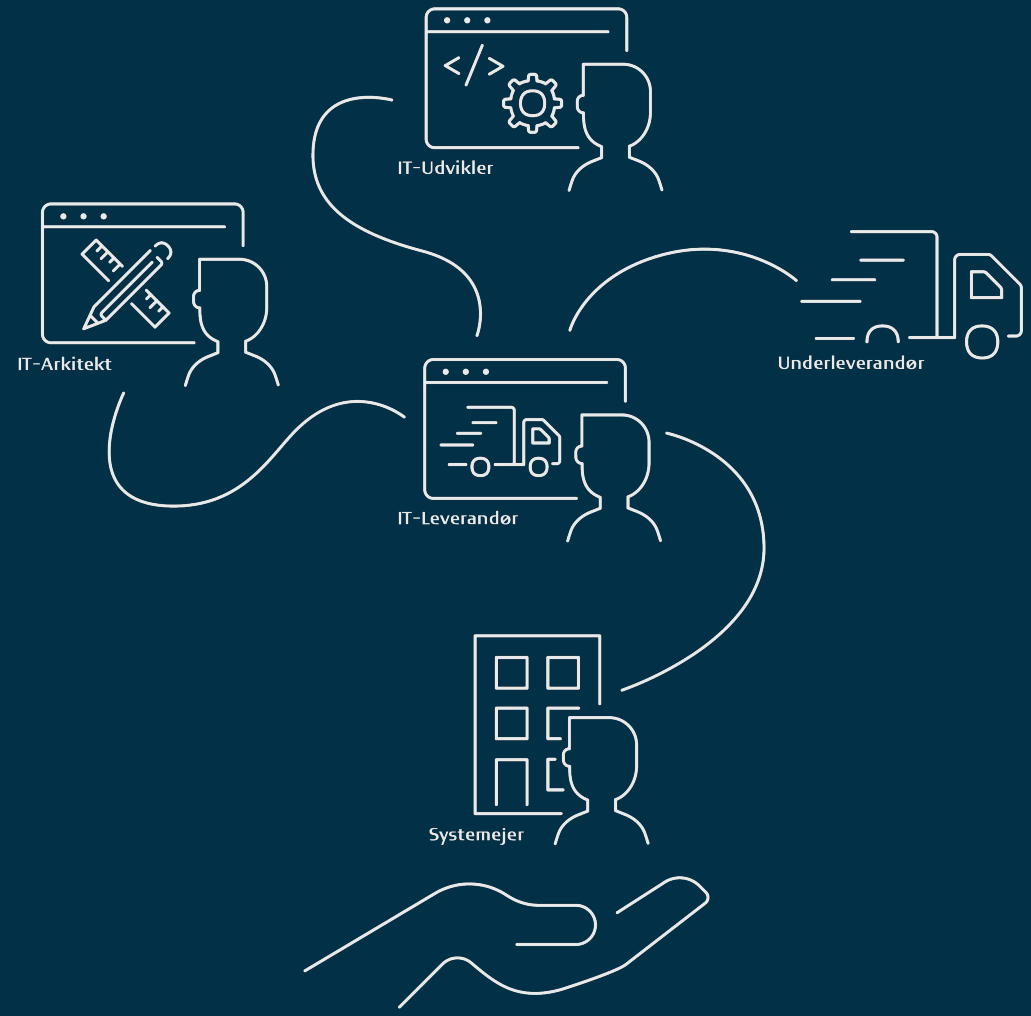
LAKESIDE



LAKESIDE

LAKESIDE

ROADMAPS

SOM PROCES OG STRATEGISK VÆRKTØJ

Høst gevinster med roadmapping

Gjort og brugt rigtigt bidrager roadmaps til, at du mere sikkert kan høste gevinsterne af dine it- og digitaliseringsprojekter.

XRAY

LAKESIDE

PROGRAM

HØST GEVINSTER MED ROADMAPPING

14:30	Netværk og snacks
15:00	Velkommen og introduktion
15:10	Roadmap Gallery Walk "Do's and Don'ts"
15:30	Oplæg "Roadmapping 101 - et crash course i proces og værktøjer"
16:10	Åben dialog med afsæt i gode fif, proces og konkrete værktøjer til dit eget roadmap
16:40	Netværk og tapas
17:00	Tak for denne gang

XRAY

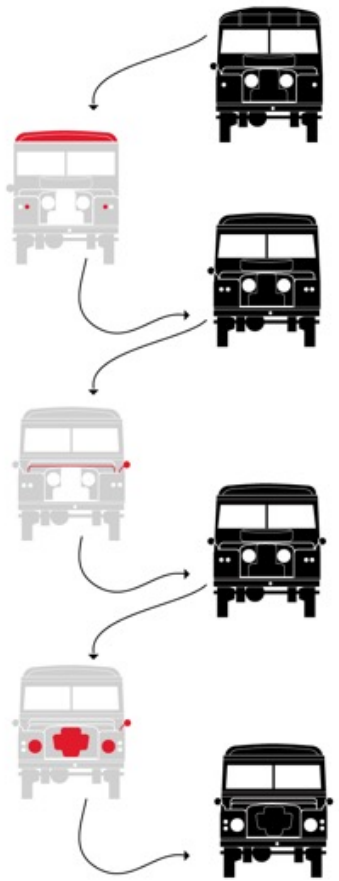
LAKESIDE

A ROADMAP IS A ROADMAP IS A ROADMAP...

Land Rover

+ EVOLUCIÓN

Series clásicas
1948-1985



1948
Series I

Aparición con un inusual sistema 4WD manual, y un motor de 4 cilindros (i4).

1958
Series II

Se modificó muy poco la cabina, pero su motor i4 fue uno de los primeros en 2 litros en gasolina.

1961
Series IIA

Su diseño de capó del motor plano lo identifica; no obstante, algunos modelos cambiaron también algunos otros detalles.

1971
Series III

Mantuvieron el diseño tradicional del IIA, en 14 años se fabricó medio millon de estos modelos y durante esos años se dedicaron a mejora el rendimiento del motor, creando variedades de motores de 73 caballos de fuerza(HP) hasta culminar con el V8 de 91 HP.

XRAY

LAKESIDE

ROADMAPPING THE ROADMAP

Roadmapping = the *process* we go through supported by numerous methods to facilitate the cognitive and often social interactions called a “strategic dialogue”.

Roadmap = the *output* from the process above often realized in one or more visualisations by a specialized set of tools.

WE KNOW A ROADMAP WHEN WE SEE ONE…

Gallery Walk Instructions:

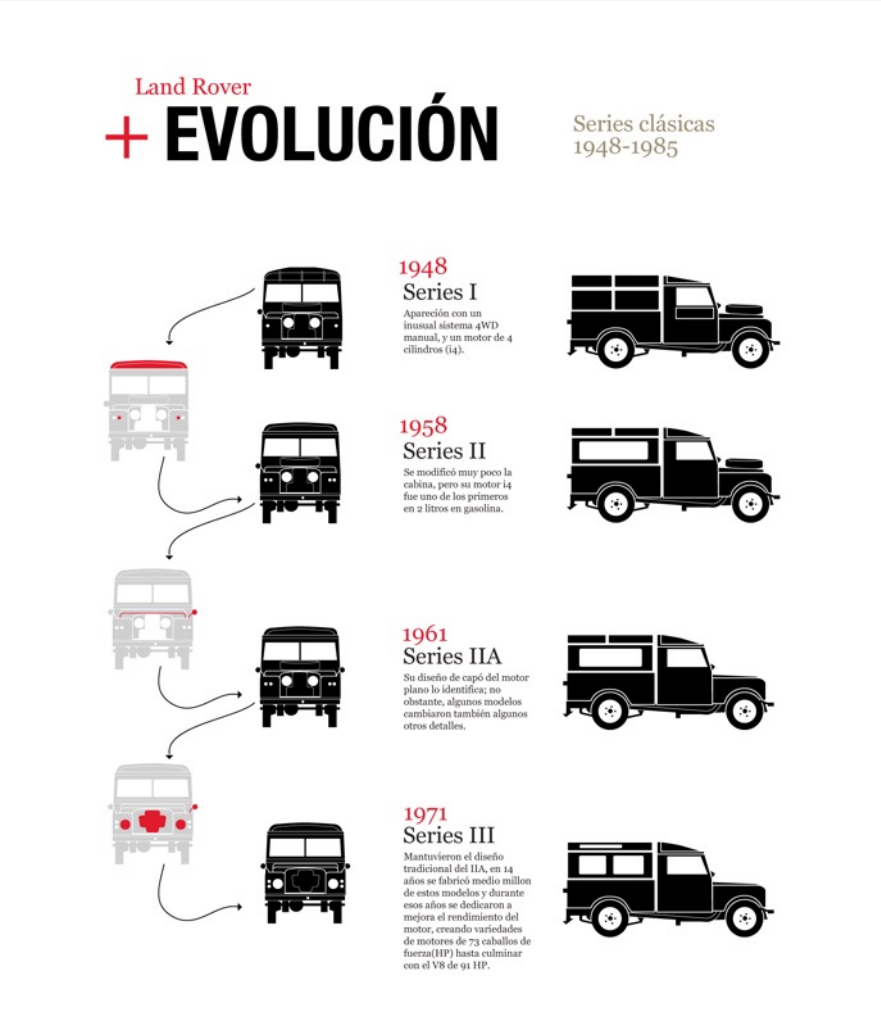
1) Take a walk in our roadmap gallery
2) Discuss the exhibited pieces
3) Mark with a green dot (●) pieces or details you fancy or would buy
4) Mark with a red dot (●)…
5) See if you can spot the counterfeit roadmaps

DO'S AND DON'TS

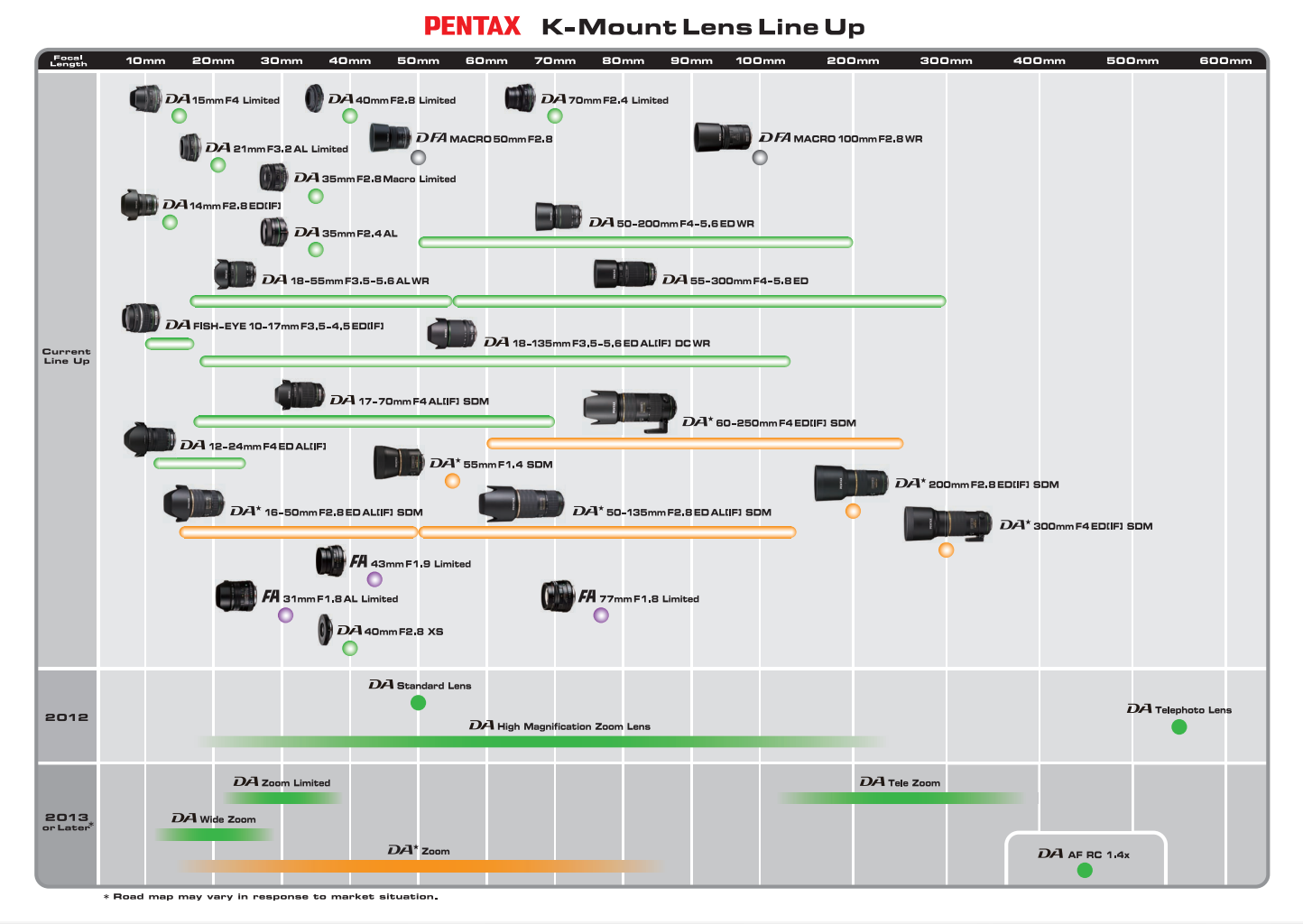
What seems to work in ”good” roadmaps?

What seems to be the ’meh…’ in less efficient roadmaps?

WE KNOW A ROADMAP WHEN WE SEE ONE...



WE KNOW A ROADMAP WHEN WE SEE ONE...



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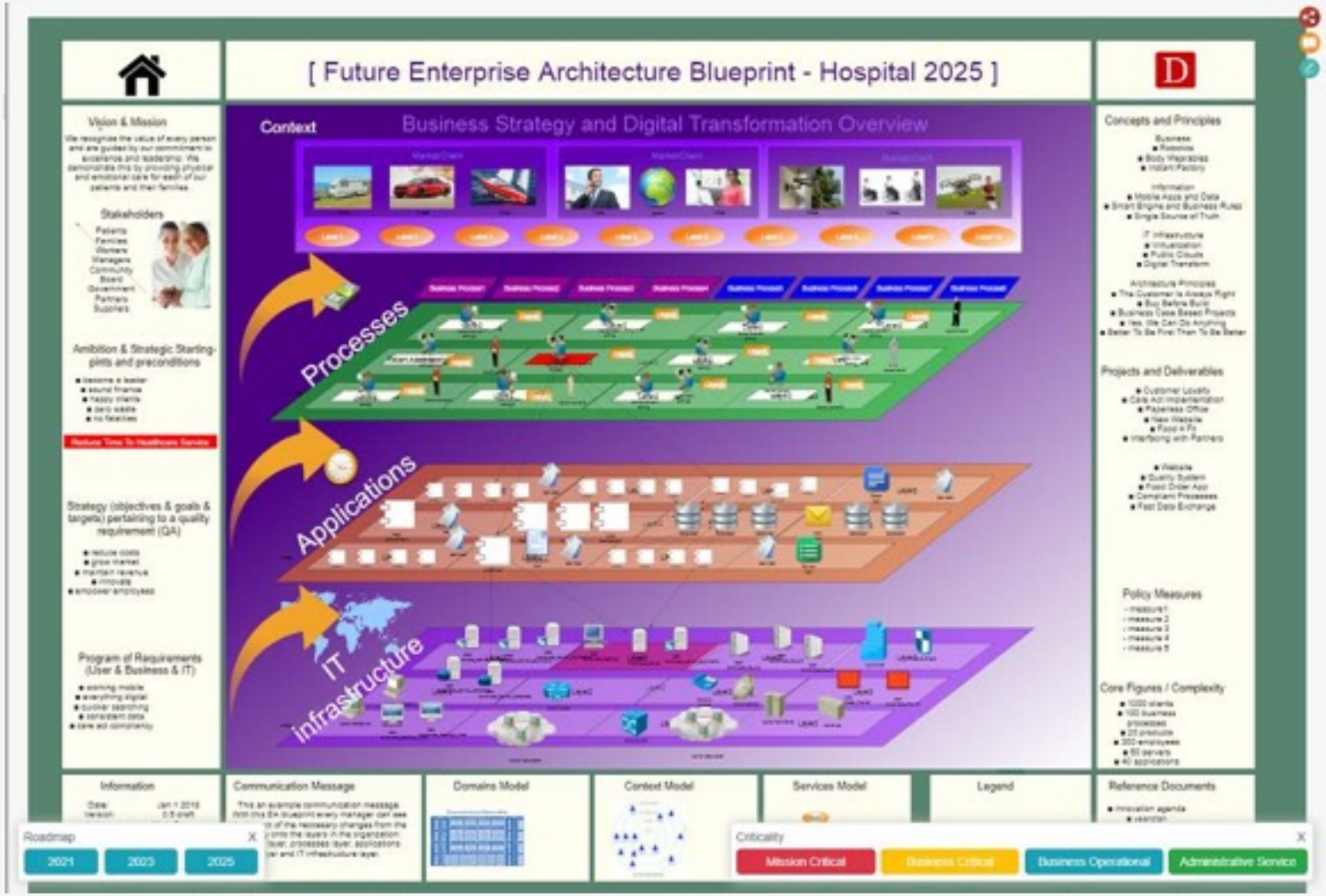

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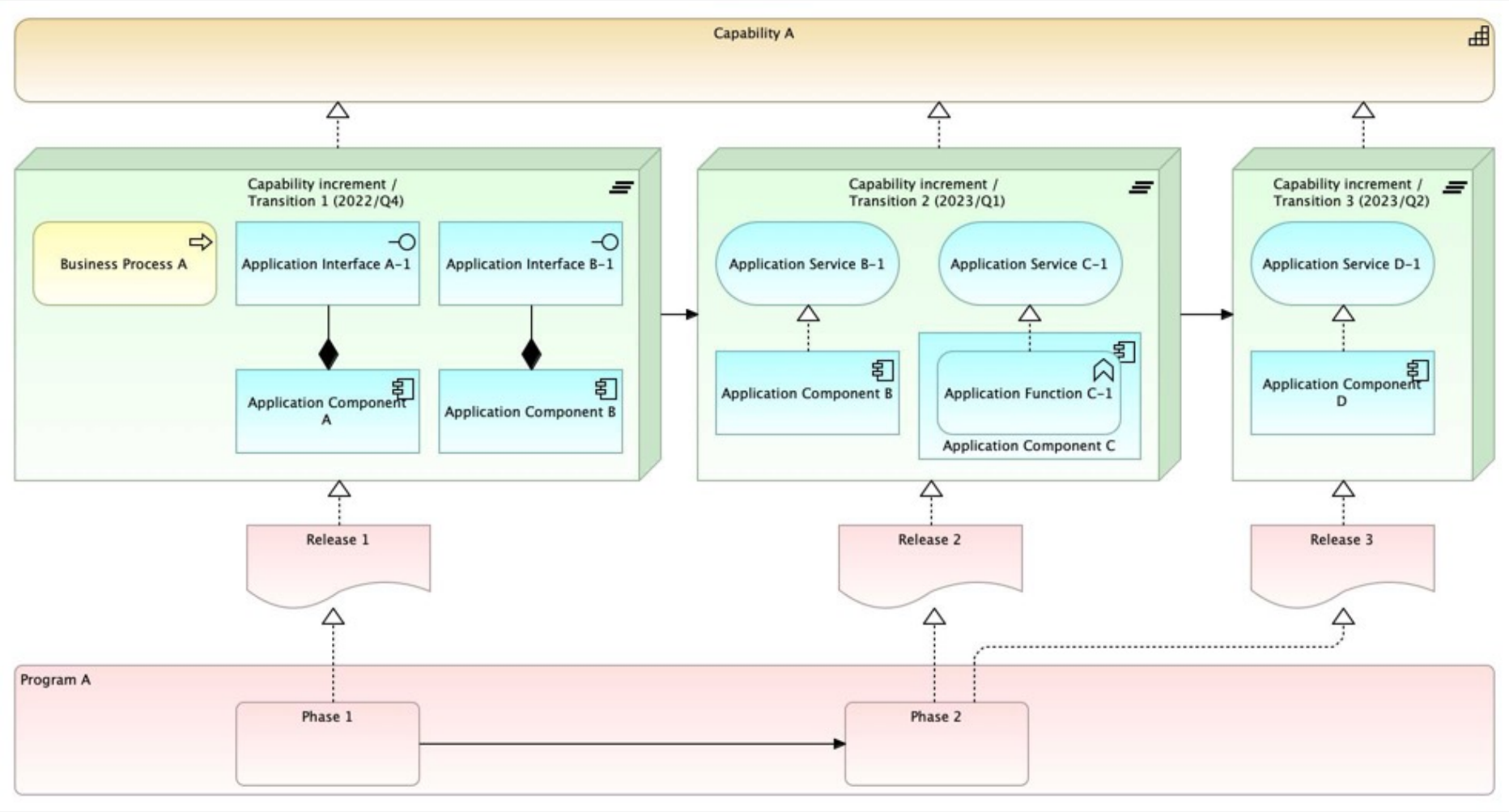


ROADMAPPING CRASH COURSE

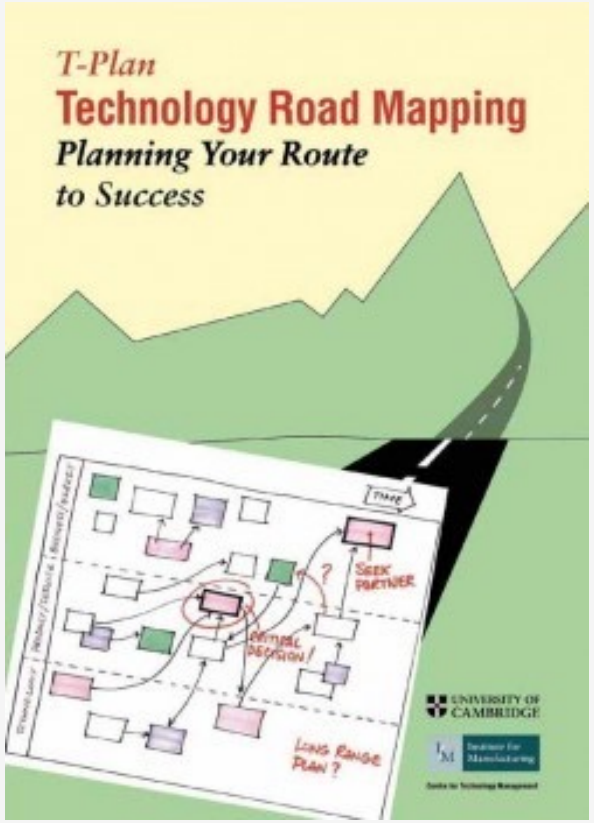
Prepare yourself for impact!

ACADEMIC HEADWATERS

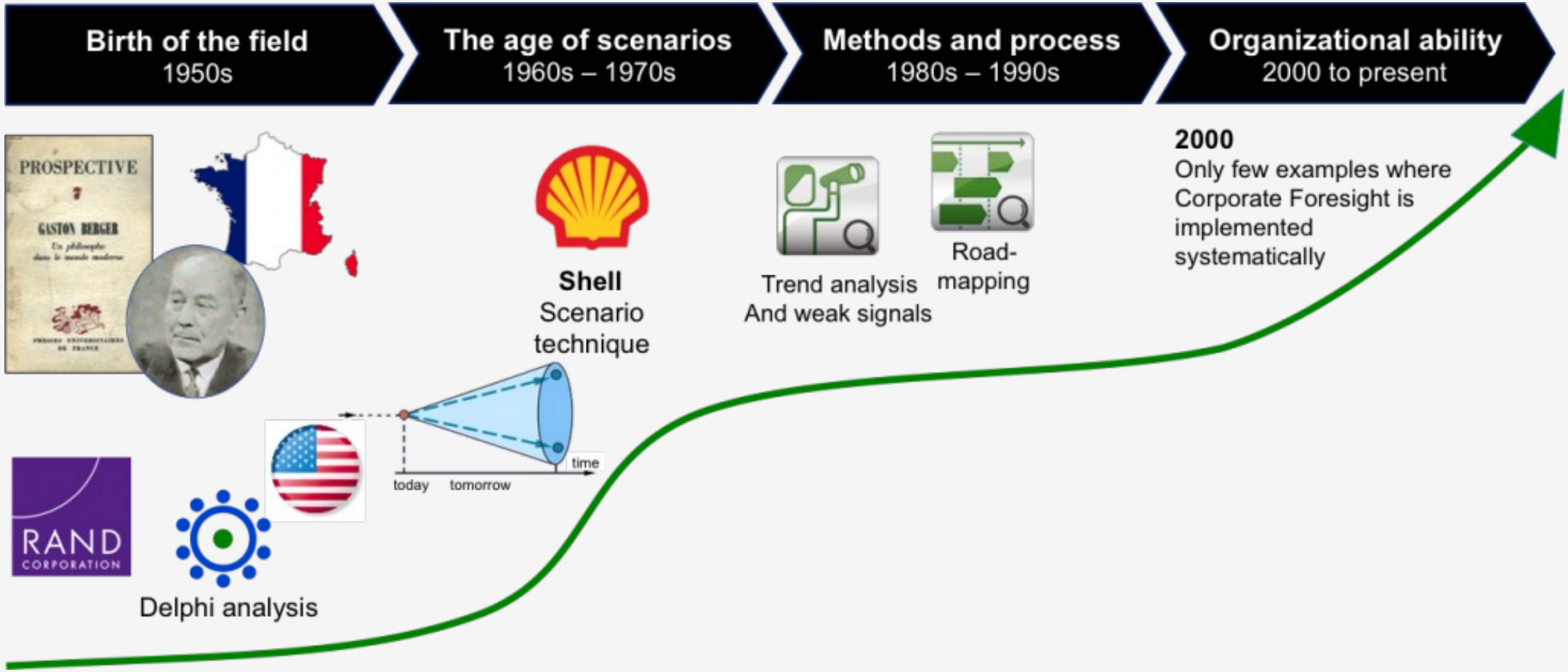
The roadmapping methodologies expressed in the T- and S-Plan from the Institute of Manufacturing (IMF) at Cambridge University.

DTU Foresight Research – especially the works of Per Dannemand Andersen.

Frauenhofer Institute – on methods and tools and on, and on….



A QUICK DASH DOWN MEMORY LANE



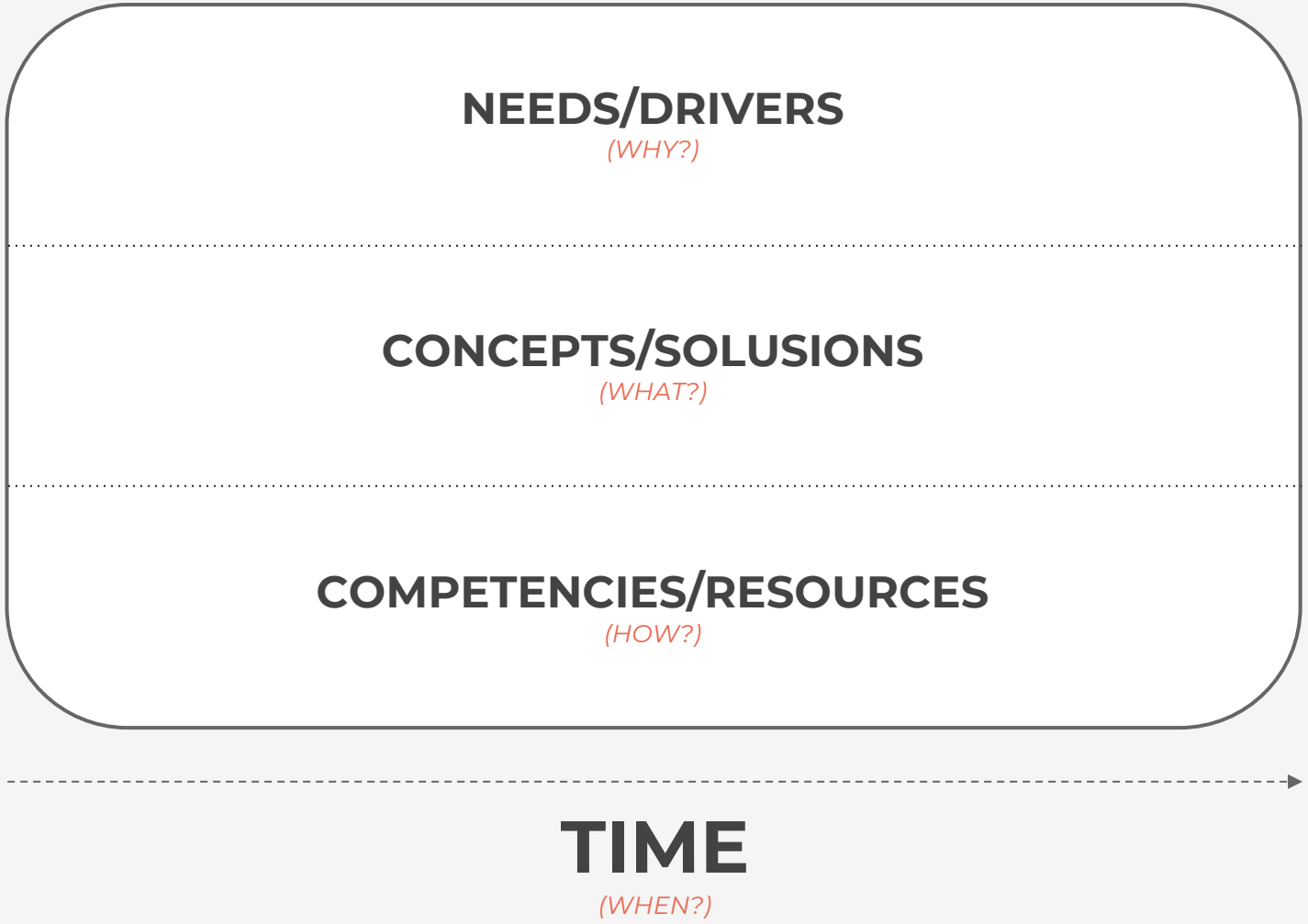
Source: https://rene-rohrbeck.de/2021/02/24/historical-background-of-corporate-foresight/

THE UNIVERSAL ANATOMY OF A ROADMAP

Use cases/needs/demands
Market, the business domain, client

Design/development
Product(s), services, systems

Technologies
Knowledge/skillsets, R&D, ressources



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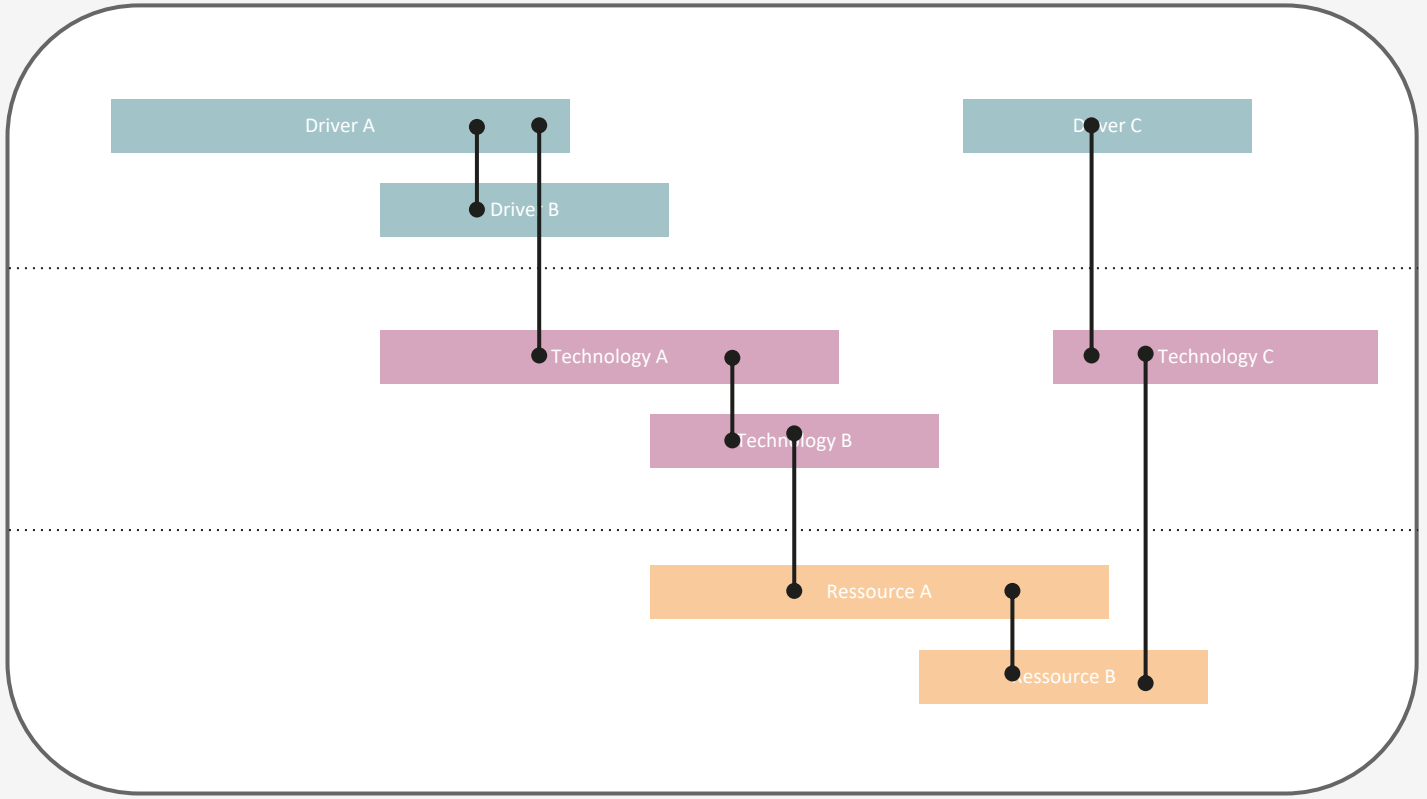


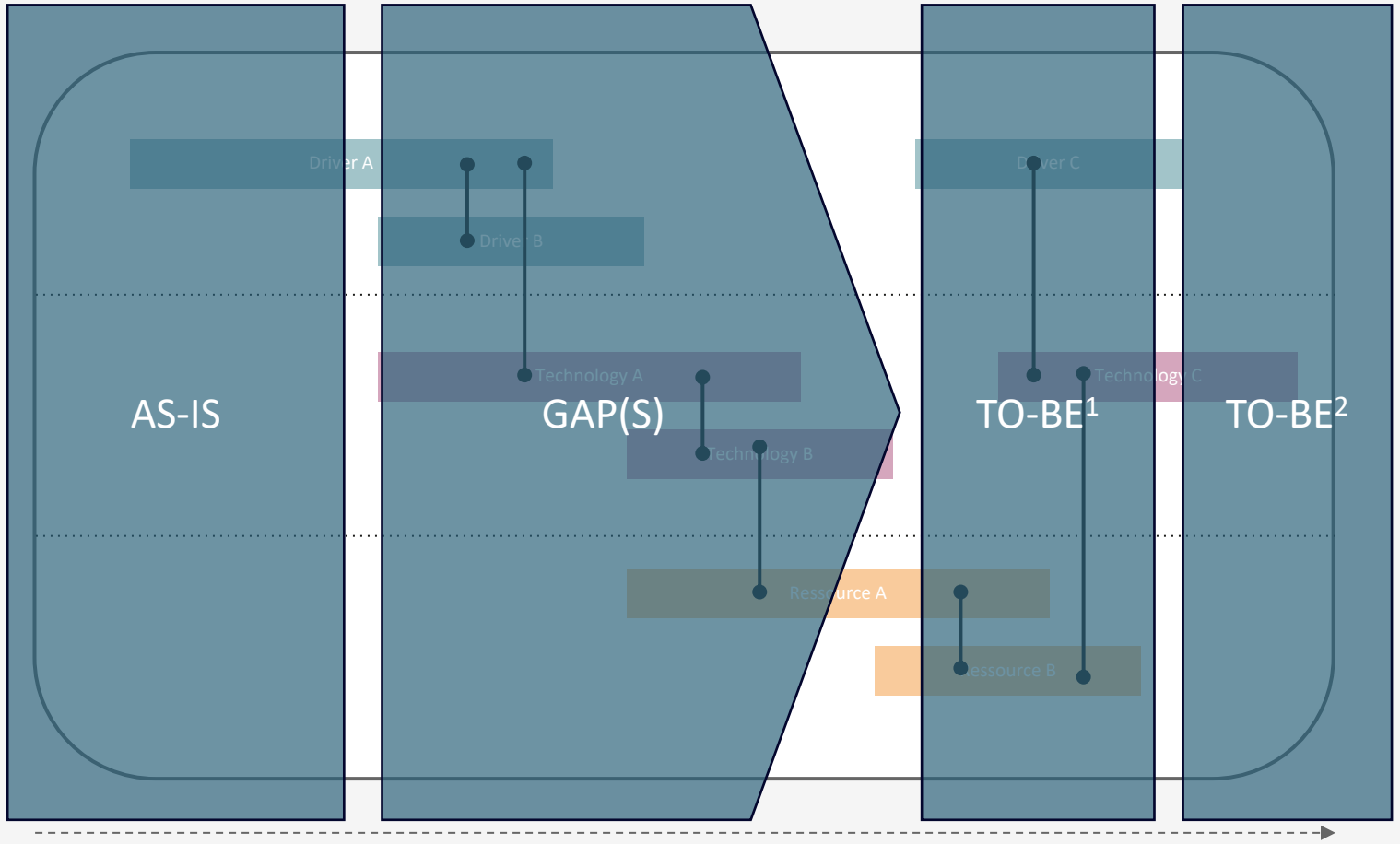
TIME
(WHEN?)

THE UNIVERSAL ANATOMY OF A ROADMAP

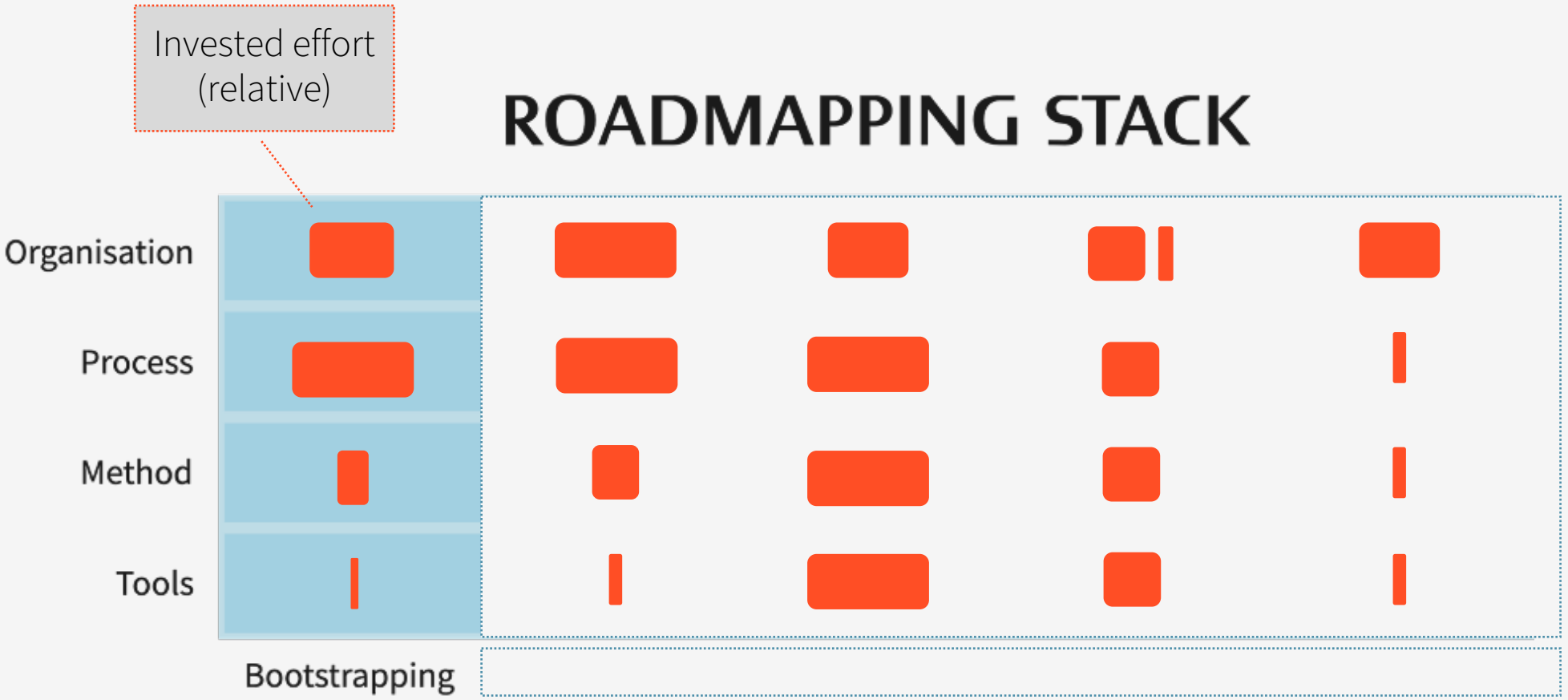
Use cases/needs/demands
Market, the business domain, client

Design/development
Product(s), services, systems

Technologies
Knowledge/skillsets, R&D, ressources



TIME
(WHEN?)


Invested effort
(relative)
ROADMAPPING STACK
Organisation
Process
Method
Tools
Bootstrapping

A ROADMAP PLAYBOOK

A guide on how to get started with roadmapping for coordinating your technologies, market and business.

LAKESIDE

XRAY

LAKESIDE

0 - THE AUDIENCE

Who are they?

What do they know?

What questions do they have?

Are there any shared hypothesis

Management communication

- Why are we doing it?
- Why now?
- What are the risks and where are they comming from?

Stakeholders

- Where are we represented?
- Do we recognize the image?
- Do we share focus and priorities?

Enterprise-, system- and business architechs

- What needs to be done?
- What are the consequences?
- Where are the largest gaps?

Associated projects

- How should it be done?
- Where do we fit in?
- When can we expect what?

1 - PREPARE YOURSELF

Appoint a designated process owner

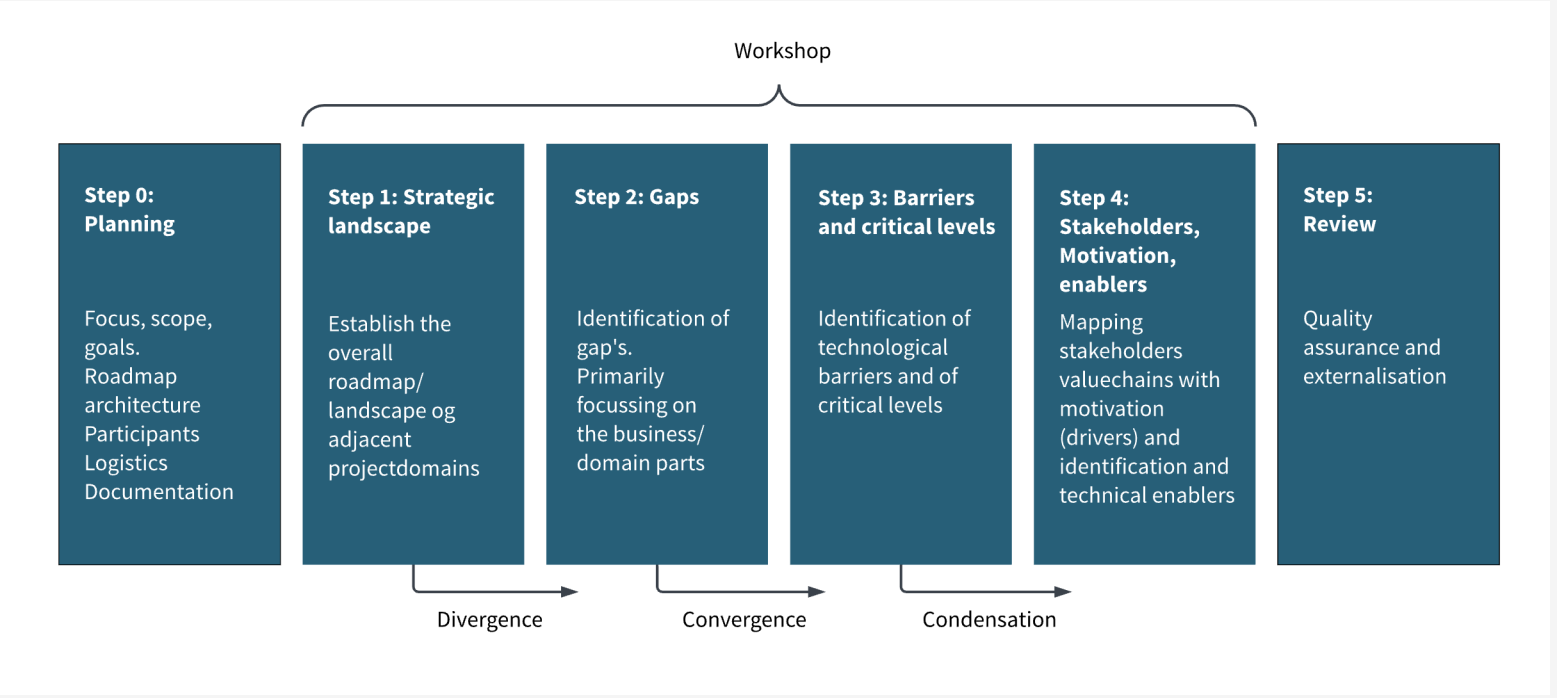
Identify the most significant stakeholders

Seek managerial anchoring

Choose the core-team and the resource-team

Set the timeframe for the roadmapping process

Have a process plan



Make a ”contract” or working agreement with the primary stakeholders

2 – (RE)DESIGN THE PROCESS

Put together the overall process-design

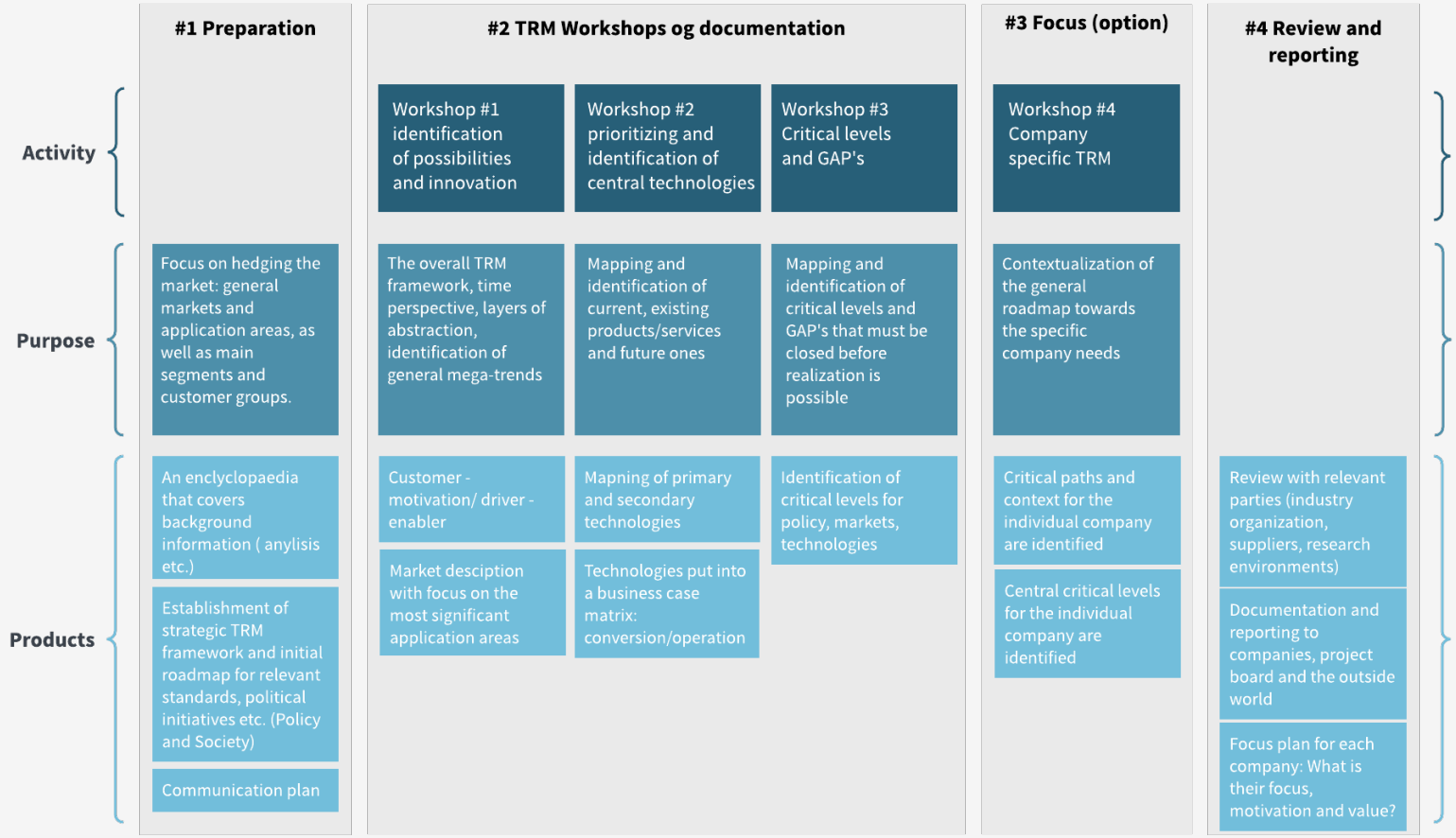
Timebox the roadmapping process

Determine the genre of your roadmap

Define tasks for core-team and resource-team

Create invitations for the workshops

Consider an iterative process-model



3 – FILL UP YOUR TOOLBOX

Choose your method

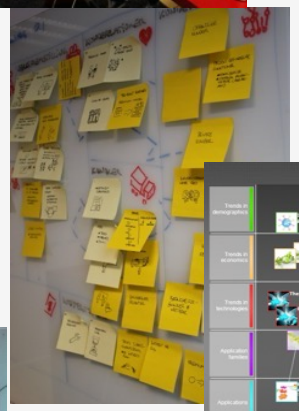
Sharpen your facilitating skills

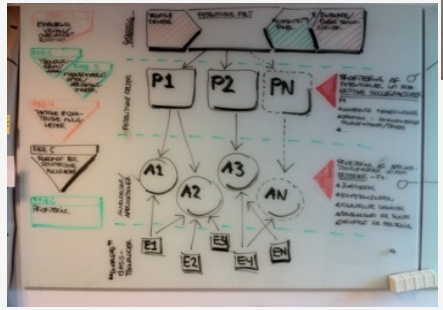
Define the rules

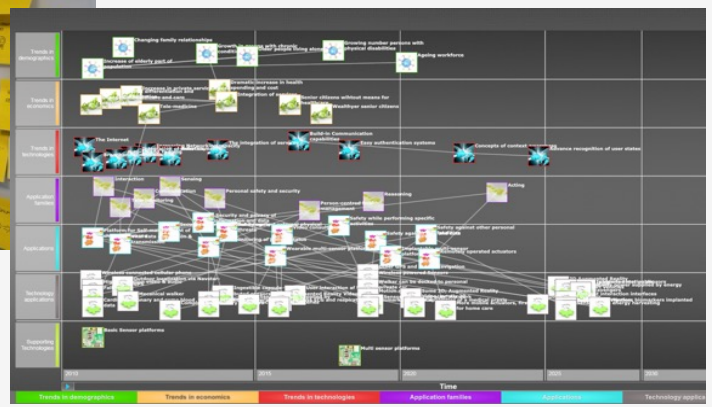
Make work packages and facilitator log

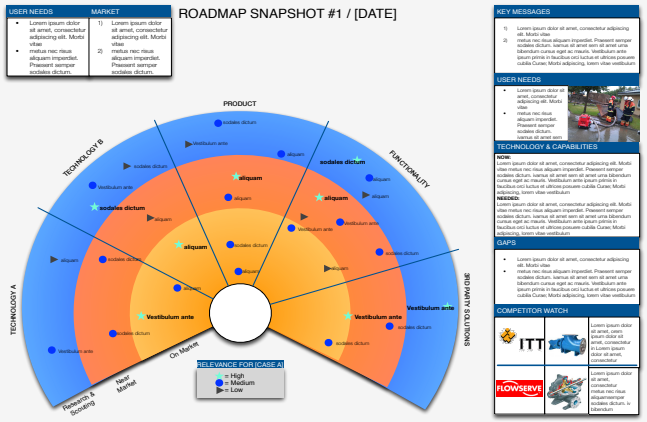
Information architecture

Use already available it-tools









4 – KICK-OFF

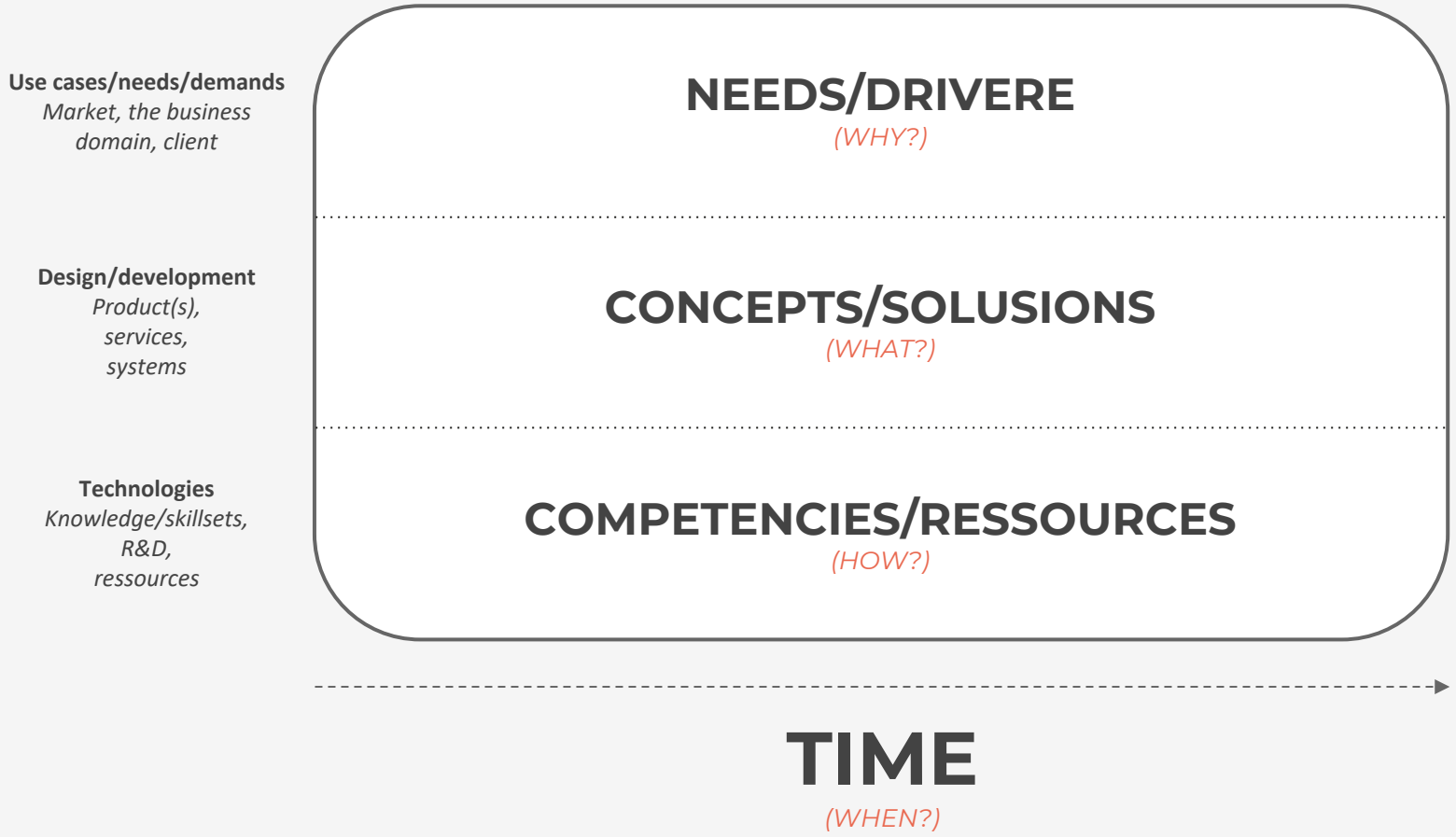
Whom to involve?

State your mission

Compile an information package to send participants

Create an initial roadmap

Decide on the roadmap's axis



5 – ENSURE AND MAINTAIN MOMENTUM

Keep the process tight

Iteration as a virtue

Creating accessible products:
use the ict-toolbox

Use your resource team

Have a review and
communication iteration

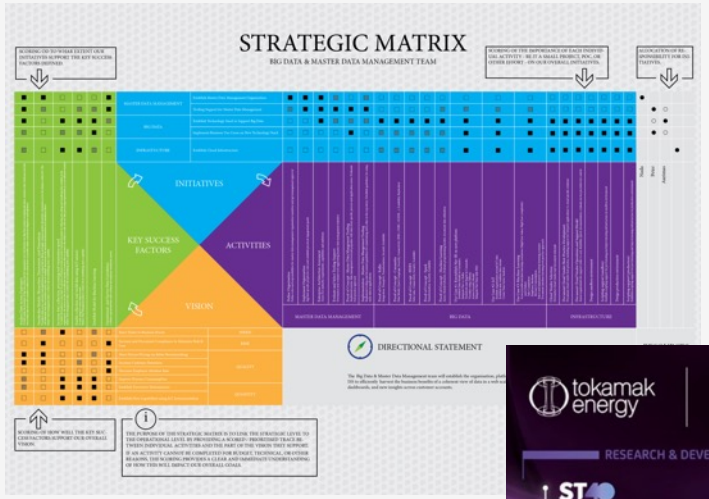
Follow-up, follow-up, follow-up!

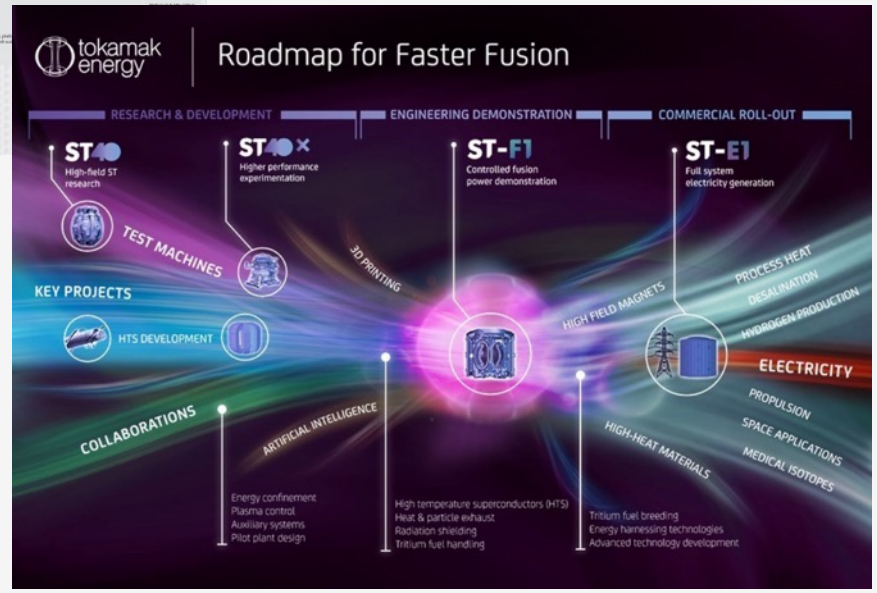
6 – CREATE THE DOCUMENTATION

Curate the documentation carefully

Create the documentation-package

Beautify the roadmap and the documentation package





7 – HAVE A "PARENT-PROCESS"

Create a plan for maintenance and dissemination

Attach the roadmap to an existing strategy or business development process (if possible)

PRACTICES IN ROADMAPPING AND ROADMAPS

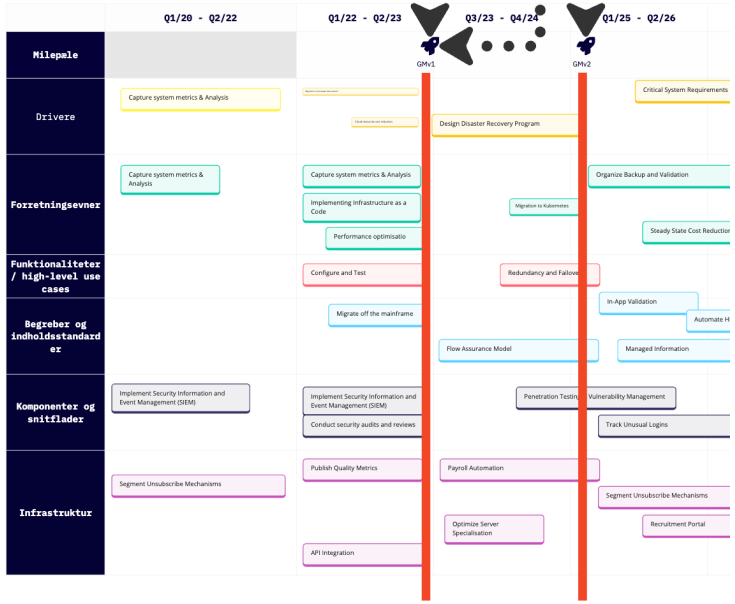
Hæ

Hængsel = "Tid

Skal vi "back caste" - vise den umiddelbar fortid?

Hver milepæl repræsenterer et /plateau/ - en stabil tilstand. Fx GMv1

Mellem 2 milepæle er der et /gap/ mellem 2 tilstande.

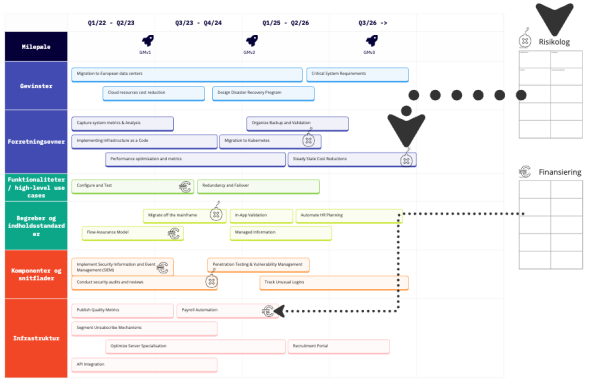


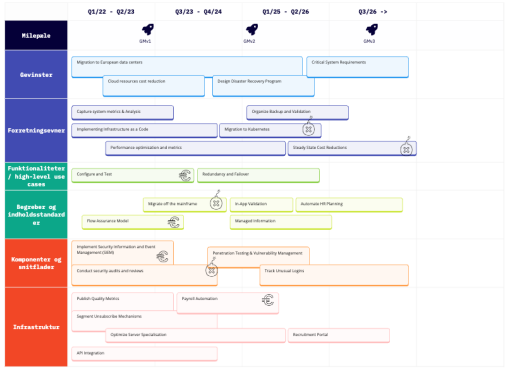
Hvor mange temaer og lag har vi behov for?

Kan vi tematisere dem og har de nogle særlige egenskaber. Fx at de vanskeligt placeres i tid e.lign.

Har vi behov for relationer og afhængigheder og kan vi evt. begrænse det til kun enkelte temaer/lag?

Har vi behov for at "hængsle" til andre projekt-elementer? Fx risikolog, business case, gevinstejere, etc.?

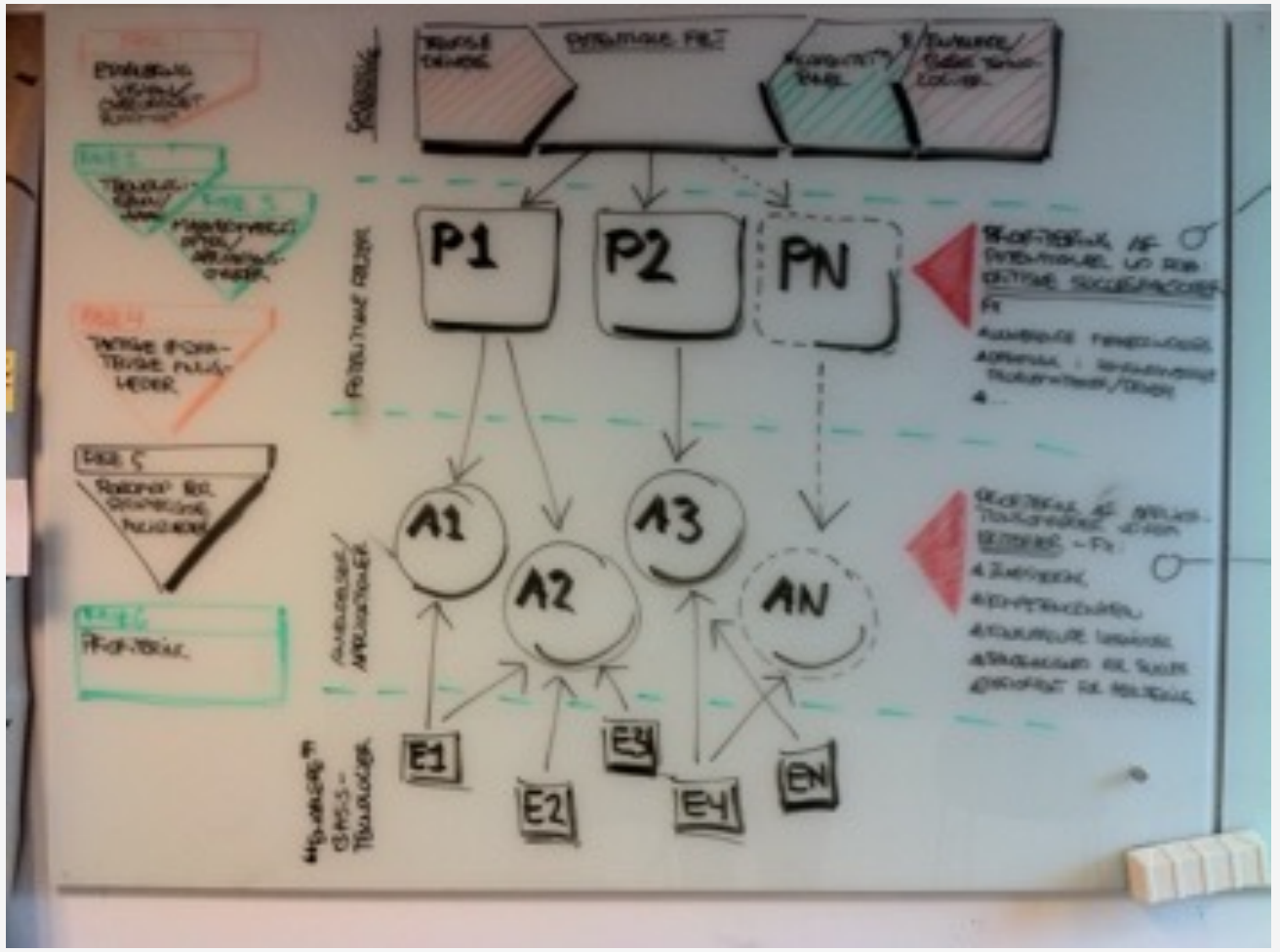




Skal elementer kunne have forskellig /status/?

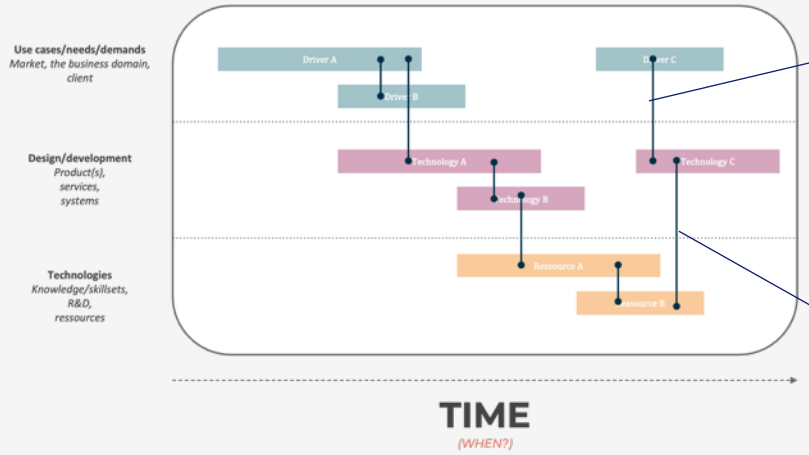
EXAMPLE OF "INFORMATION ARCHITECTURE SKETCHING"

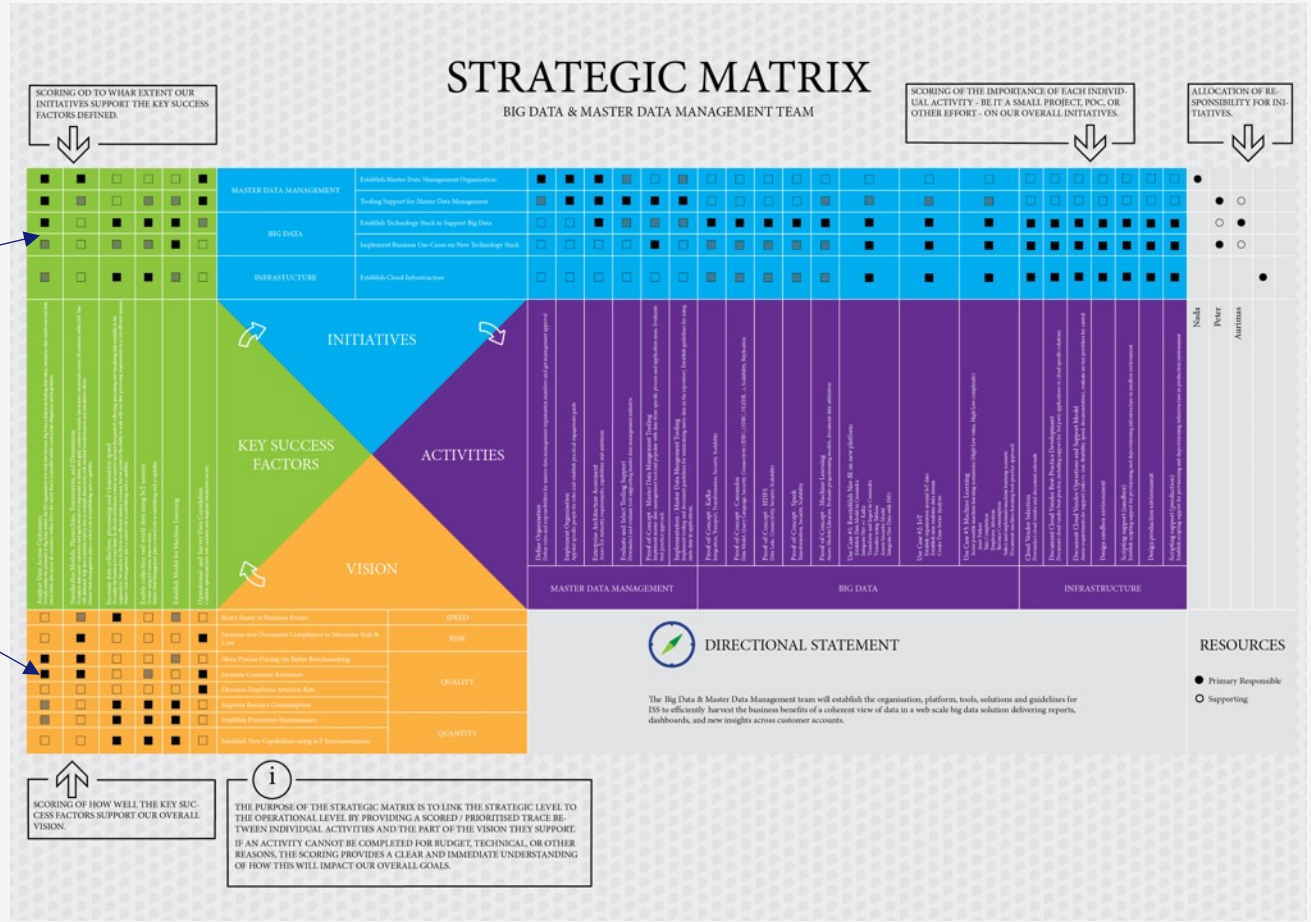
Use a tool? Sure! – but remember. In the eye of a man with a hammer, everything looks like a nail….

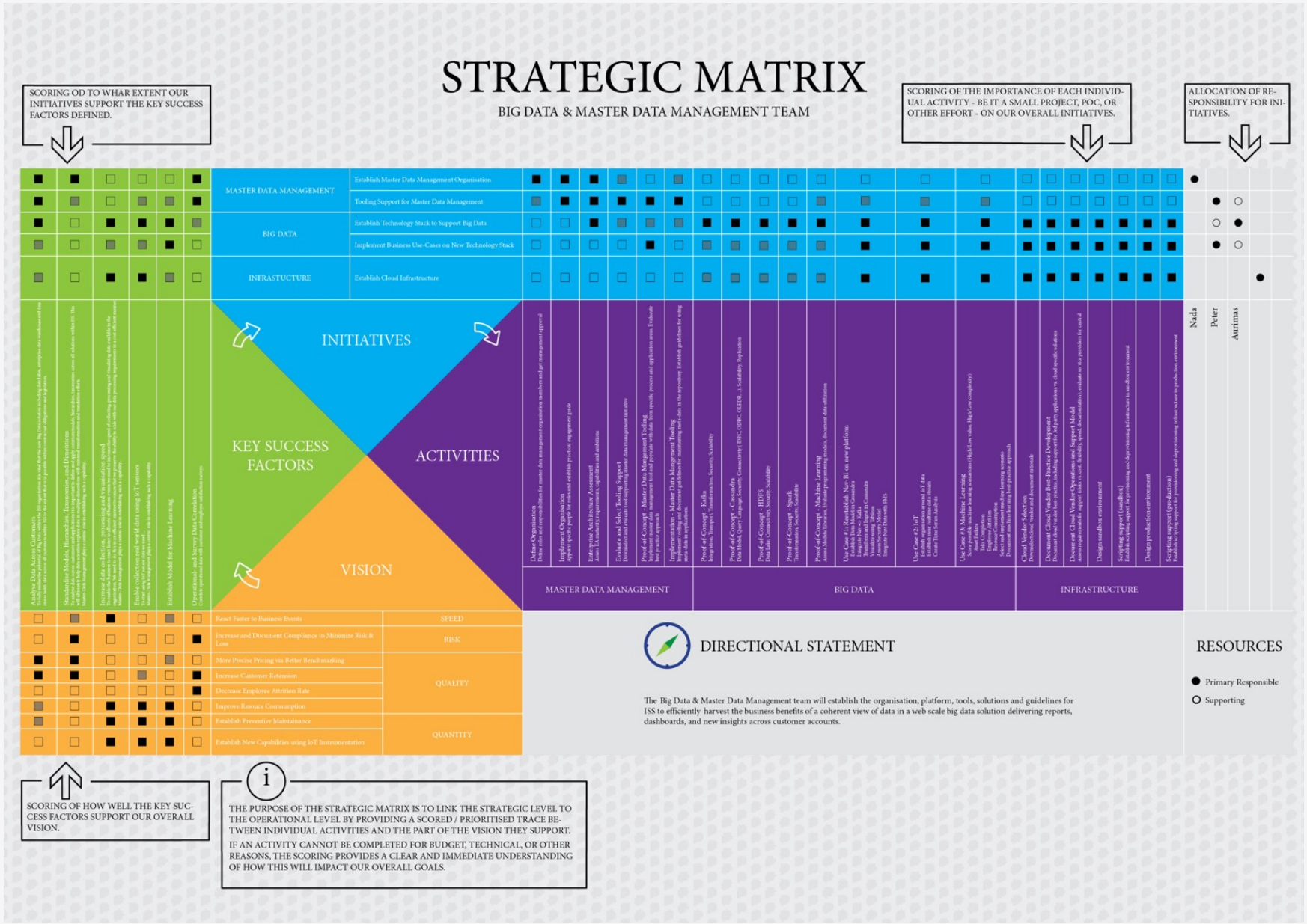


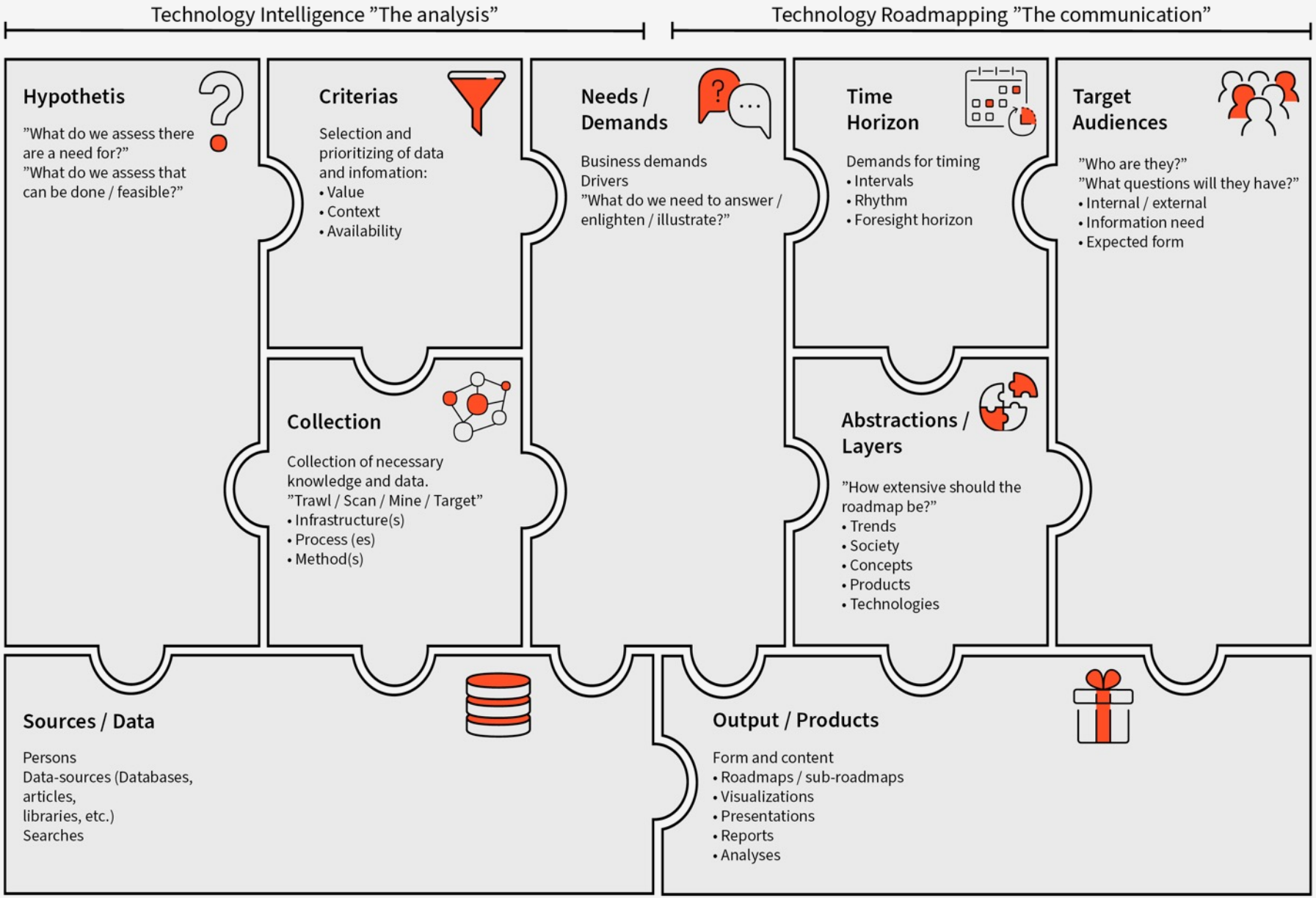
THE HINGES – OH THOSE HINGES..

The Linking matrix behind the arrows.






STRATEGIC MATRIX
BIG DATA & MASTER DATA MANAGEMENT TEAM
SCORING OD TO WHAR EXTENT OUR INITIATIVES SUPPORT THE KEY SUCCESS FACTORS DEFINED.
SCORING OF THE IMPORTANCE OF EACH INDIVIDUAL ACTIVITY - BE IT A SMALL PROJECT, POC, OR OTHER EFFORT - ON OUR OVERALL INITIATIVES.
ALLOCATION OF RESPONSIBILITY FOR INITIATIVES.
MASTER DATA MANAGEMENT
Establish Master Data Management Organisation
Tooling Support for Master Data Management
BIG DATA
Establish Technology Stack to Support Big Data
Implement Business Use-Cases on New Technology Stack
INFRASTUCTURE
Establish Cloud Infrastructure
Nada
Peter
Aurimas
INITIATIVES
KEY SUCCESS FACTORS
ACTIVITIES
VISION
Define Organisation
Implement Organisation
Enterprise Architecture Assessment
Evaluate and Select Tooling Support
Proof-of-Concept - Master Data Management Tooling
Implementation - Master Data Management Tooling
Proof-of-Concept - Kafka
Proof-of-Concept - Cassandra
Proof-of-Concept - HDFS
Proof-of-Concept - Spark
Proof-of-Concept - Machine Learning
Use Case #1: Reestablish Nav. BI on new platform
Use Case #2: IoT
Use Case #3: Machine Learning
Cloud Vendor Selection
Document Cloud Vendor Best Practice Development
Document Cloud Vendor Operations and Support Model
Design sandbox environment
Scripting support (sandbox)
Design production environment
Scripting support (production)
MASTER DATA MANAGEMENT
BIG DATA
INFRASTRUCTURE
Analyse Data Across Customers
Standardise Models, Hierarchies, Taxonomies, and Dimensions
Increase data collection, processing and visualisation speed
Enable collection real world data using IoT Sensors
Establish Model for Machine Learning
Operational- and Survey Data Correlation
React Faster to Business Events
SPEED
Increase and Document Compliance to Minimize Risk & Loss
RISK
More Precise Pricing via Better Benchmarking
Increase Customer Retension
Decrease Employee Attrition Rate
Improve Resouce Consumption
QUALITY
Establish Preventive Maintainance
Establish New Capabilities using IoT Instrumentation
QUANTITY
DIRECTIONAL STATEMENT
The Big Data & Master Data Management team will establish the organisation, platform, tools, solutions and guidelines for ISS to efficiently harvest the business benefits of a coherent view of data in a web scale big data solution delivering reports, dashboards, and new insights across customer accounts.
RESOURCES
Primary Responsible
Supporting
SCORING OF HOW WELL THE KEY SUCCESS FACTORS SUPPORT OUR OVERALL VISION.
THE PURPOSE OF THE STRATEGIC MATRIX IS TO LINK THE STRATEGIC LEVEL TO THE OPERATIONAL LEVEL BY PROVIDING A SCORED / PRIORITISED TRACE BETWEEN INDIVIDUAL ACTIVITIES AND THE PART OF THE VISION THEY SUPPORT.
IF AN ACTIVITY CANNOT BE COMPLETED FOR BUDGET, TECHNICAL, OR OTHER REASONS, THE SCORING PROVIDES A CLEAR AND IMMEDIATE UNDERSTANDING OF HOW THIS WILL IMPACT OUR OVERALL GOALS.



The Roadmappers ”business model canvas”

Credits to Alex Osterwalders ”Business Model Canvas” methodology
https://www.alexosterwalder.com/

Technology Intelligence ”The analysis”

Technology Roadmapping ”The communication”

Hypothetis

”What do we assess there are a need for?”
”What do we assess that can be done / feasible?”

Gather the “narratives” or key hypothesis we want the roadmap to tell, illustrate or convey to the target audiences. There may be many. Prioritize and select the most important

Criterias

Selection and prioritizing of data and i[illegible]mation:
• Val
• Co
• A

What are our “filters” of information and sources. Which are we considering the most valuable, most accessible etc.

Needs / Demands

Business demands
Drivers
”What do we need to answer / enlighten / illustrate?”

Place and make a prioritized list of drivers and the business needs driving the roadmap

Time

Define the time scale for “short” and “long” time horizon. Remember that this must apply to all levels in your roadmap and is “expensive” to alter afterward. So consider the left side of canvas here: do we have the data to cover the time scale chosen?

Target Audiences

”Who are they?”
”What questions will they have?”
• Internal / external
• Information need
• Expected form

Who is our prime audience for our roadmap? Are they familiar with the domain? What do the expect and what are their prior experiences with technology strategy and roadmaps?

Collection

Collecti[illegible]cessary knowl
”Traw
• Infr
• Pro
• M

Methods and “strategies” for collection of data/info: Trawl sources, scan markets and sources etc.

Abstractions / Layers

”How [illegible]ive should the roadm
• Tre
• So
• C
• P
•

How “deep” must our roadmap go? How many layers can we afford and are the layers the best ones for our narratives?

Sources / Data

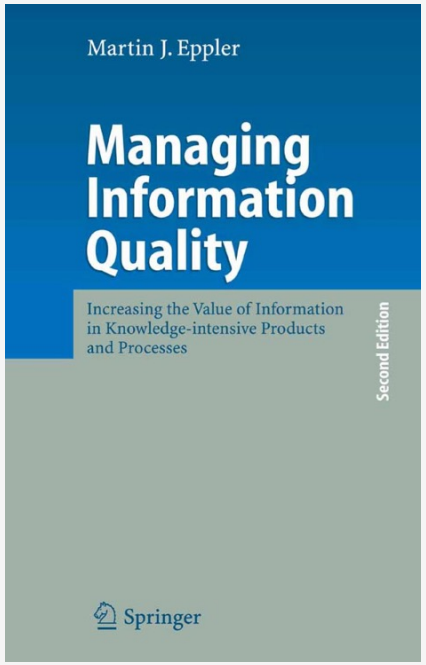
Persons
Data-sources (Databases, articles,
libraries, etc.)
Searches

List all the sources you can think of. See if you have the sources needed for the above.

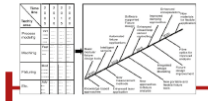
Output / Products

Form and content
• Roadmaps / sub-roadmaps
• Visualizations
• Presentations
• Reports
• Analyses

List your products or outputs. Will you make one roadmap and several sub-roadmaps, a report to support the (visual) roadmap?

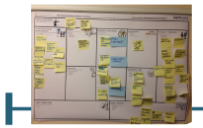


Visuel indvirkning
Hvor attraktiv er visualiseringen eller roadmappet?



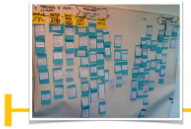
Generisk / lav kvalitet | Basale virkemidler | Middel | Karakteristisk | Ligner et kunstnerisk værk

Klarhed
Kræver det en lille arbejdsindsats at forstå roadmappet?



Forvirrende | Svær umiddelbart at forstå | Helt klar | Meget klar | Klar på et øjeblik

Opfattet færdighedsgrad
Fremstår visualiseringen færdig eller er det åben for forandring og videre bearbejdning?

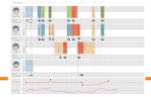


Opfattes som "er igang" | Opfattes som overfladisk | Opfattes som foranderlig | Opfattes som færdigt | Opfattes som poleret

Dirigeret fokus
Styrer visualiseringen/roadmappet fokus hen på særlige områder eller elementer?

Ingen | På mange elementer (spredt fokus) | På flere elementer | På få elementer | På det ene vigtigste element

Giver ny indsigt
Bidrager roadmappet med ny indsigt/viden/nye sammenhænge?



Ingen | Nogle få "indsigter" | Flere "indsigter" | Mange indlysende "indsigter" | "Gennembruds-indsigt"

Modificerbarhed
Kan visualiseringen/roadmappet umiddelbart modificeres til at tage imod input?

Er ikke muligt | Vanskeligt | Det er muligt | Let | Nemt og hurtigt

Understøtter gruppe-interaktion
Kan visualiseringen/roadmappet bidrage til at strukturere interaktionen og diskussionen i en gruppe?

Ingen | Meget begrænset | Nogen grad | Omfattende | Meget omfattende

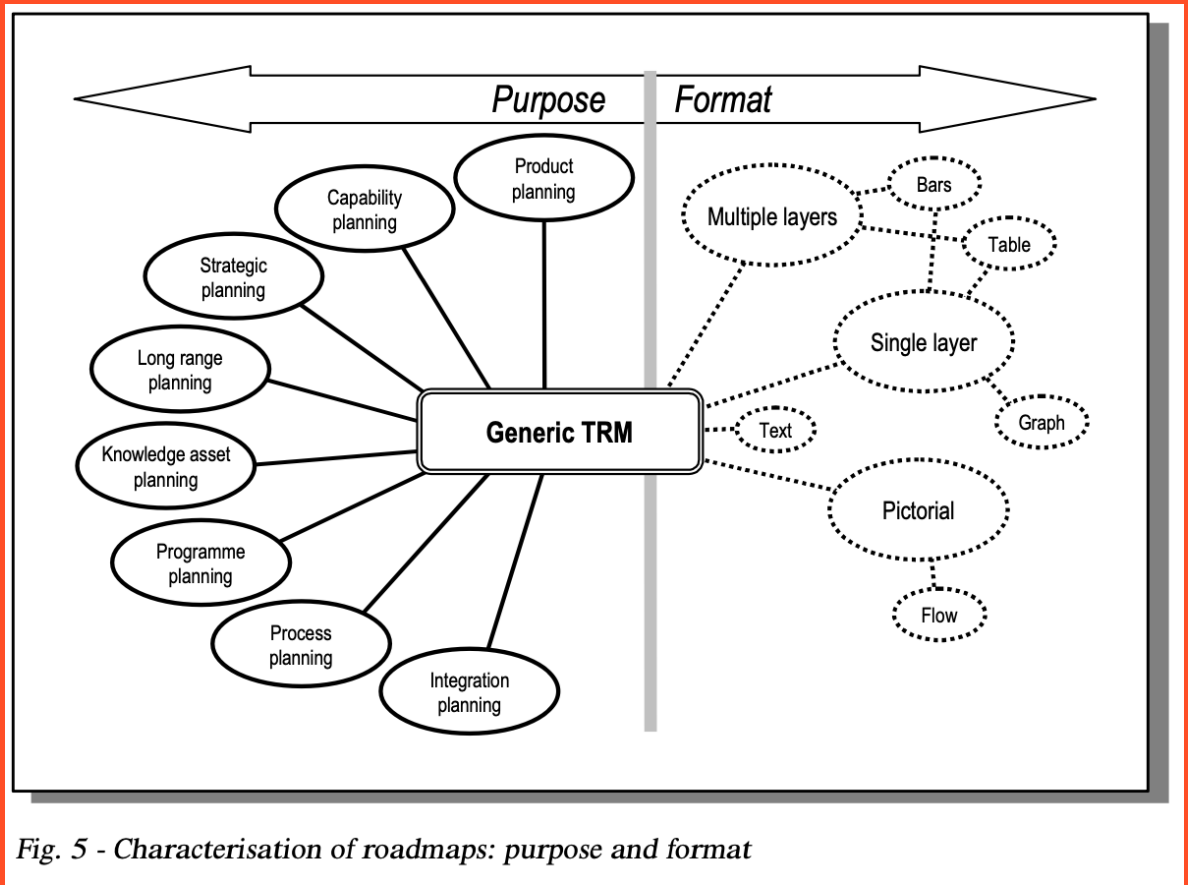


Fig. 5 - Characterisation of roadmaps: purpose and format

ROADMAP GENRES

When a *roadmap* is not just a *roadmap*

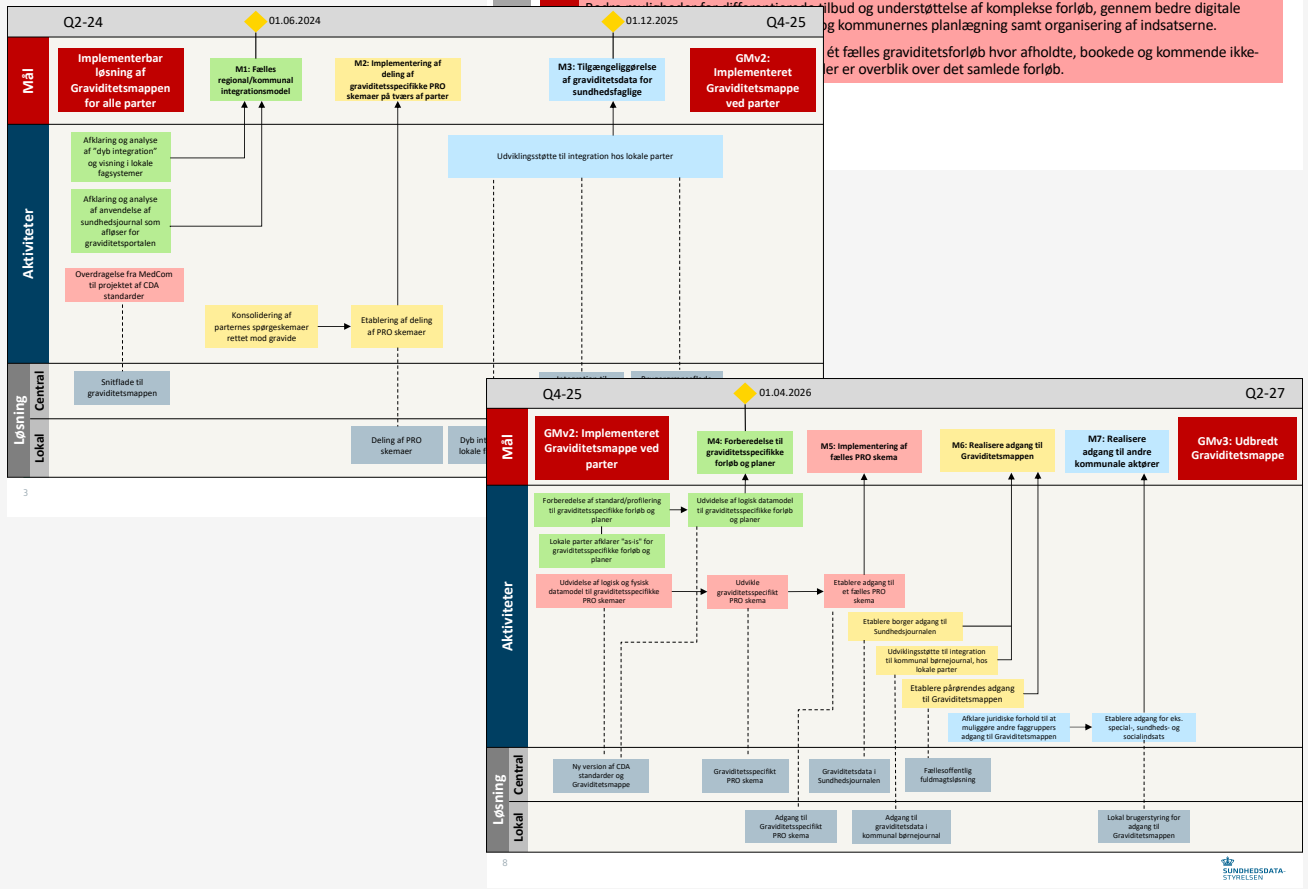
Phaal, R., Farrukh, C.J.P. and Probert, D.R. (2001a), 'Characterisation of technology roadmaps: purpose and format', Proceedings of the Portland International Conference on Management of Engineering and Technology (PICMET '01), Portland, 29th July - 2nd August, pp. 367-374

XRAY
LAKESIDE

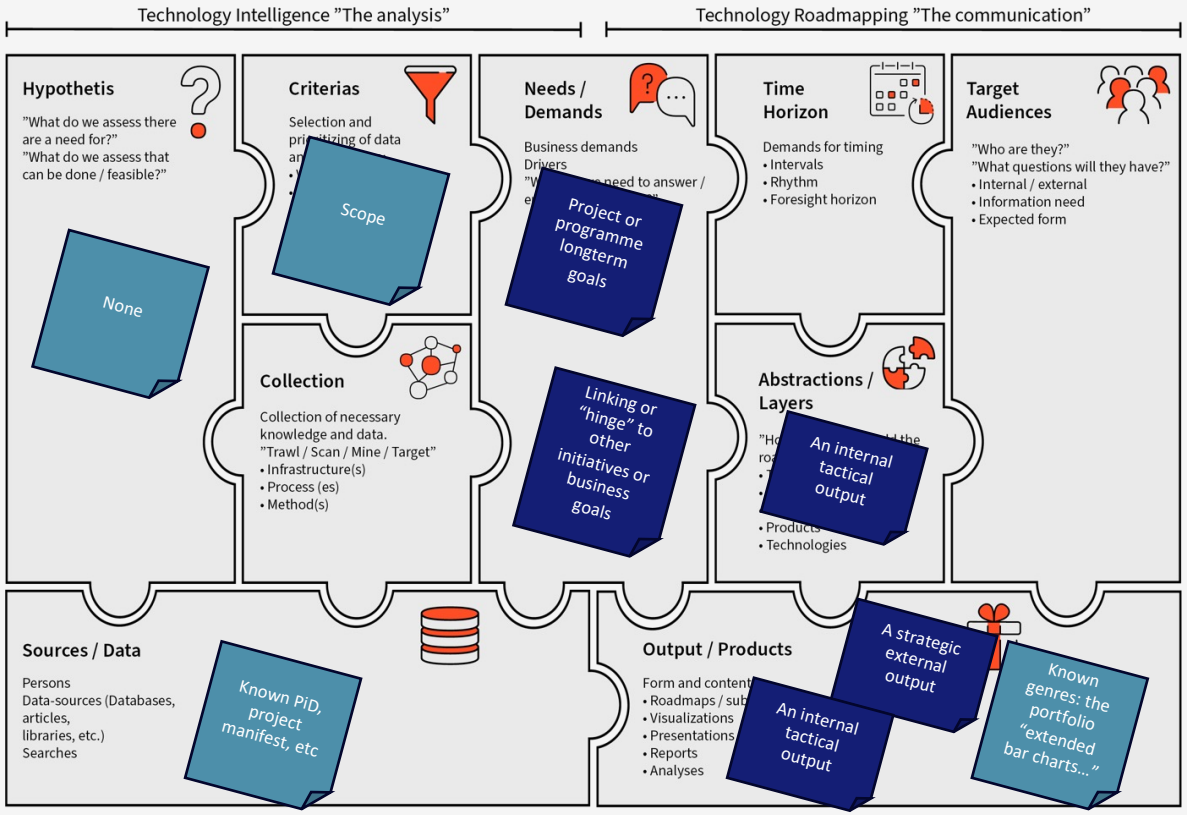
THE *PROJECT OR PROGRAMME* ROADMAP

Strategisk roadmap for Graviditetsmappen

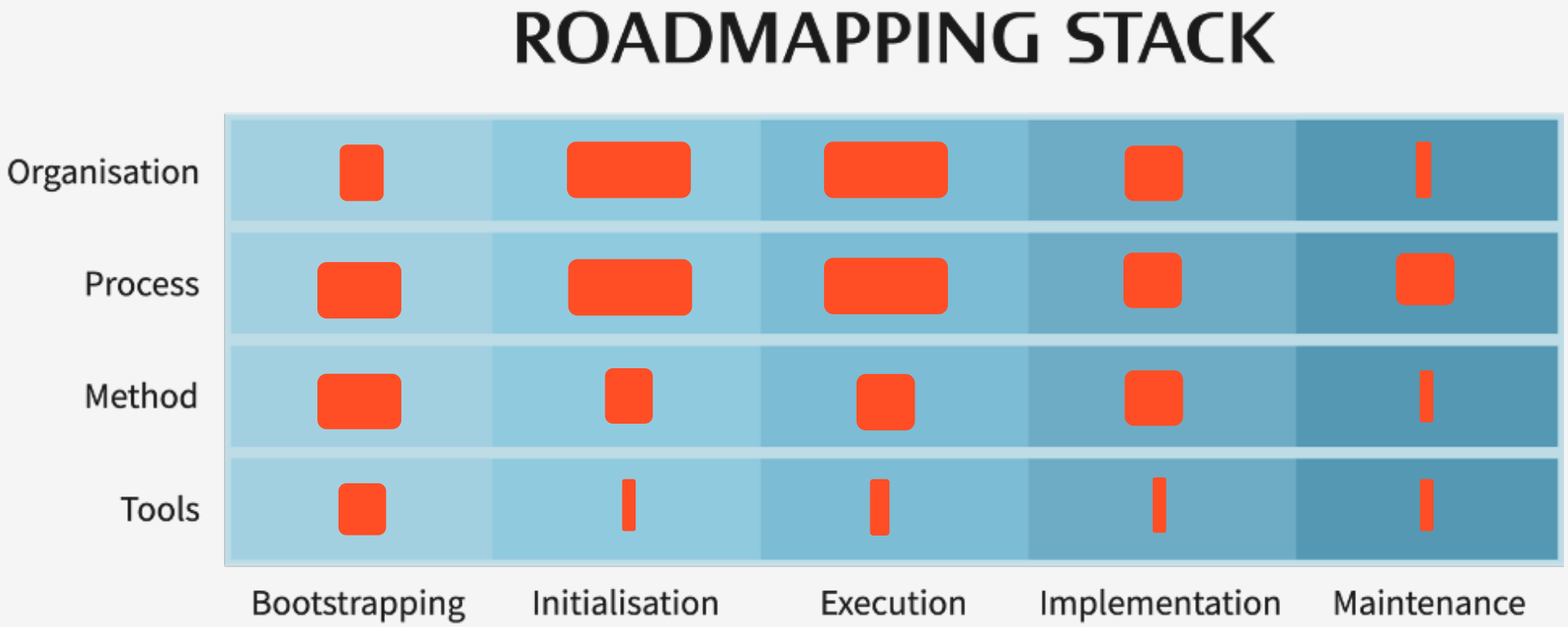
2018-2021	Pilot	Pilotløsningen (GMv1) afprøver et digitalt koncept, som har til formål at udvikle en digital løsning til graviditetsforløb. GMv1 afprøver muligheder og potentialer ved tværsektoriel datadeling for at udvikle en varig digital løsning til graviditetsforløb.
2021-2025	GMv2	Den gravide frigøres som tovholder og databærer mellem sektorerne og de sundhedsfaglige oplever et bedre og tættere tværsektorielt samarbejde. GMv2 sikrer kvaliteten i graviditetsdata og giver bedre mulighed for individualiseret graviditetsforløb. De sundhedsfaglige kan udvide anvendelsen af GMv2's mulighed for datadeling og styrke det individualiserede og differentierede graviditetsforløb.
		ilbud og understøttelse af komplekse forløb, gennem bedre digitale g kommunernes planlægning samt organisering af indsatserne. ét fælles graviditetsforløb hvor afholdte, bookede og kommende ikke- er er overblik over det samlede forløb.



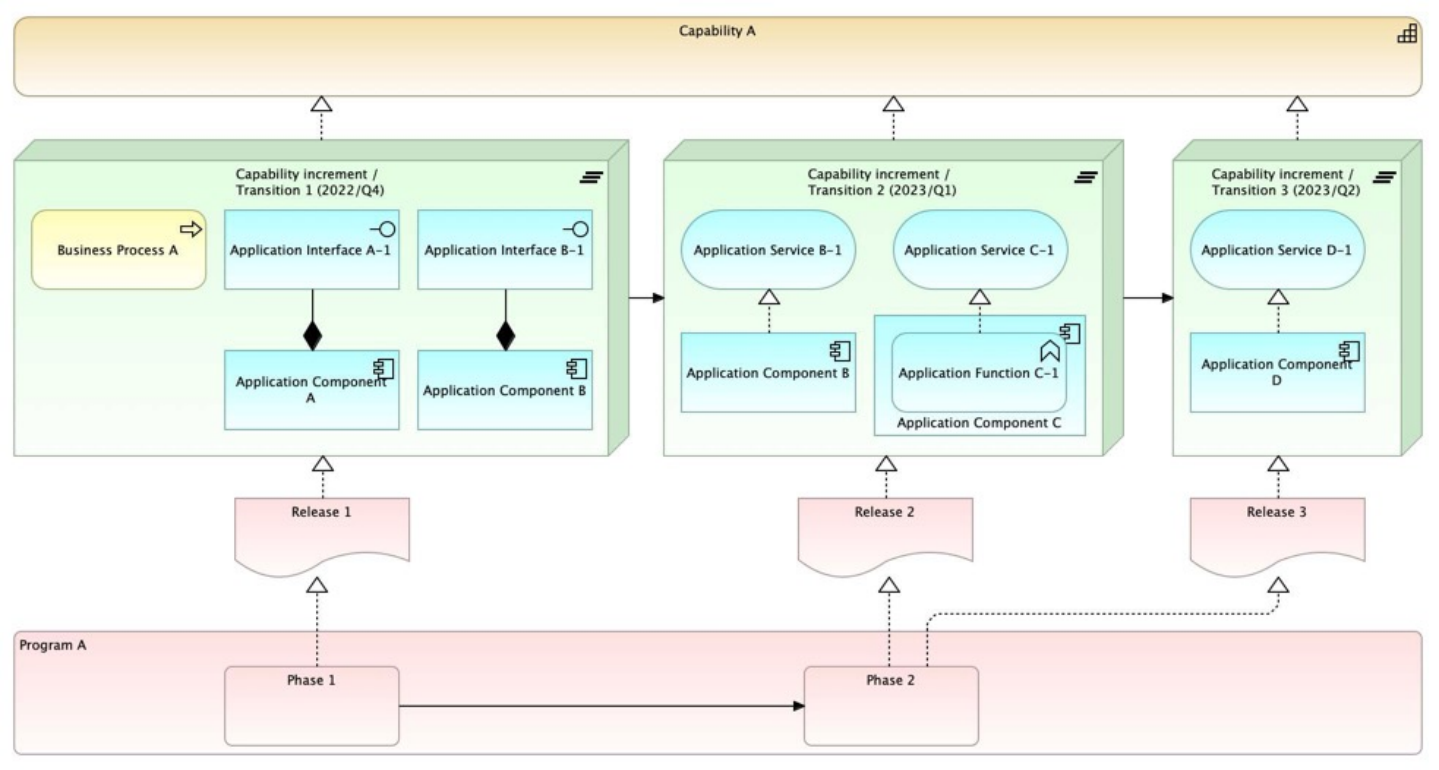
THE *PROJECT OR PROGRAMME* ROADMAP

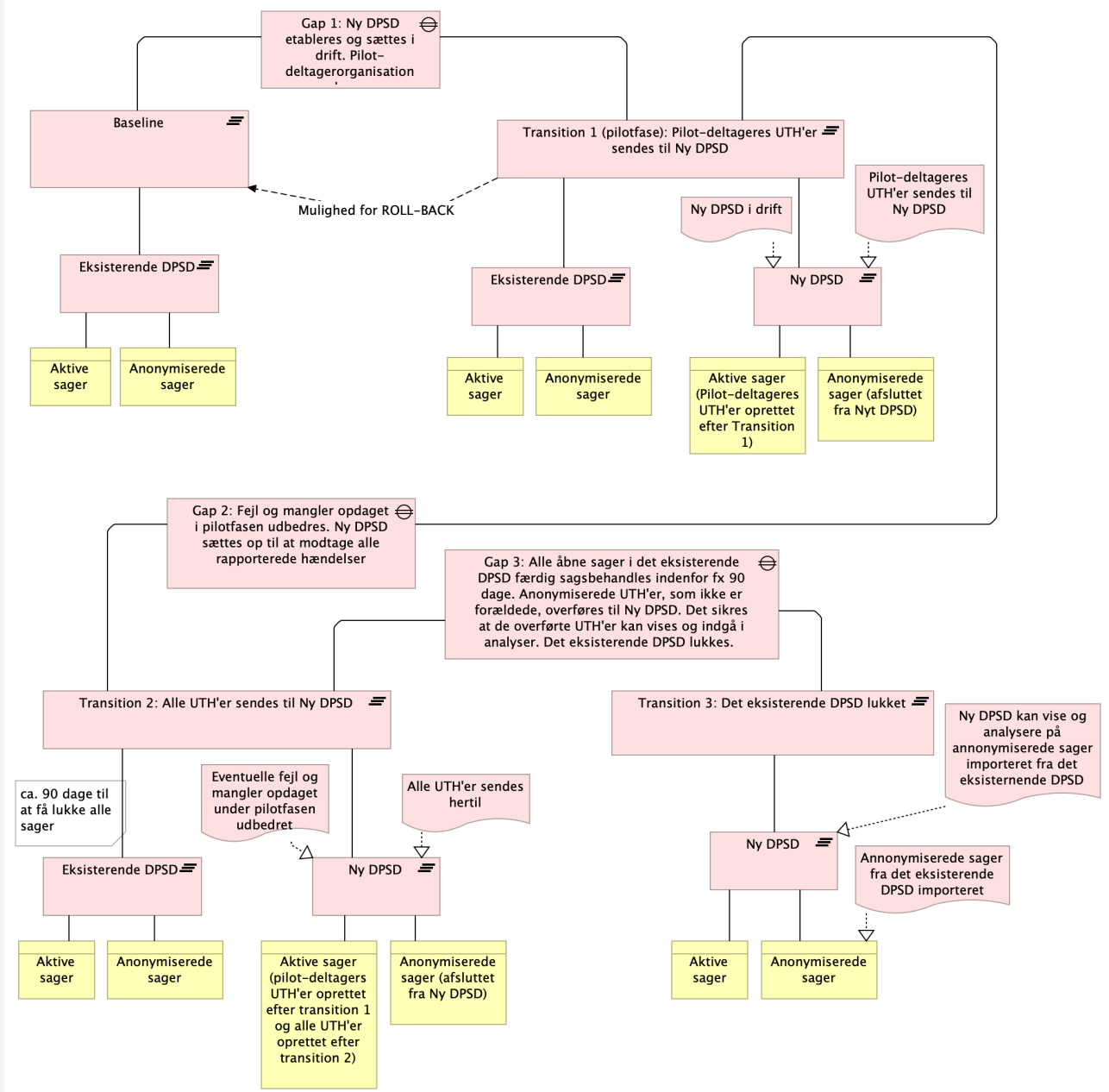


THE *PROJECT OR PROGRAMME* ROADMAP STACK

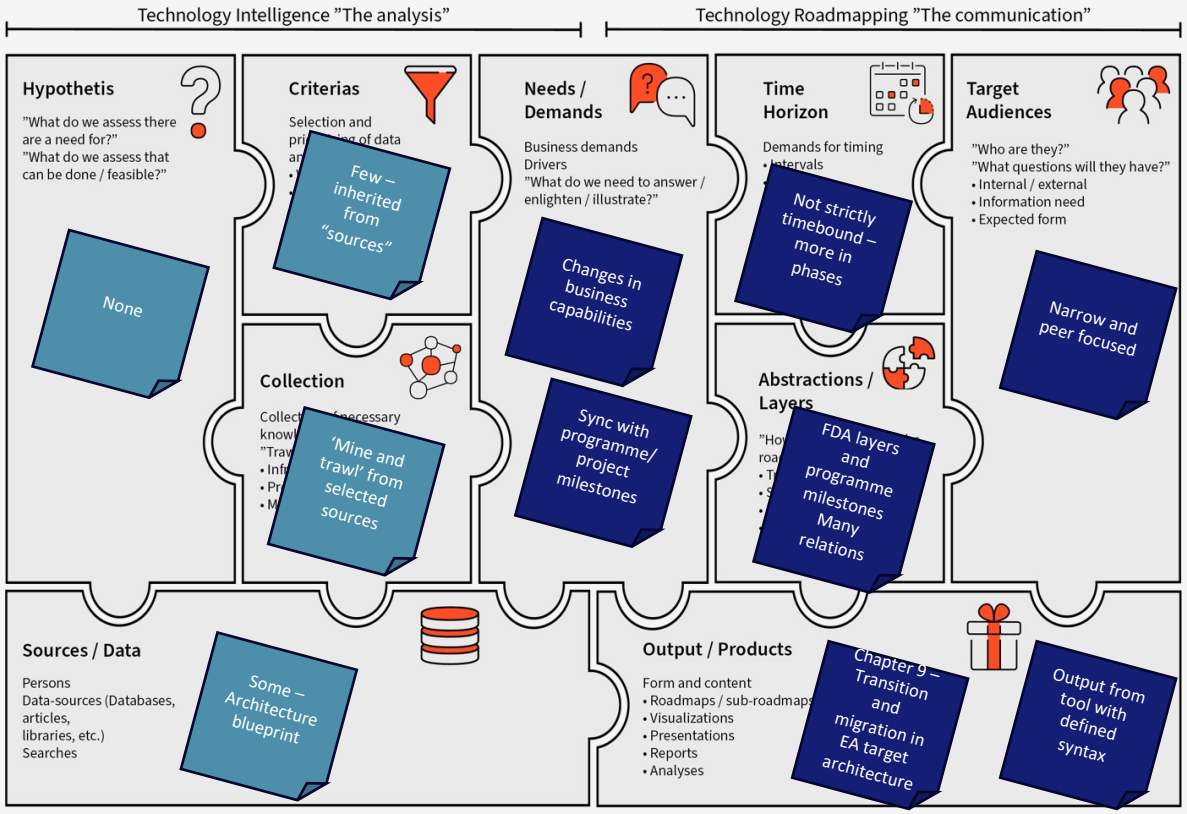


THE *ARCHITECTURE BLUEPRINT* ROADMAP

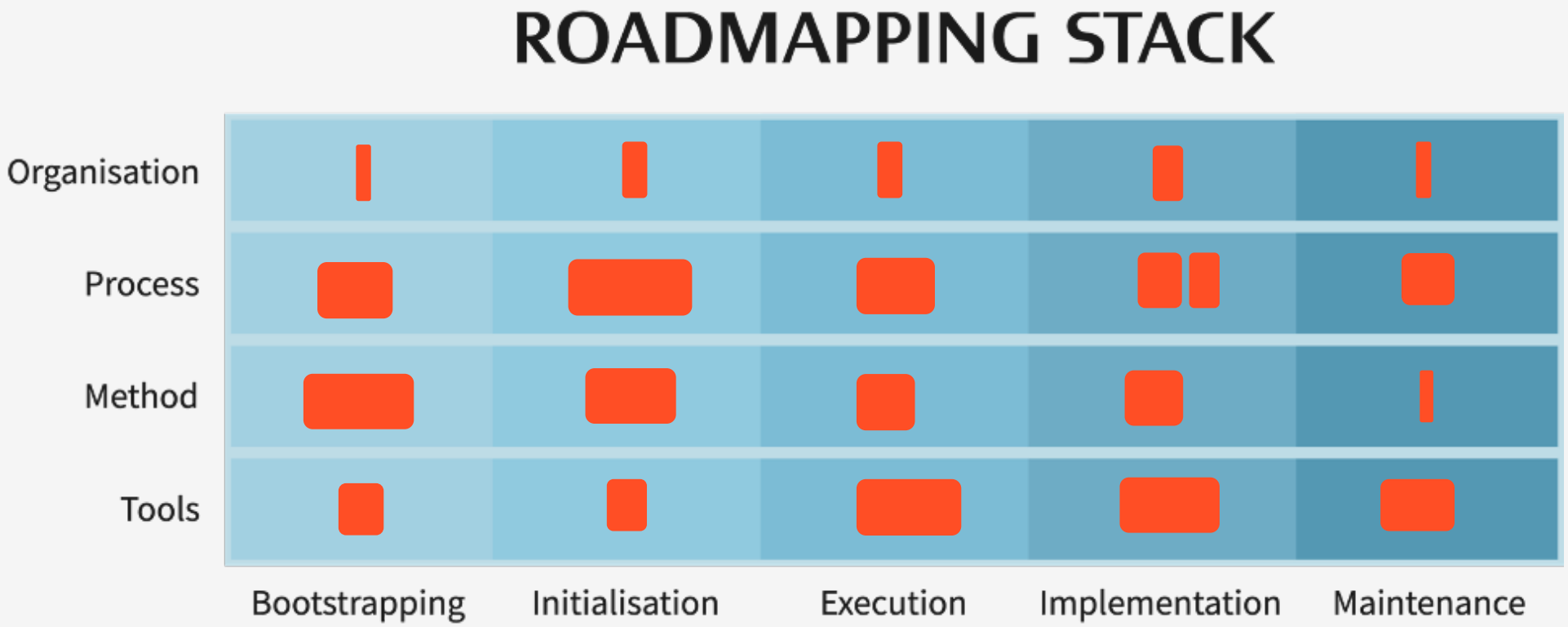



Gap 1: Ny DPSD etableres og sættes i drift. Pilot-deltagerorganisation
Baseline
Transition 1 (pilotfase): Pilot-deltageres UTH'er sendes til Ny DPSD
Mulighed for ROLL-BACK
Ny DPSD i drift
Pilot-deltageres UTH'er sendes til Ny DPSD
Eksisterende DPSD
Aktive sager
Anonymiserede sager
Eksisterende DPSD
Aktive sager
Anonymiserede sager
Ny DPSD
Aktive sager (Pilot-deltageres UTH'er oprettet efter Transition 1)
Anonymiserede sager (afsluttet fra Nyt DPSD)
Gap 2: Fejl og mangler opdaget i pilotfasen udbedres. Ny DPSD sættes op til at modtage alle rapporterede hændelser
Gap 3: Alle åbne sager i det eksisterende DPSD færdig sagsbehandles indenfor fx 90 dage. Anonymiserede UTH'er, som ikke er forældede, overføres til Ny DPSD. Det sikres at de overførte UTH'er kan vises og indgå i analyser. Det eksisterende DPSD lukkes.
Transition 2: Alle UTH'er sendes til Ny DPSD
Transition 3: Det eksisterende DPSD lukket
Ny DPSD kan vise og analysere på annonymiserede sager importeret fra det eksisternende DPSD
ca. 90 dage til at få lukke alle sager
Eventuelle fejl og mangler opdaget under pilotfasen udbedret
Alle UTH'er sendes hertil
Eksisterende DPSD
Aktive sager
Anonymiserede sager
Ny DPSD
Aktive sager (pilot-deltagers UTH'er oprettet efter transition 1 og alle UTH'er oprettet efter transition 2)
Anonymiserede sager (afsluttet fra Ny DPSD)
Ny DPSD
Annonymiserede sager fra det eksisterende DPSD importeret
Aktive sager
Anonymiserede sager

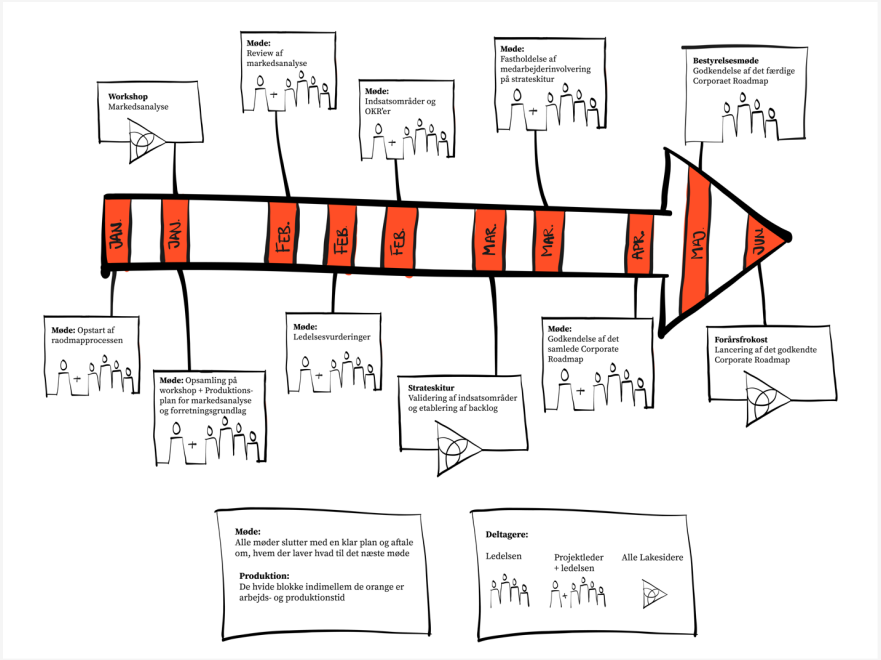
THE *ARCHITECTURE BLUEPRINT* ROADMAP



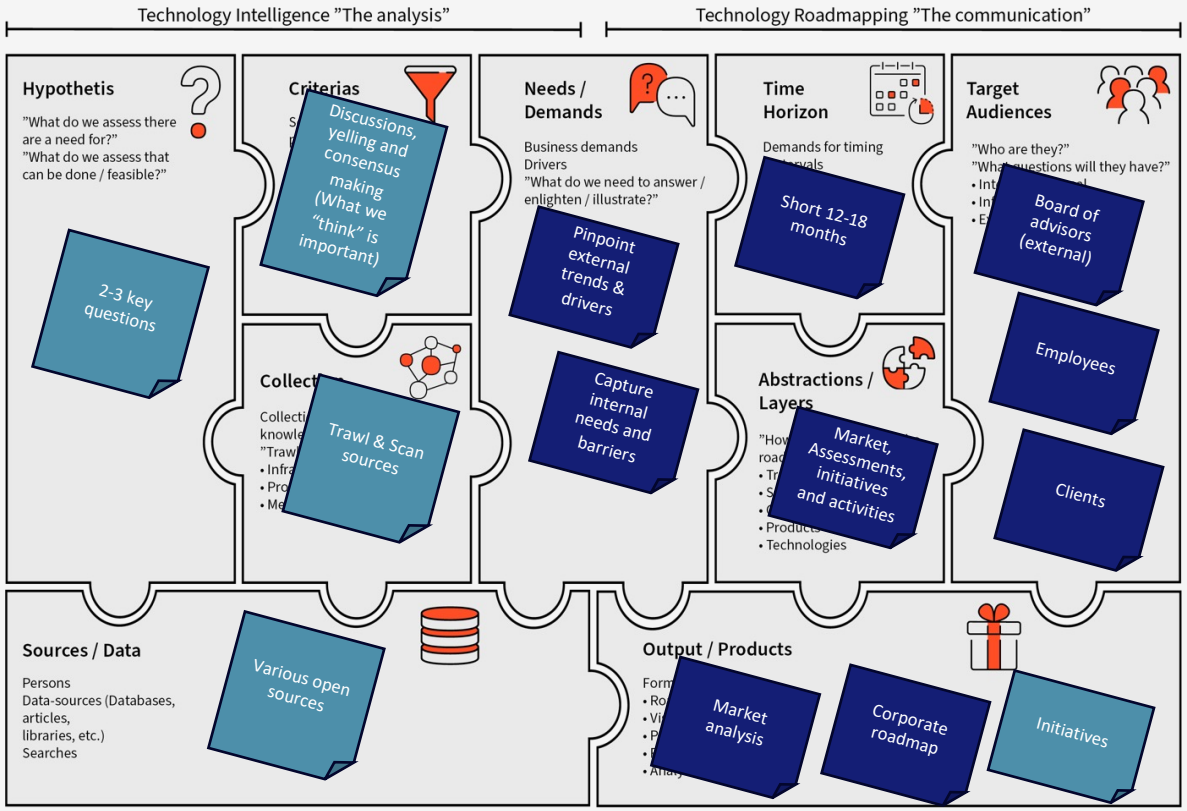
THE *ARCHITECTURE BLUEPRINT* ROADMAP STACK



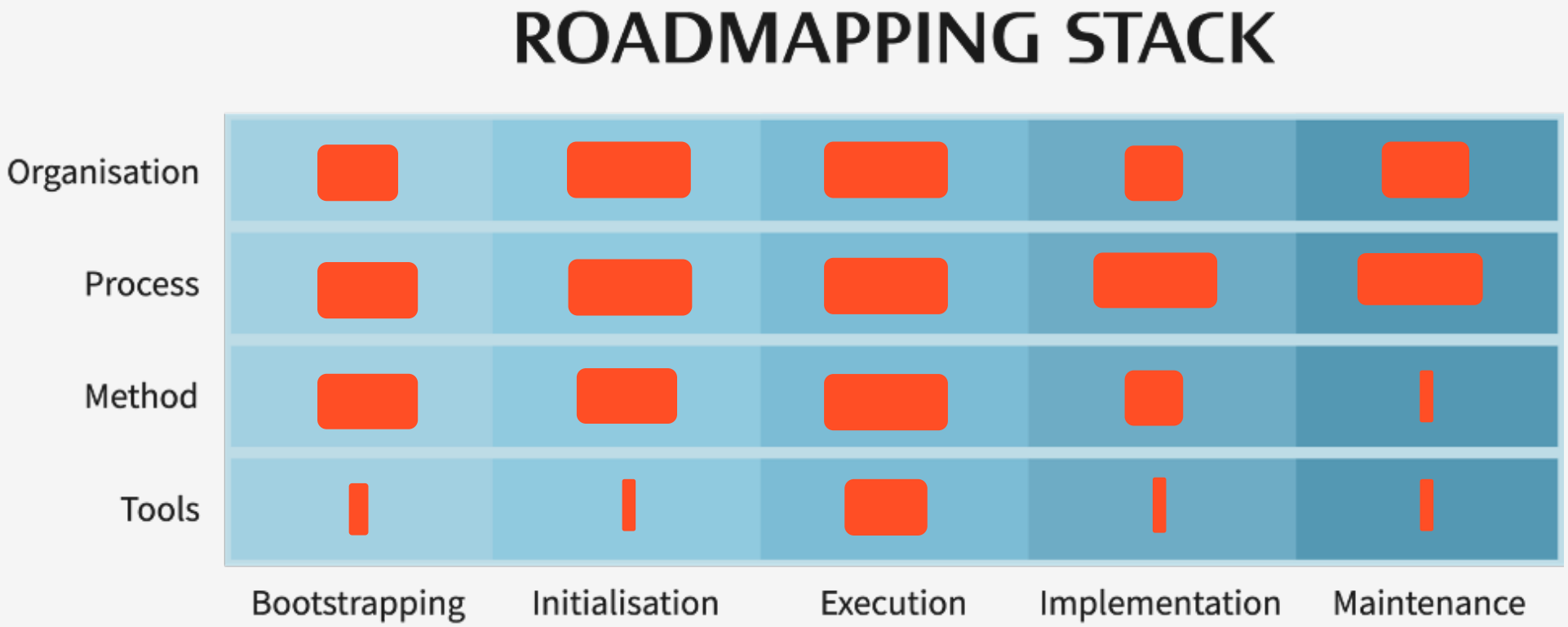
THE STRATEGIC CORPORATE ROADMAP



THE STRATEGIC CORPORATE ROADMAP



THE STRATEGIC CORPORATE ROADMAP STACK



THE TOOLBOX IS EXPANDING – EXPLODING! (GROUPED BY PRIMARY USE CASE)

Strategic Roadmap Tools

These tools are primarily used for long-term strategic planning and decision-making.

- ProductPlan
- Product Board
- Aha!
- ProdPad
- Cascade
- Accolade Roadmapping
- Sharpcloud
- ITONICS Roadmap

Project Management and Planning Tools

Tools in this category are used for daily project management, sprint planning, and task management.

- Monday.com
- Trello
- Asana
- Wrike
- ClickUp
- Microsoft Planner
- Quip

Visual Roadmap Tools

These tools offer powerful visualization capabilities to create and share roadmaps.

- Roadmunk
- GanttPRO
- Office Timeline
- Airfocus
- Timli
- FeatureMap
- Timeline

Agile and Product Development Tools

These tools support agile methodologies and are useful for teams working on product development.

- Jira (VersionOne)
- Targetprocess
- Favro
- Dragonboat
- Hello Focus
- Roadmap Planner

Collaboration and Communication Tools

Tools that promote collaboration and communication among team members.

- Confluence
- Microsoft Flow
- Wizeline
- Heyer
- Casual.PM

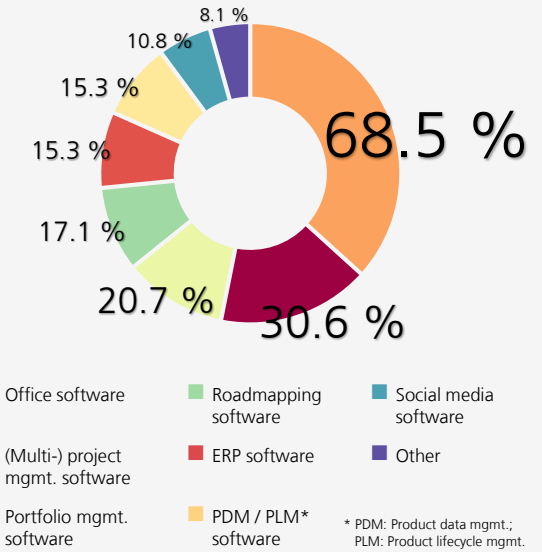
Specialized Roadmap Tools

Tools designed for specific needs or industries.

- Qualtrics CoreXM aka XM
- Datavisio Roadmaps Planner
- ProjectManager.com
- Hutwork
- OneDesk Product Management

Sven Schimpf | Robert Phaal | Olivier L. de Weck | Thomas Abele
Roadmapping Field Study
Update 2023

Figure 11:
'Which information technologies are applied in your organization for the consolidation, update, and visualization of roadmaps?' (n=111, multiple answers possible)

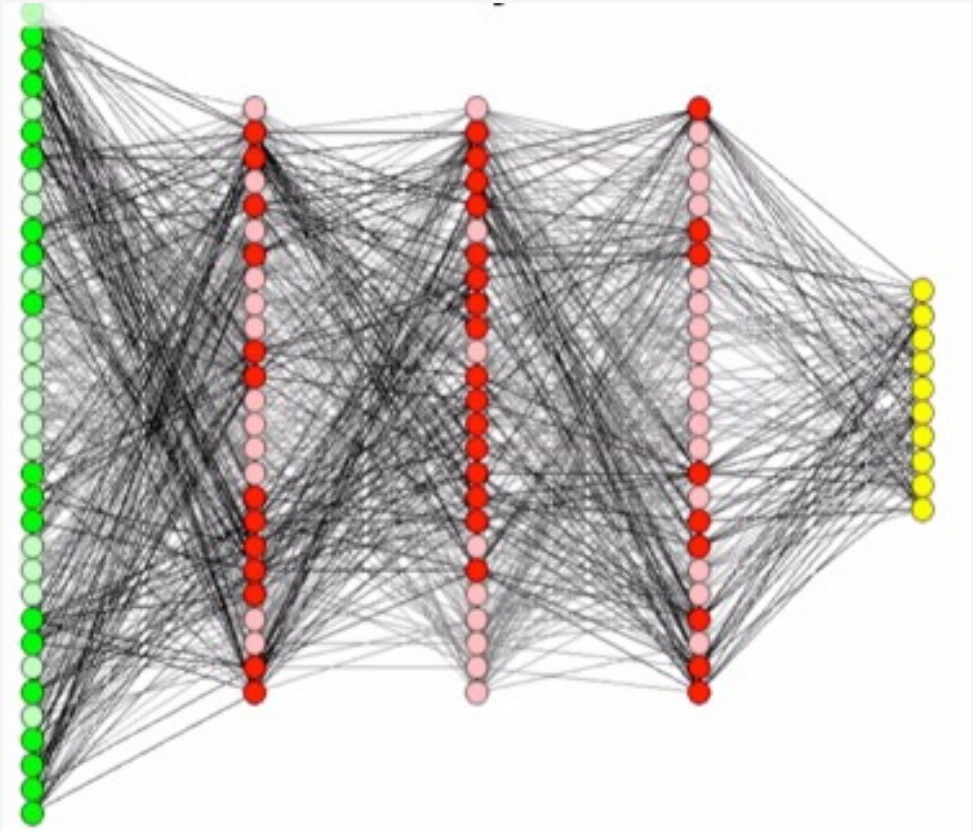


…AND AI – WILL IT DO ROADMAPS FOR US?

Concept: Topic modelling – theme-based structures in text and documents – from representative words and phrases in representative sources and documents

Prepopulate roadmaps with ML-supported *topic mapping*

Could be a huge efficiency booster for the early stages of roadmapping



Source: Cambridge University IfM, Andre Gomes, a visiting PhD thesis (not yet published)

KALENDER 2024

XRAY er Lakesides svar på uformelle netværksmøder. Gennem dialog, oplæg og erfaringsudveksling bliver vi sammen klogere på it og digitalisering. XRAY afholdes kl. 14:30-17:00 i vores lokaler på Marselisborg Lystbådehavn i Aarhus.

21/03 **Sådan griber du it-compliance an**
+ TechCity Aarhus

06/06 **Høst gevinster med roadmapping**

05/09 **Tidsmaskine, kåret til det mest nyttige værktøj i it-projekter**
+ Key2Quality og Tolstrup&Hvilsted

OBS! 7:30-10:00 i Designmejeriet, Stilling

XRAY
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JA TAK TIL

XRAY INVITATIONER

XRAY

LAKESIDE