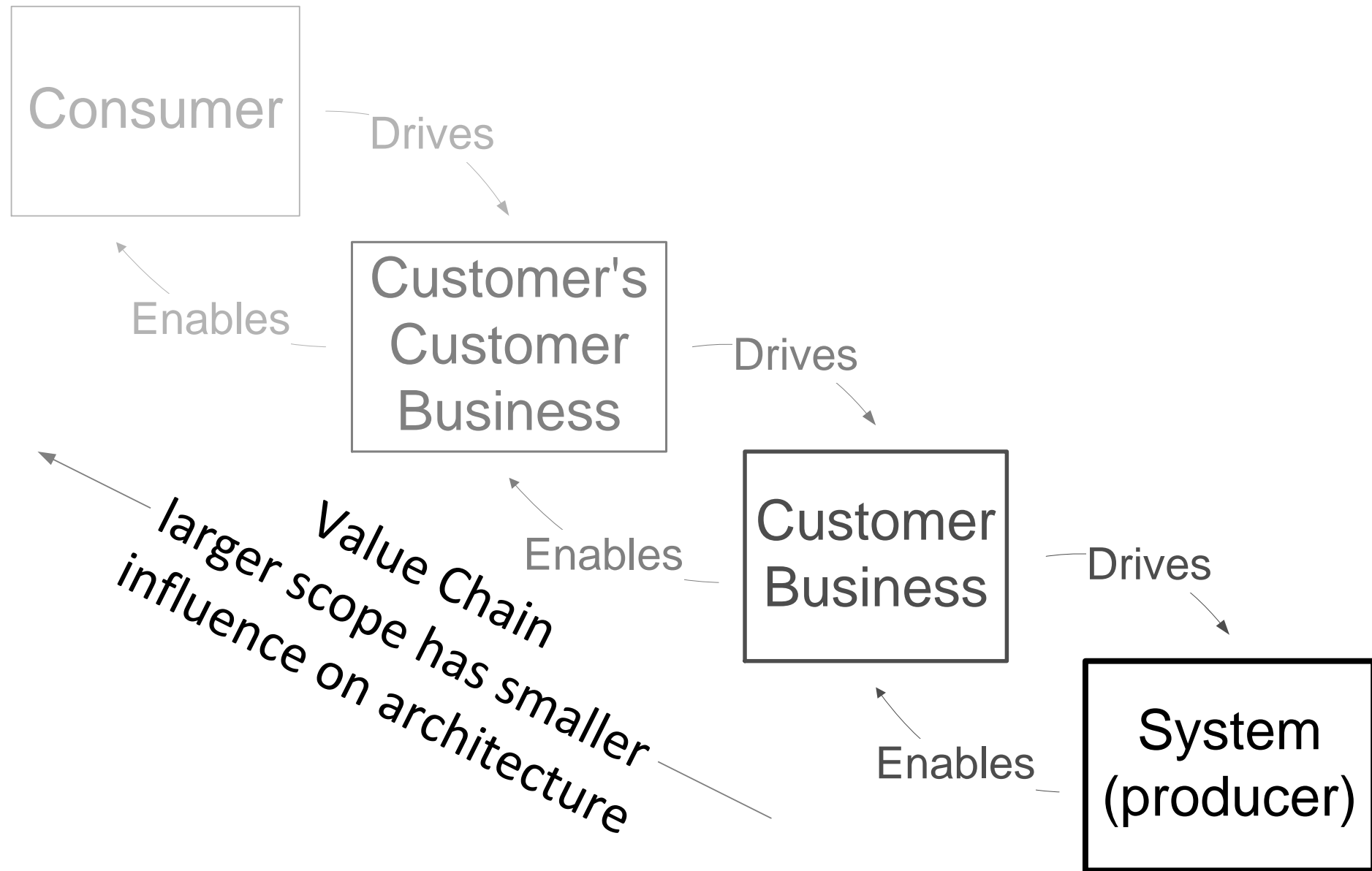


# Integrating CAFCR

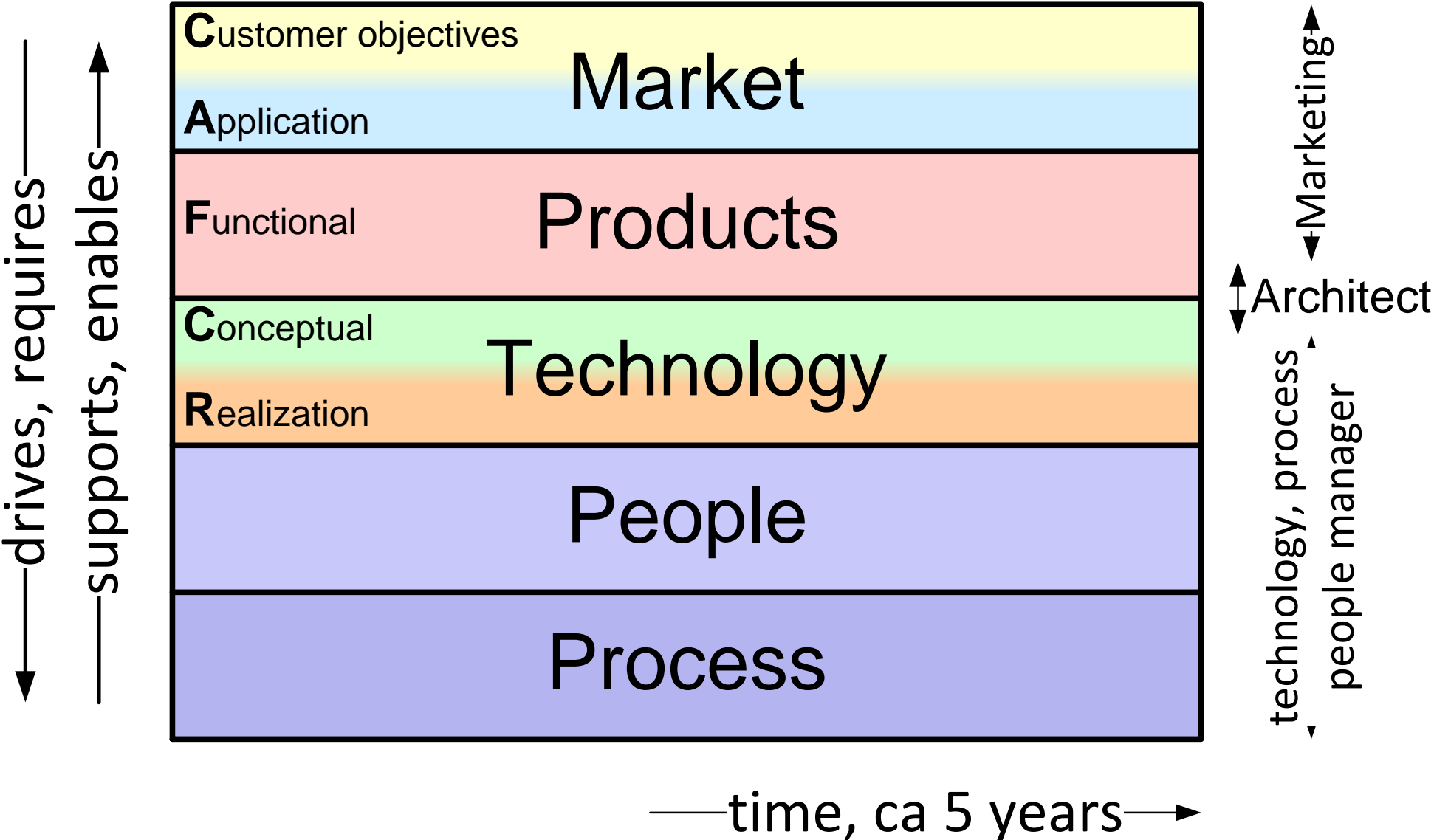
**What** does Customer need  
in Product and **Why?**



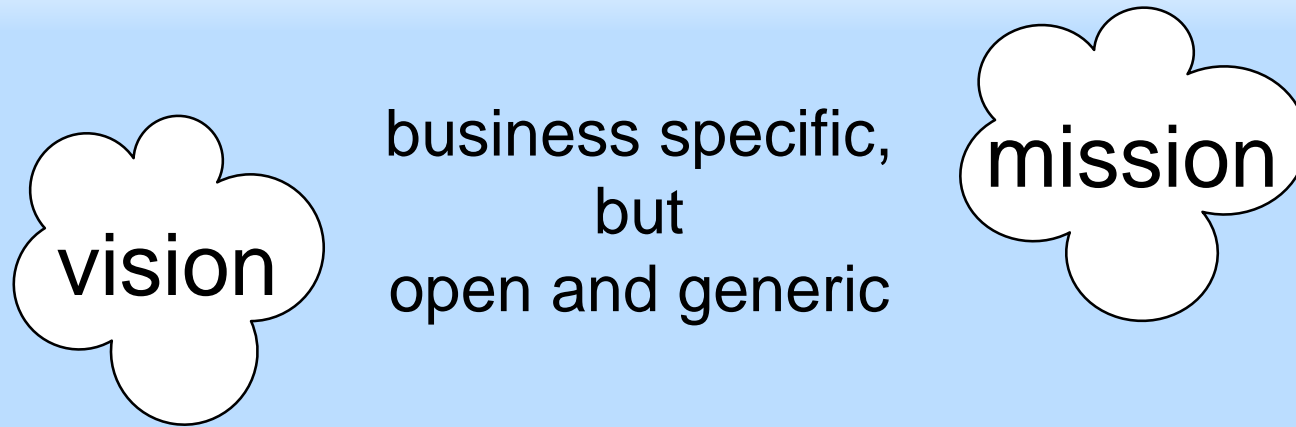
# CAFCR can be applied recursively



# Structure of a roadmap

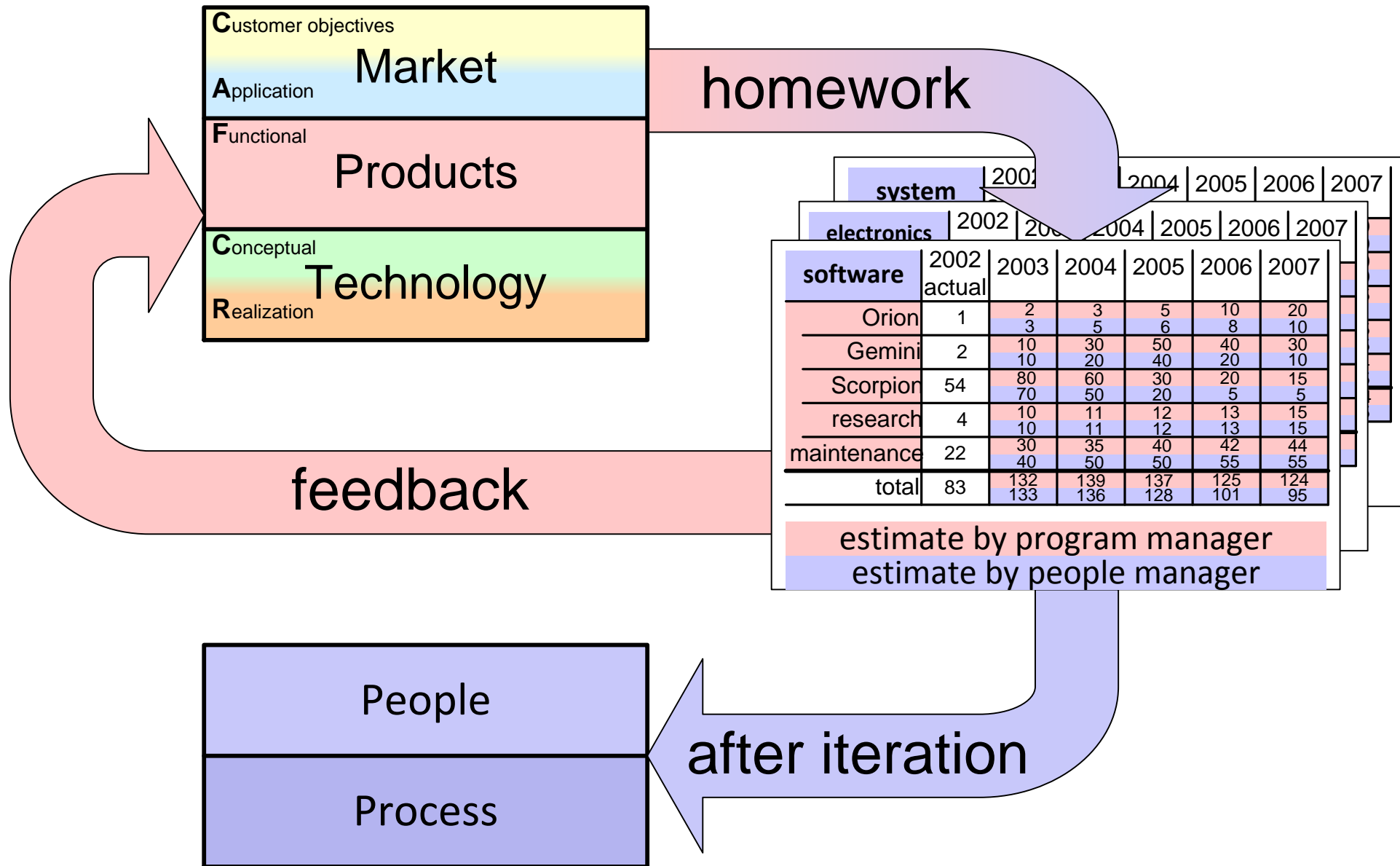


# From generic mission to factual roadmap



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

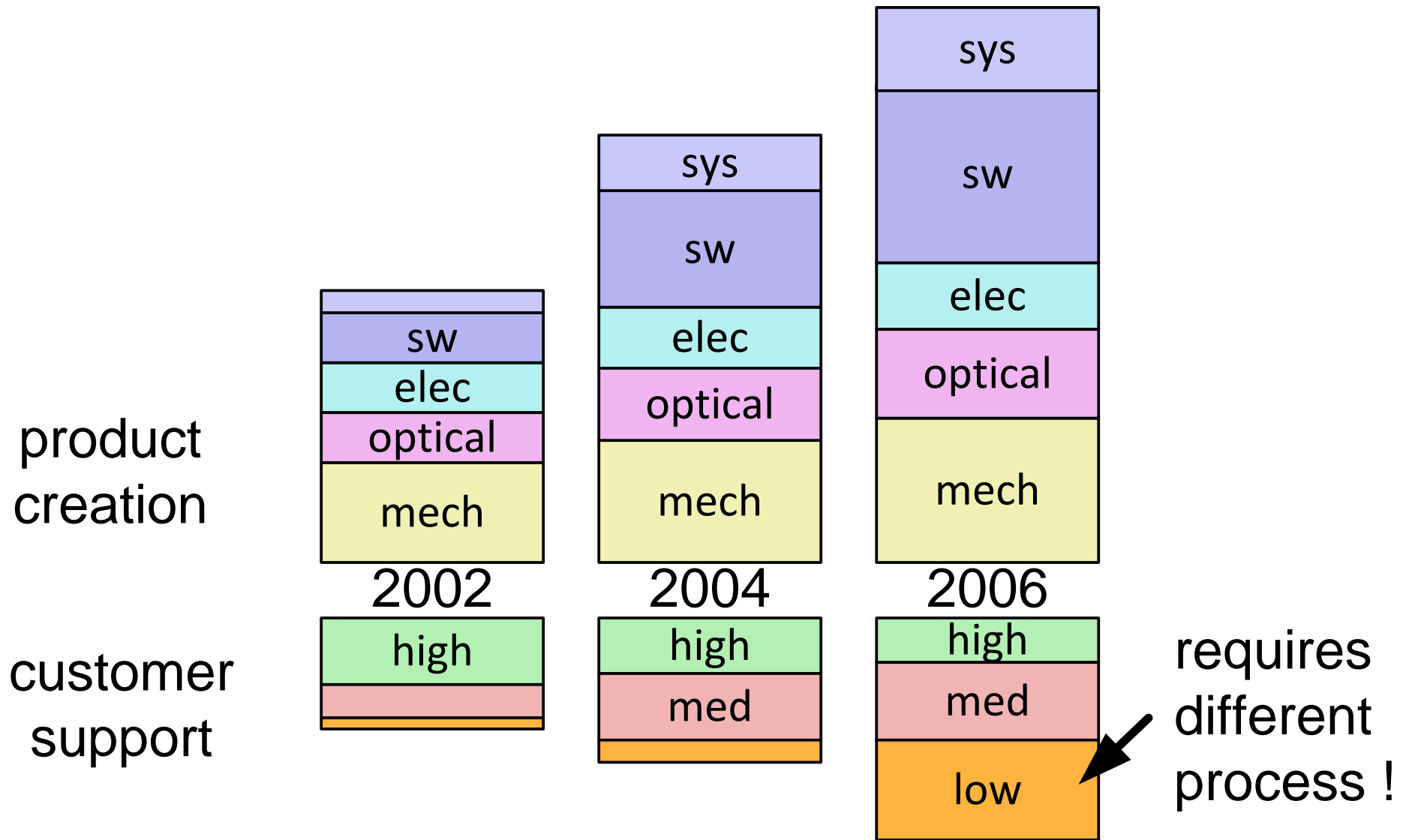
Orion	1	2	3	10	20
		3	5	8	10
Gemini	2	10	30	40	30
		10	20	20	10
Scorpion	54	80	60	20	15
		70	50	5	5
research	4	10	11	13	15
		10	11	13	15
maintenance	22	30	35	42	44
		40	50	55	55
total	83	132	139	125	124
		133	136	101	95

software	2002 actual	2003	2004	2005	2006	2007
				5		
				6		
				50		
				40		
				30		
				20		
				12		
				12		
				40		
				50		
				137		
				128		

estimate by program manager

estimate by people manager

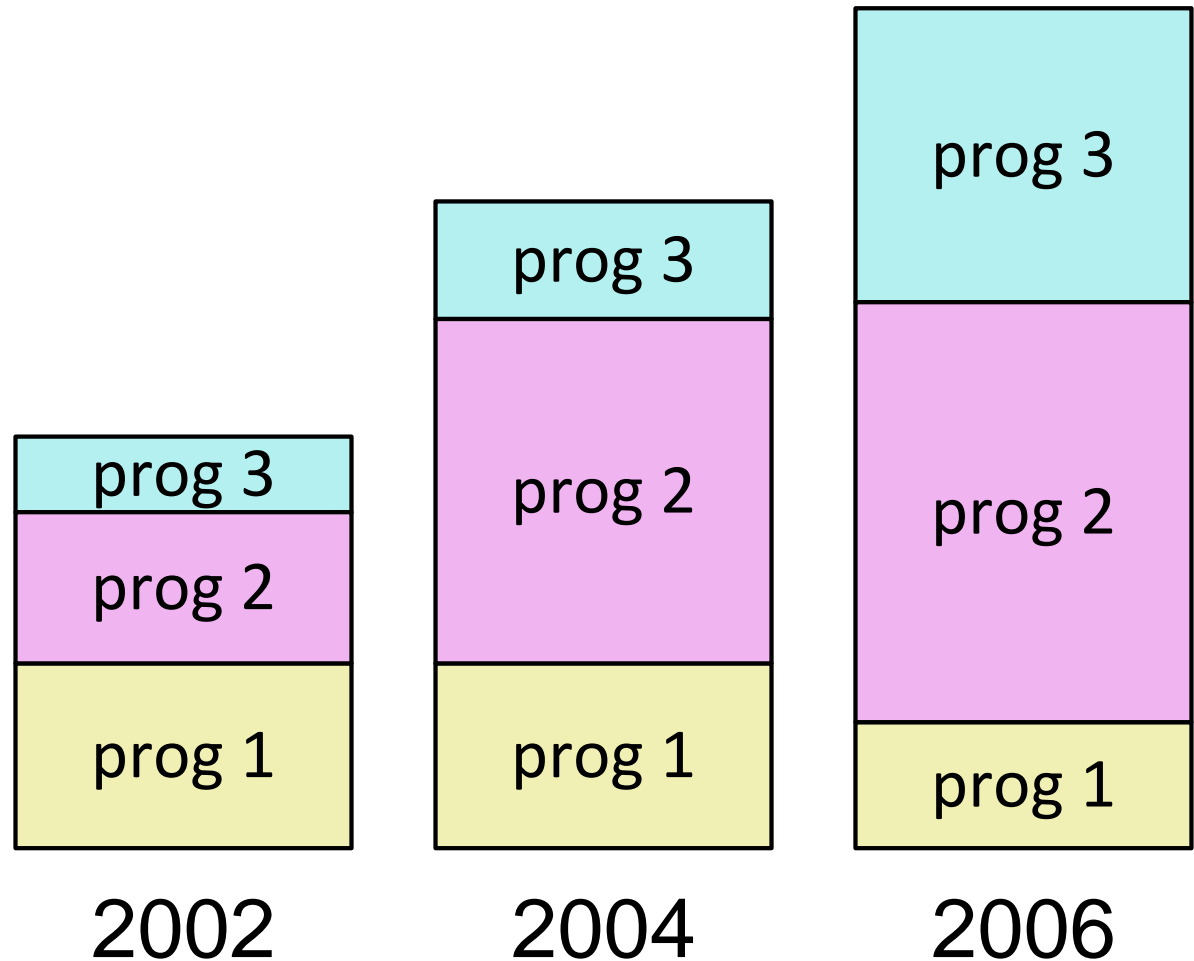
# Roadmap of people skills



# Operational axis is more dynamic

product creation

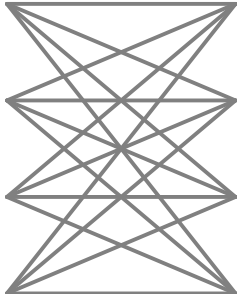
operational  
decomposition



# From roadmap to planning

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roadmap

sharing		vision/ambition
understanding		opportunities
exploring		broader context
positioning		consequences

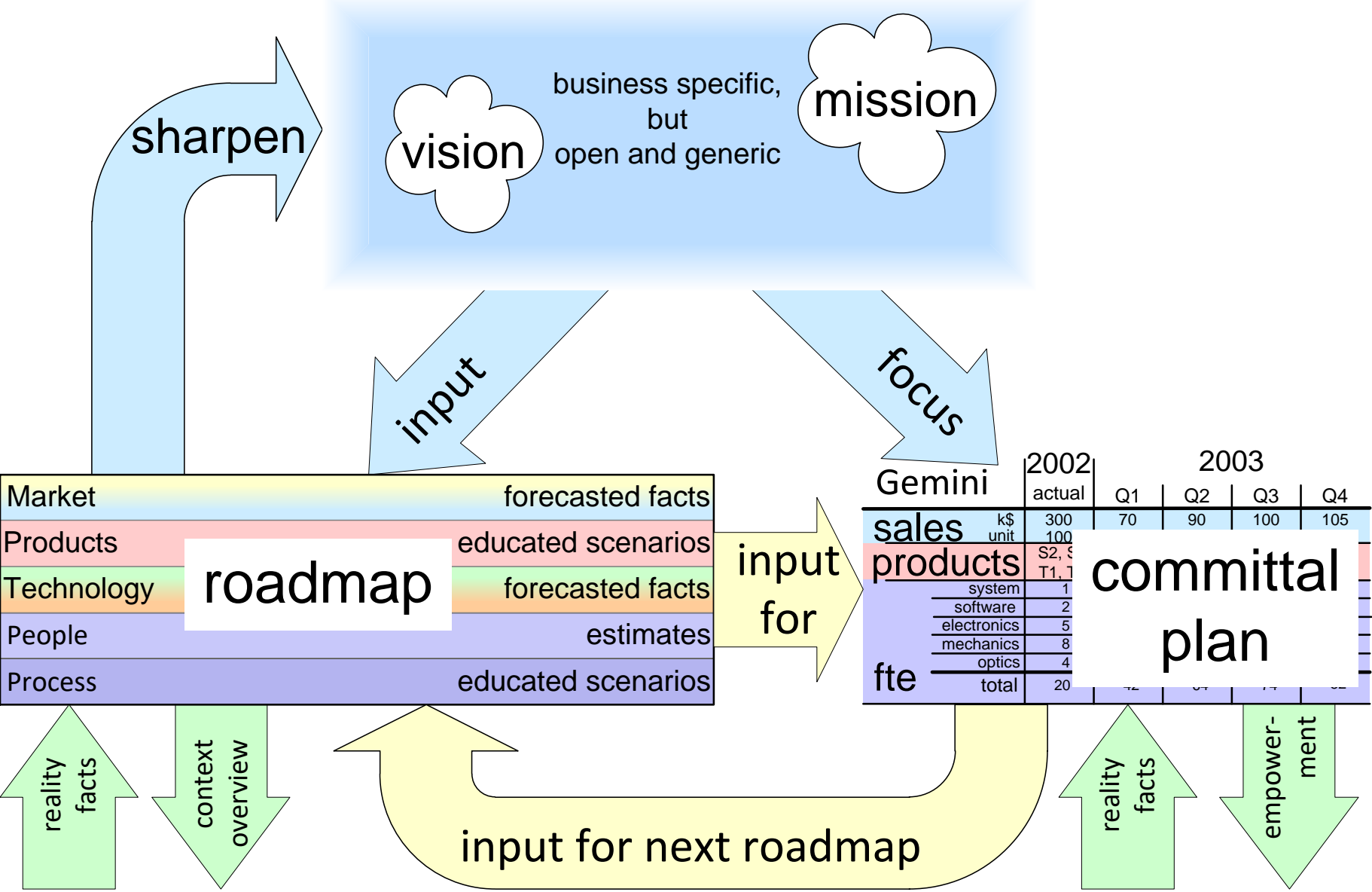
plan

allocate		milestones
prepare		sales
commit		products
empower		people/skills

# Example of committal plan

Gemini		2002	2003			
		actual	Q1	Q2	Q3	Q4
<b>sales</b>	k\$	300	70	90	100	105
	unit	100	20	25	25+3	22+7
<b>products</b>		S2, S3 T1, T4	S4		V6	S6
<b>fte</b>	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
	<b>total</b>	20	42	50	58	64

# Summary of strategy process



# Summary of role in business

