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Gartner at a Glance

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- 73% of Global 500
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- 70+ Conferences
- 3,200 Consulting Engagements
- 500 Consultants
- 5,500 Benchmarks
- Vertical Coverage in Nine Industries
- Clients in 85 Countries
- 9,100 Distinct Client Organizations
- World's Largest Community of CIOs

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Leveraging Road Maps as a Tool for Communicating Change

Cathleen Blanton

Mark McGregor
Twitter: @markmcgregor

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http://upload.wikimedia.org/wikipedia/commons/d/d1/
Enigma_Verkehrshaus_Luzern_cropped.jpg
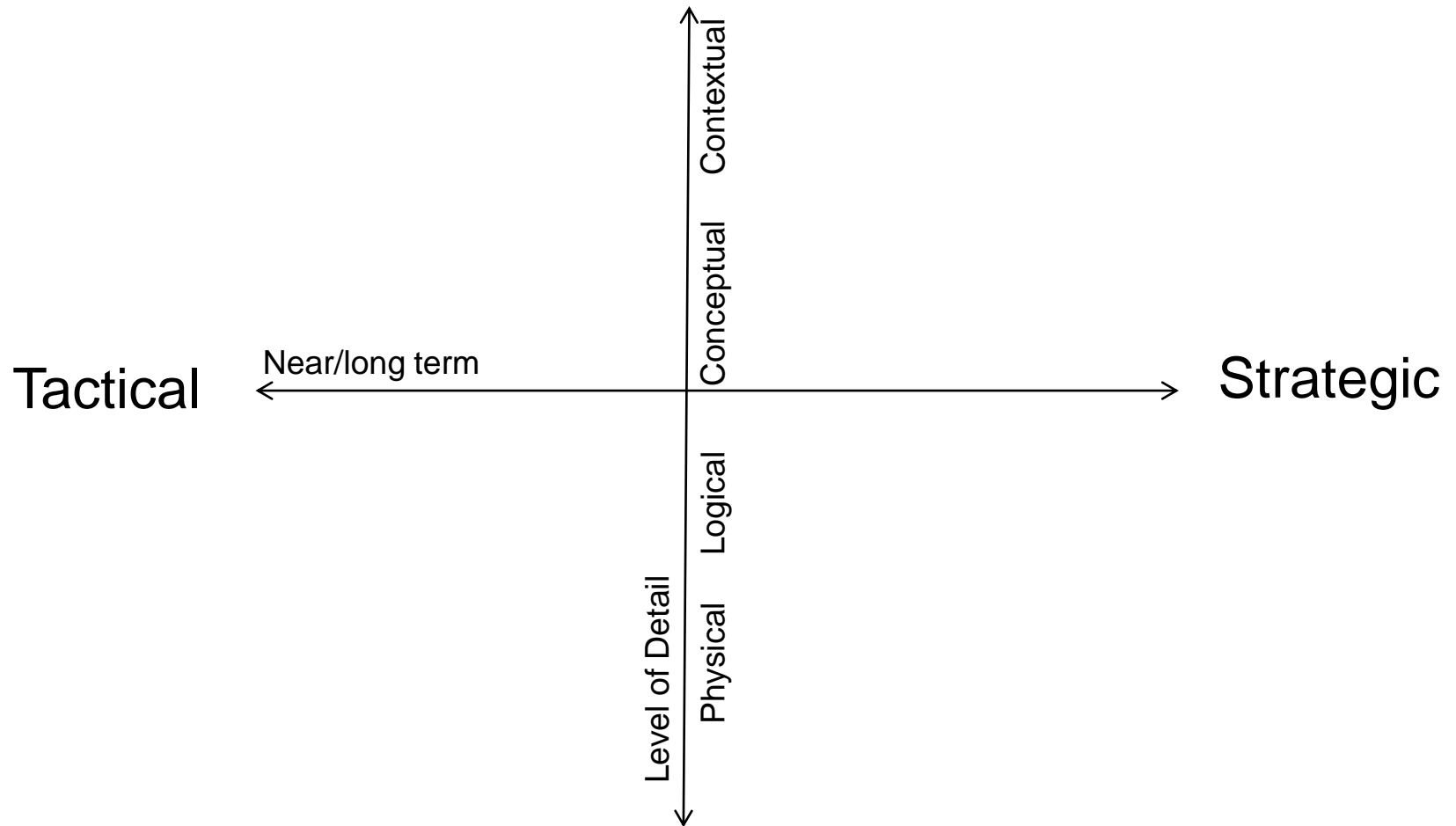
BOMBE REBUILD PROJECT

Key Issues

1. A road map classification system – understand the types and how they are typically used

2. Journey maps – know what they are and when they should complement or replace a roadmap

3. Technology choices for creating roadmaps

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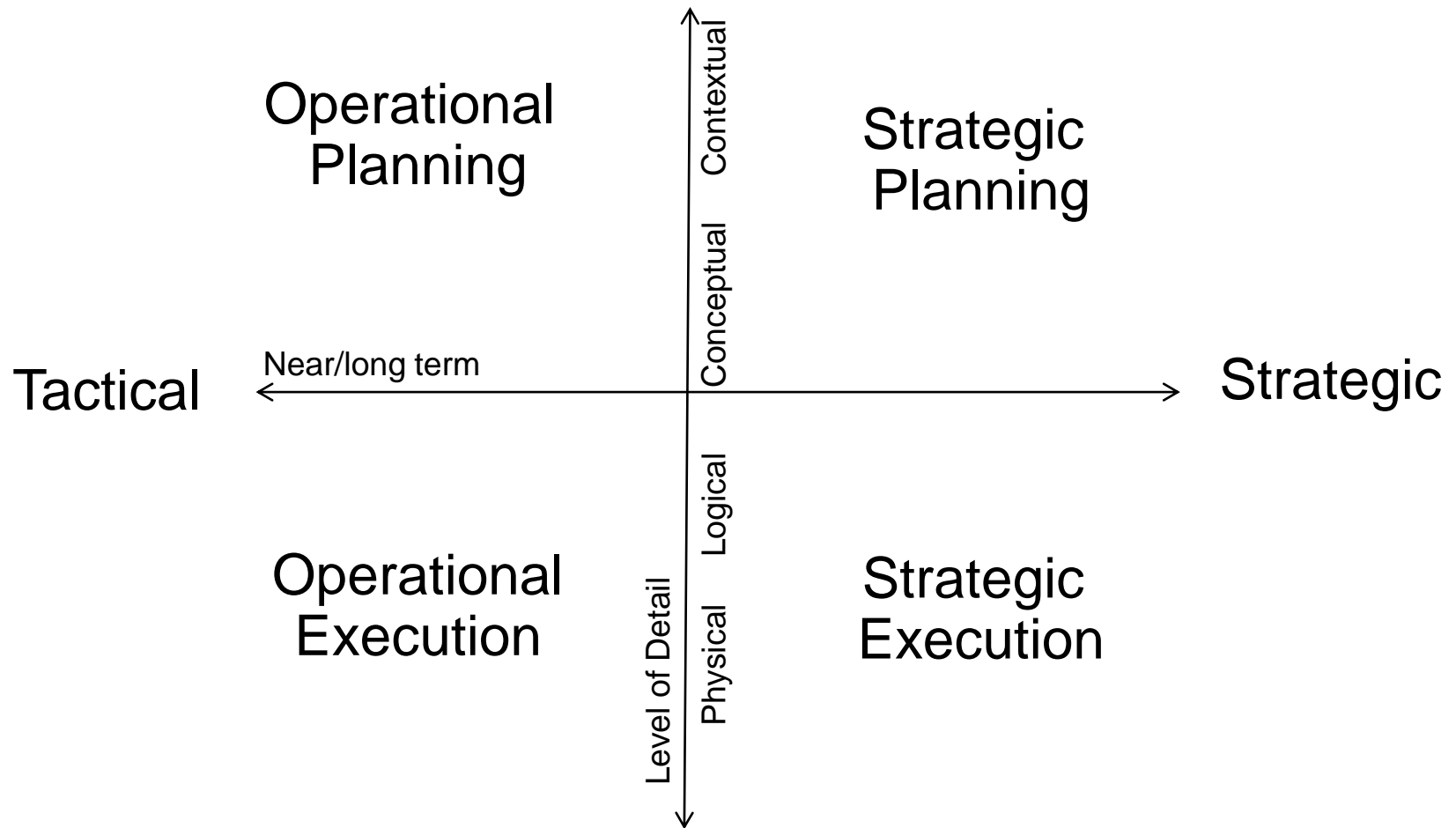
3. Technology choices for creating roadmaps

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Definition of a Roadmap

- A roadmap is a *graphical* representation that is used to illustrate the *milestones* and *deliverables* required to *transition* to a future state from a current state over a specific period of *time*.

- What makes a roadmap distinct and differentiated is that it:

    1. Uses time as the primary dimension.

    2. Shows milestones and the deliverables that are needed to occur over time to achieve the future state

    3. Delivers a level of abstraction appropriate to the audience and intended purpose
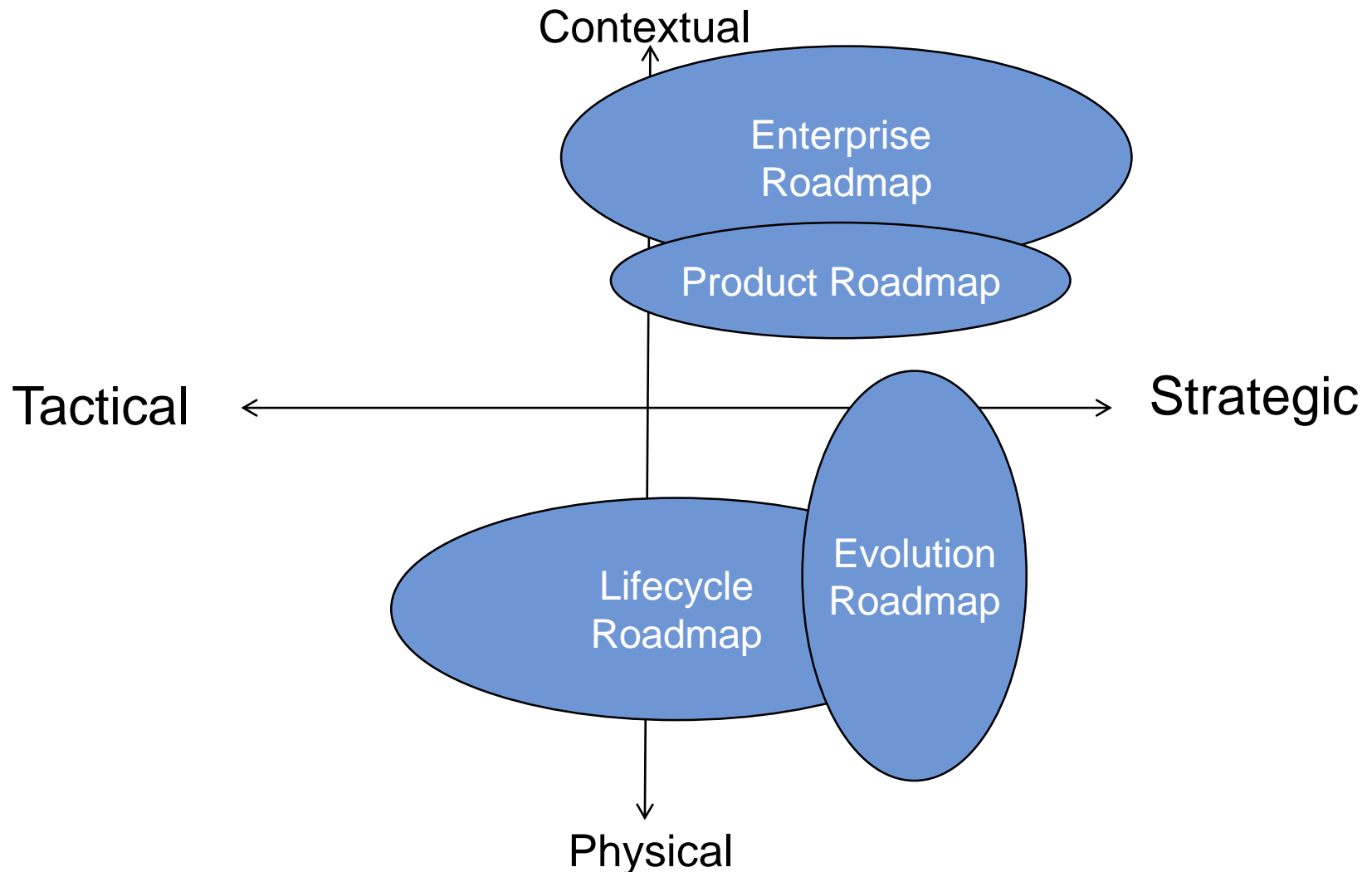
    4. May also show additional influencing factors

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Roadmap Topology of Roadmap Types

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Roadmap Topology of Roadmap Types

Operational Planning

Strategic Planning

Tactical ←————————————————→ Strategic

Near/long term

Contextual

Conceptual

Logical

Physical

Level of Detail

Operational Execution

Strategic Execution

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Roadmap Topology of Roadmap Types

Definition of an Enterprise Roadmap

- An enterprise roadmap is a type of roadmap that illustrates *current and planned strategic change* (business *outcomes*, business *capabilities*) at a *contextual* level and over a specified time.

- What makes an enterprise roadmap distinct and differentiated is that it:

    1. Is an abstraction that depicts a conceptual view to provide context for the changes to high level business capabilities over time.

    2. Tracks highest level business outcomes that are directly linked to business KPIs

    3. Indicates change across the enterprise (business and technology), not just one program, business unit and/or technology

    4. May also highlight top level risks and disruptors

Please see prior webinar for more info on Enterprise Roadmap

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Definition of an Evolution Roadmap

- Evolution roadmaps depicts a **strategic target state** needed to deliver **specific business outcome** and how components are **deployed** and **retired** to support the solution

  - Evolution roadmaps are used to validate and communicate transition plans and provide point-in-time overall interim solutions views

  - Evolution roadmaps are typically at logical level of abstraction or lower.

  - Evolution roadmaps show the time dimension through colors, shadings or versions, but not necessarily on a timeline

  - "Heat maps" can be a special case of evolution roadmaps

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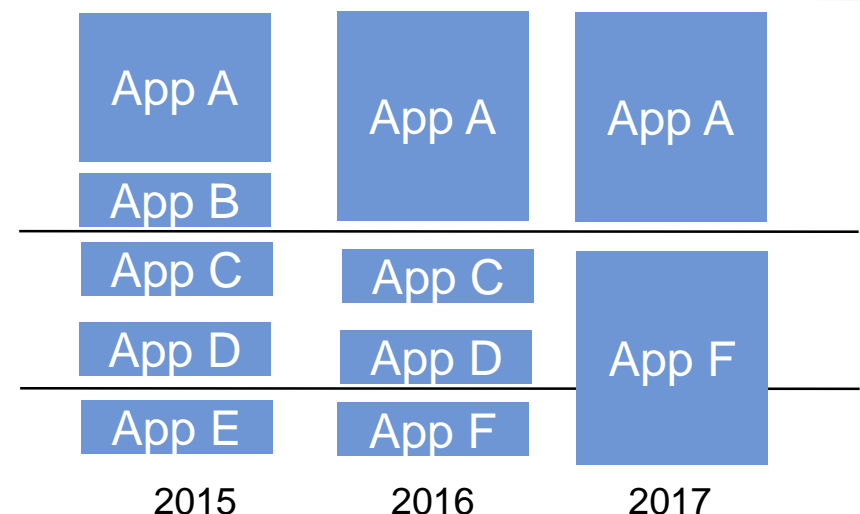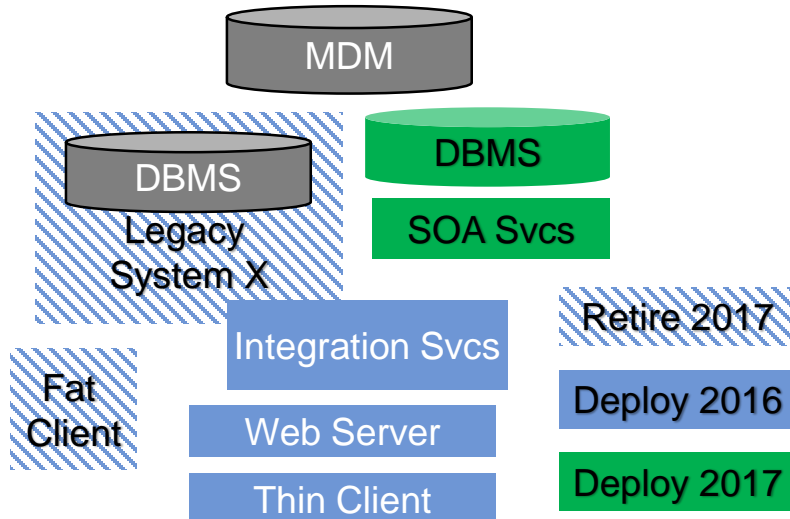
Definition of an Lifecycle Roadmap

- An lifecycle roadmap depicts the full **lifecycle** of a capability, system or technology over time – from **introduction/deployment** through to **retirement**. Lifecycle roadmaps:

    - Show timing of major **enhancements, migrations** and **retirements**

    - Help organizations coordinate change

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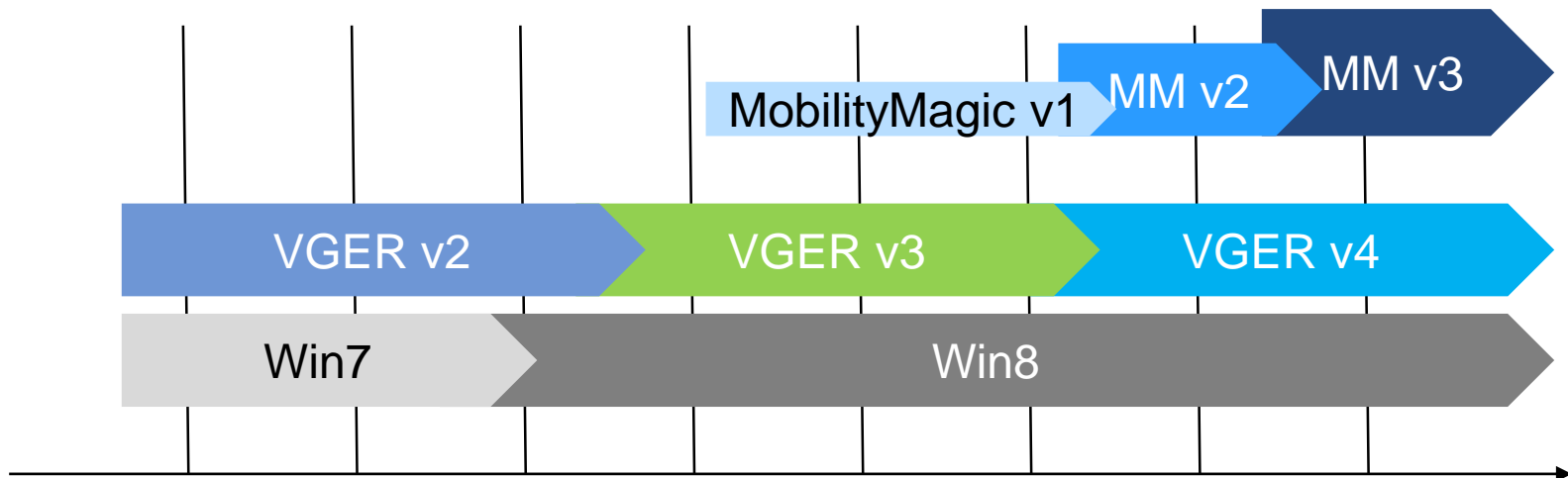
Polling Question

**How do you use lifecycle or evolution roadmaps to communicate proposed change and develop buy-in?**

1) Never seen nor heard of them.

2) We use, or plan to use, lifecycle roadmaps to show when migrations occur.

3) We use, or plan to use, evolution roadmaps to help people visualize how the target state will emerge.

4) We are using, or planning to use, both of them.

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Key Issues

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Strategy Maps and Enterprise Roadmaps

Scenario 2: Strategy Map
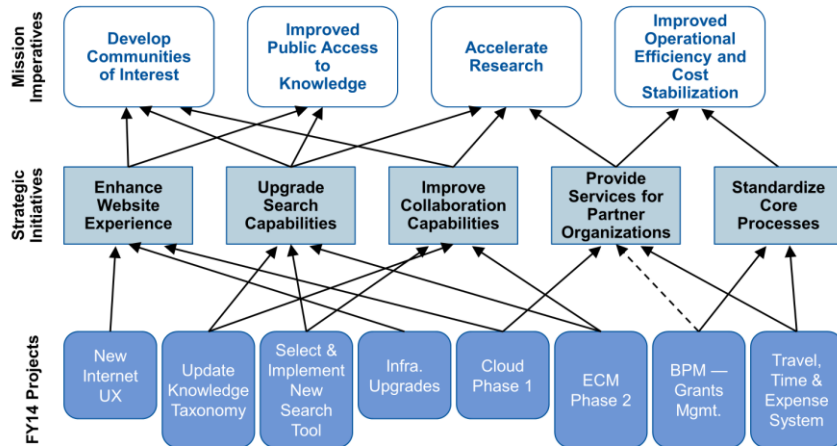
Scenario 2: Road Map
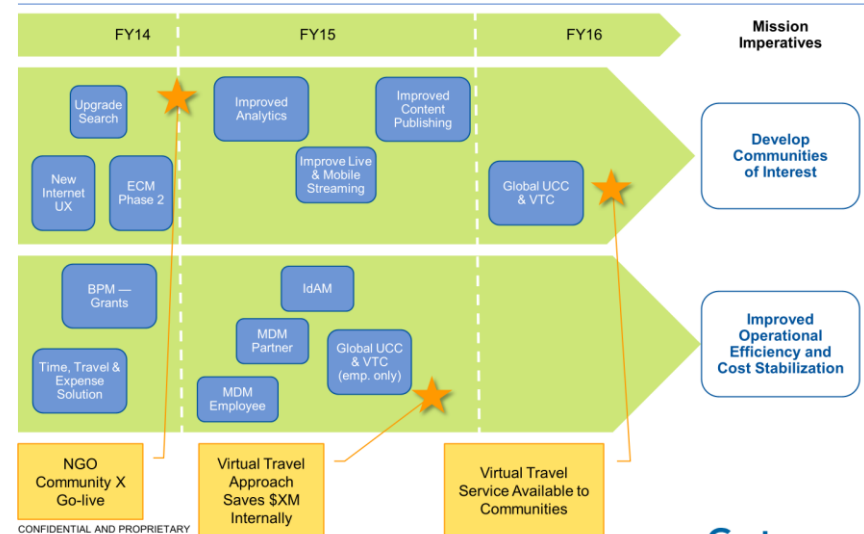
Please see prior webinar for more info on Strategy Maps and Enterprise Roadmaps

What Are Journey Maps?

	What They Do	**What They Show**
Journey Maps	Show an individual's tasks, activities or actions that occur during a journey taken to a outcome	• The path taken to achieve a desired outcome. • How a journey crosses applications, silos and organizational boundaries. • New opportunities, risks and potential disruption. • Current or desired target state for the experience
Road Maps	Show initiatives, capabilities and outcomes on a time dimension	• How to achieve business outcomes • How different initiatives relate to each other

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Customer Journey Map

(See G00264094 "Use Journey Maps in User Experience Design and Digital Workplaces")

Source: EffectiveUI

User/Customer Journey Map

(See G00264746 "Three Practices Enterprise Architects in Banks Should Avoid in Order to Respond to Key Banking Trends")
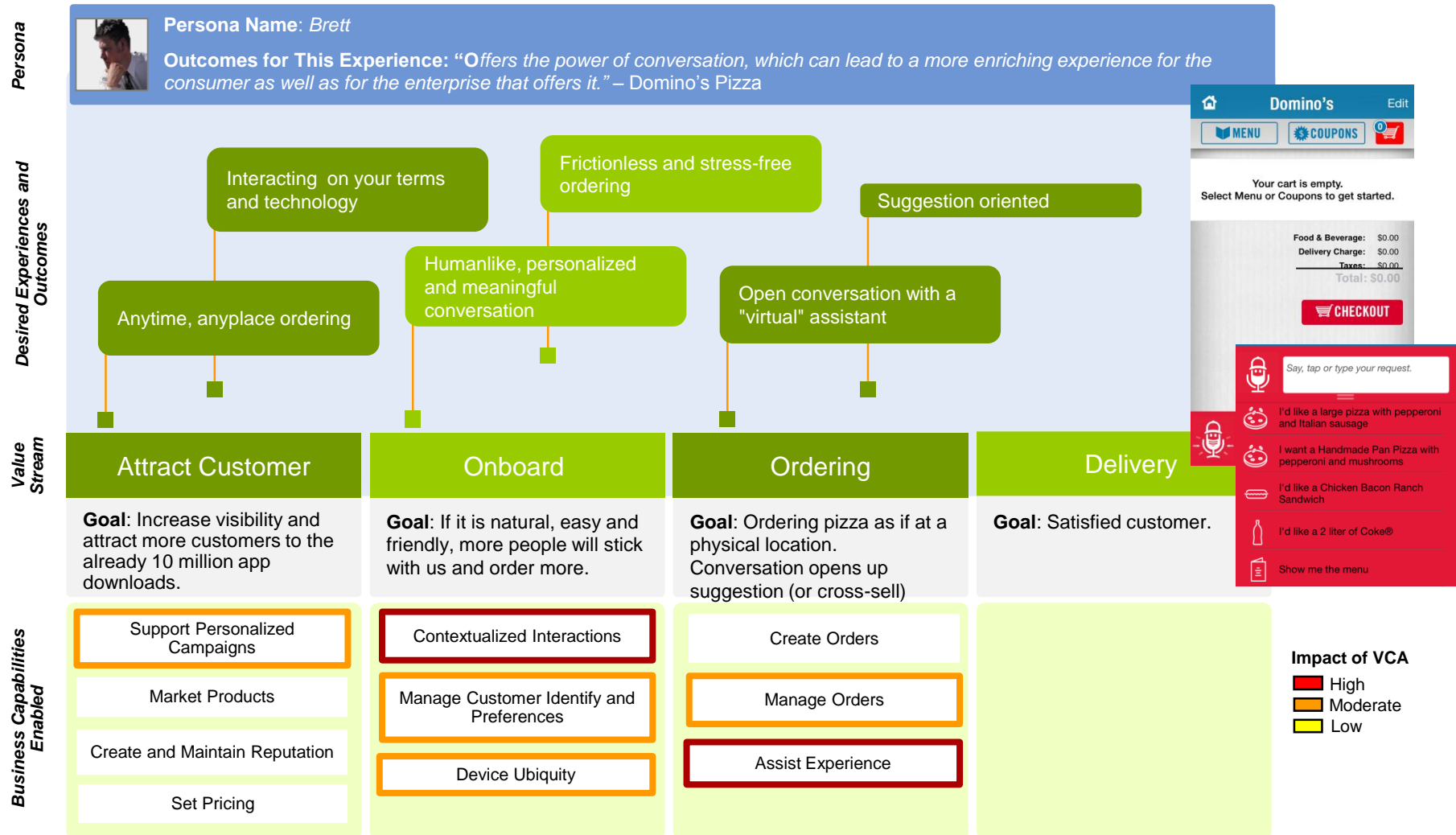

Source: Lono Creative

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Business Outcome Journey Map

(See G00272240 "Toolkit: How EA Enables Digital Humanism via Business Outcomes Journey Maps to Exploit Digital Disruptions")

Persona

Persona Name: *Brett*

Outcomes for This Experience: "Offers the power of conversation, which can lead to a more enriching experience for the consumer as well as for the enterprise that offers it." – Domino's Pizza

Desired Experiences and Outcomes

- Interacting on your terms and technology
- Frictionless and stress-free ordering
- Suggestion oriented
- Anytime, anyplace ordering
- Humanlike, personalized and meaningful conversation
- Open conversation with a "virtual" assistant

Value Stream

Attract Customer	Onboard	Ordering	Delivery
Goal: Increase visibility and attract more customers to the already 10 million app downloads.	**Goal**: If it is natural, easy and friendly, more people will stick with us and order more.	**Goal**: Ordering pizza as if at a physical location. Conversation opens up suggestion (or cross-sell)	**Goal**: Satisfied customer.

Business Capabilities Enabled

Attract Customer	Onboard	Ordering
Support Personalized Campaigns	Contextualized Interactions	Create Orders
Market Products	Manage Customer Identify and Preferences	Manage Orders
Create and Maintain Reputation	Device Ubiquity	Assist Experience
Set Pricing		

Impact of VCA
- High
- Moderate
- Low

See: http://whatsnext.nuance.com/dominos-virtual-assistant-order-pizza/

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Ecosystem/Customer Journey Map

Source: Lono Creative

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Quick Tips on Journey Maps

1. Journey maps complement roadmaps they do not replace them.

2. Journey maps focus on an instance of tasks, actions or activities, whereas roadmaps focus on evolution over time.

3. Journey maps are a great way for enterprise architects to help their organizations discover opportunities and risks.
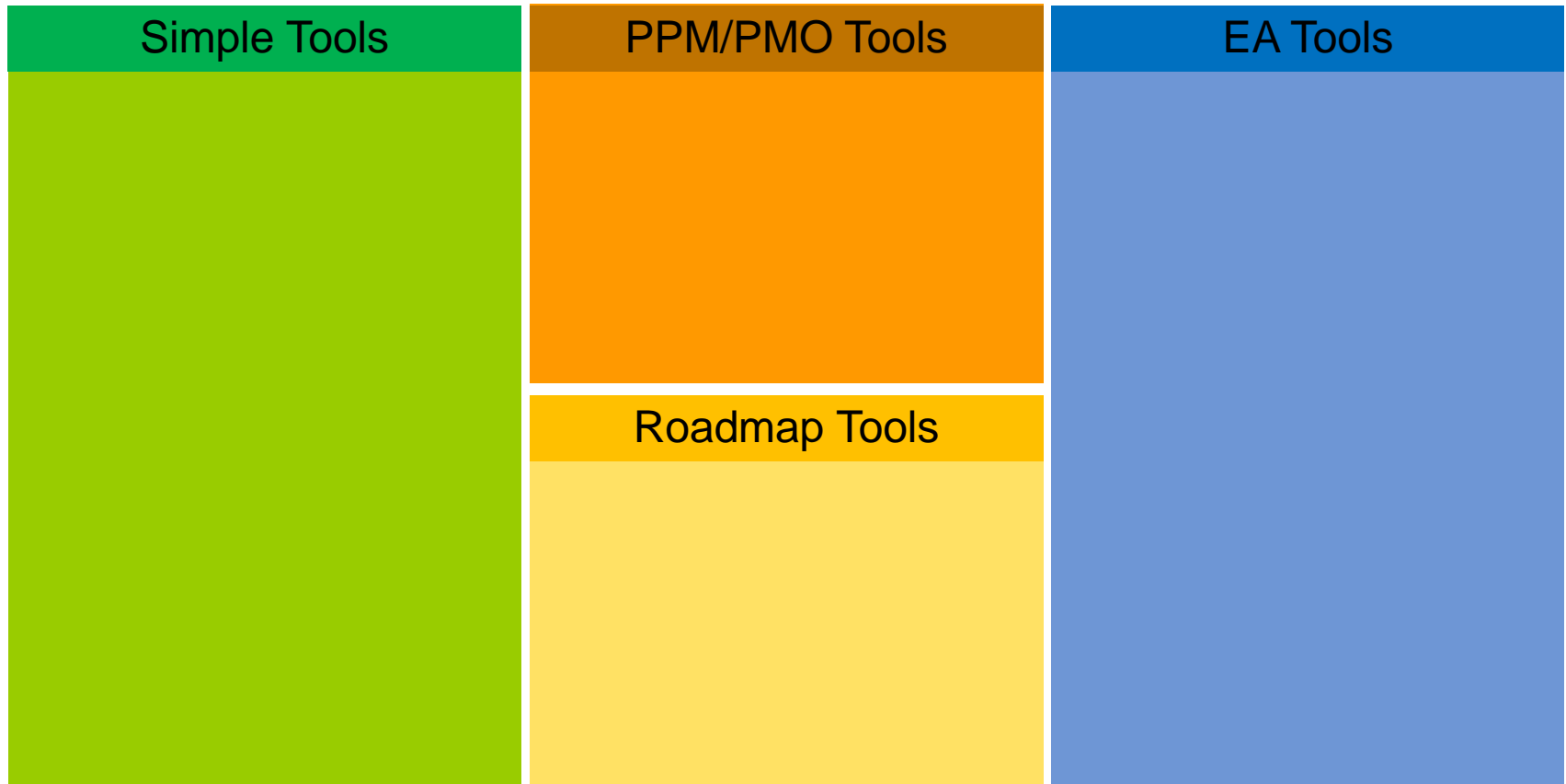
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Polling Question

Are you using journey maps?

1) No plans to use them.

2) Journey maps are used by development teams or marketing, but not within EA or for strategic planning.

3) We are using them as ecosystem or business outcome journeys as part of strategic planning.

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Key Issues

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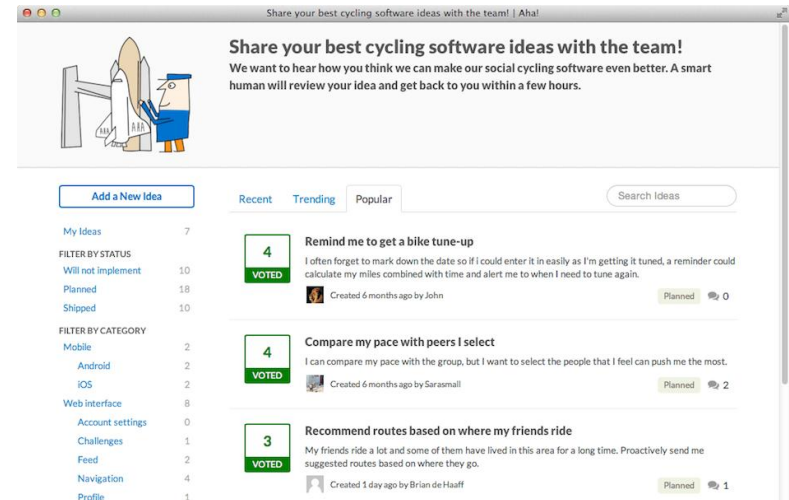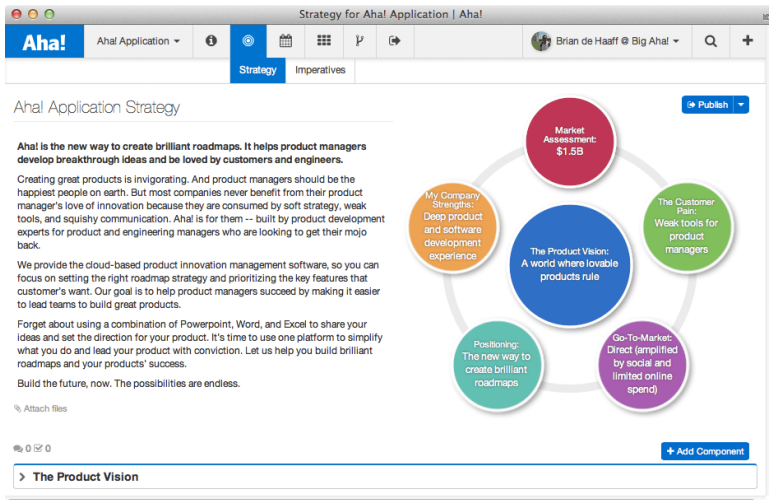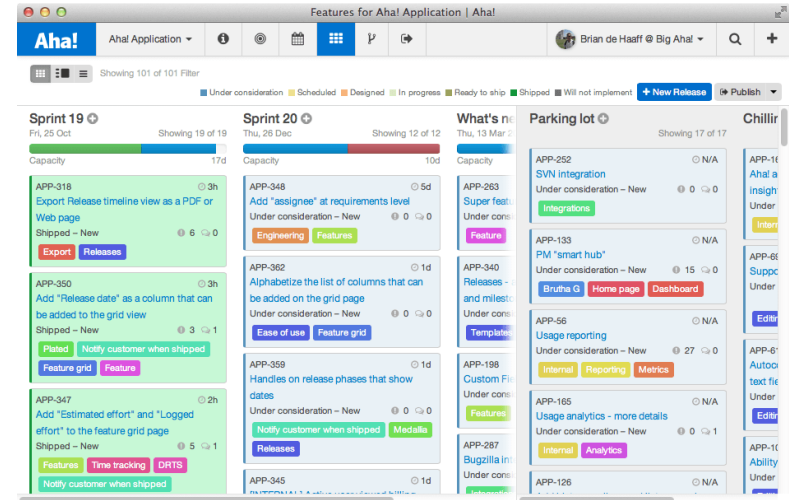
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Technologies for Roadmapping

Simple Tools	PPM/PMO Tools	EA Tools
	Roadmap Tools	

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Technologies for Roadmapping

Simple Tools	PPM/PMO Tools	EA Tools
• Post-it Notes	• Clarizen	• Avolution
• PowerPoint	• Daptiv	• BizzDesign
• Visio	• Innotas	• Casewise
• (iGrafX)	• Oracle	• IBM
	• Sciforma	• MEGA
	• VersionOne	• Qualiware
	Roadmap Tools	• SAP
	• Aha!	• Software AQ
	• ProductPlan	• Troux
	• Sopheon	

Vendors shown are a reduced list for illustrative purposes only and no inference should be assumed as to the relative merits of one over another. In each category there are many other vendors that are as capable and be as well or better suited to your needs.
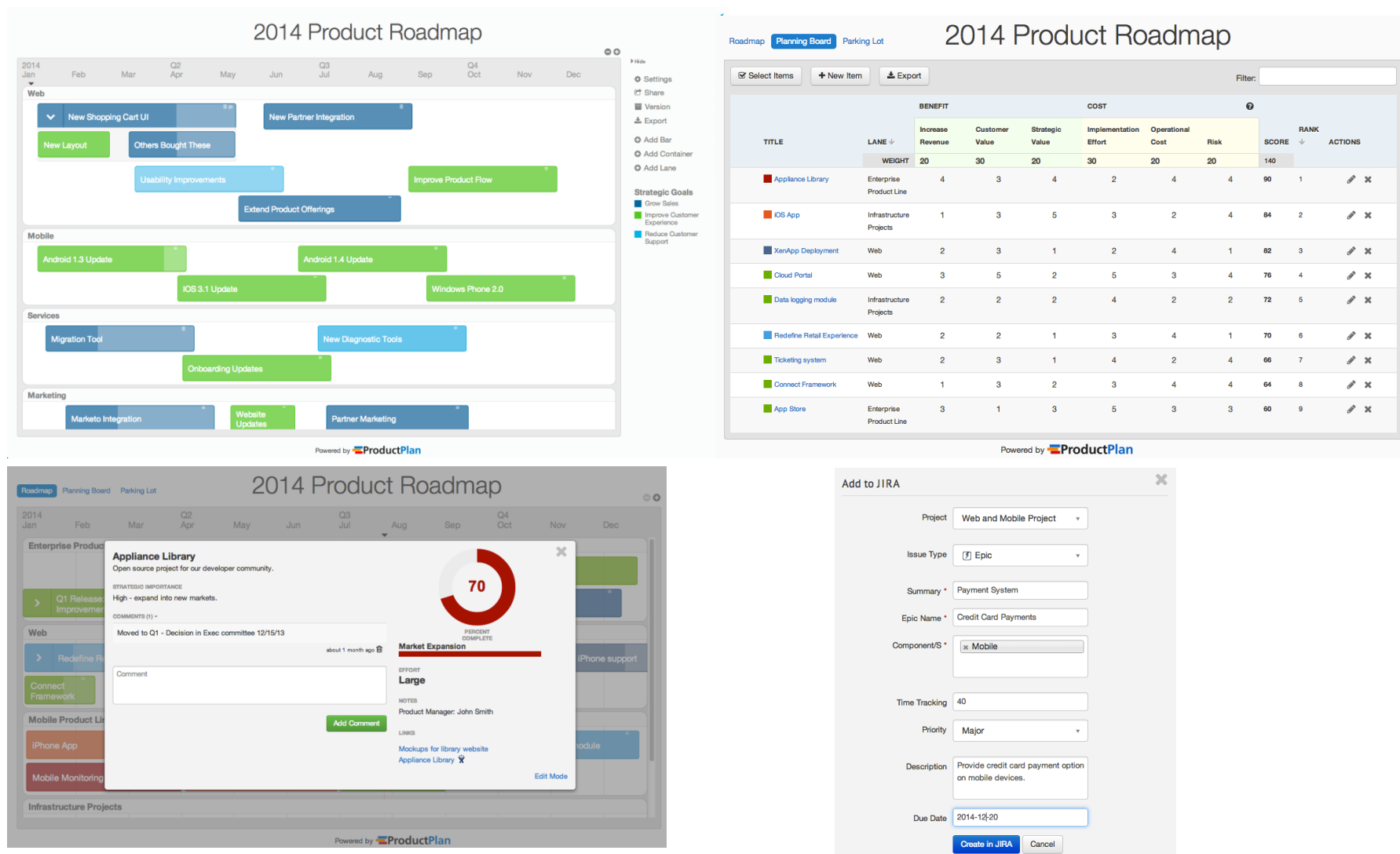
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Aha!

Gartner

ProductPlan

Gartner

Sopheon

Gartner

Avolution

BizzDesign

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Quick Tips on Technology

1. Don't assume more sophisticated is always best.

2. Check with other teams whether they already have tools you could use.

3. Focus on the overall process and outcome, not the immediate need, in order to select the most appropriate tool or technology.

4. Create and leverage "Use Cases" to understand the needs for and uses of roadmapping technology.

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Recap

1. What types of roadmaps should I use? And when?

2. Are there other types of maps that supplement road map efforts?

3. What is the best way to create road maps?

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Recommendations

✓ Consider use, purpose and lifespan of roadmap before choosing technology?

✓ Use journey maps to model your ecosystem and identify new business opportunities and risks?

✓ Stay focused on business outcomes, or customer outcomes when creating roadmaps or journey maps?

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Recommended Gartner Research

➔ **Five Best Practices for Building EA Road Maps that Enable Outcomes**
Cathleen Blanton (G00252402)

➔ **Create Enterprise Roadmaps to Communicate and Execute Strategy Effectively**
Mark McGregor & Cathleen E. Blanton (G00271512)

➔ **Classify Roadmap Styles to Guide Roadmap Development**
Cathleen E. Blanton & Mark McGregor (G00272041)

➔ **Toolkit: How EA Enables Digital Humanism via Business Outcomes Journey Maps to Exploit Digital Disruptions**
Mike J. Walker, Betsy Burton & Marcus Blosch (G00272240)

➔ **Magic Quadrant for Enterprise Architecture Tools**
Saul Brand (G00263193)

➔ http://www.gartner.com/webinar/2859518

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