### Step 1: Define future value opportunity vision / scenario

- **Market & Business Trends & drivers?**
- **Standards?**
- **Policy?**
- **Competing firms & technologies?**
- **Customers?**

- **Regulation?**
- **Standards?**
- **Policy?**
- **Competing firms & technologies?**
- **Customers?**

- **Application Business strategy?**
- **Products?**
- **Services?**

- **Sales & marketing?**
- **Support for customers?**
- **Distribution and logistics?**

### Step 2: Clarify current state

- **Market & Business Trends & drivers?**
- **Standards?**
- **Policy?**
- **Competing firms & technologies?**
- **Customers?**

- **Regulation?**
- **Standards?**
- **Policy?**
- **Competing firms & technologies?**
- **Customers?**

- **Application Business strategy?**
- **Products?**
- **Services?**

- **Sales & marketing?**
- **Support for customers?**
- **Distribution and logistics?**

### Step 3: Establish core path to value

- **Application Business strategy?**
- **Products?**
- **Services?**

- **Sales & marketing?**
- **Support for customers?**
- **Distribution and logistics?**

### Step 4a: Map market, business and commercial drivers, opportunities and context

- **Value context?**
- **Early / niche opportunities?**

### Step 4b: Map technology, finance, resource and partnering requirements, opportunities and context

- **Value creation?**
- **IP? Funding?**
- **Partnerships?**
- **Functionality?**
- **Performance?**

### Step 4c: Map sub-systems performance requirements

- **What?**
- **To whom?**
- **When?**
- **How?**
- **Where?**
- **Why?**

### Step 5: Consider alternative paths / options

- **Step 6: Elaborate: a) Risks, Uncertainties, Gaps, Enablers & barriers**
- **b) Strategic sub-themes / layers (‘unpack’ core path for Step 3; cluster / organise for Step 4)**
- **c) Quantify nodes $$$ (ranges); Estimate confidence levels**

### Step 7: Summarise future value business model

#### Demand side

- **a) Customer segments**
  - An organisation serves one or several customers

- **b) Value propositions**
  - What we deliver to the customer? Which one of our customer’s problems are we helping to solve? Which bundles of products and services are we offering to each customer segment?

- **c) Channels**
  - Value propositions are delivered to customers in conjunction with distribution and sales channels

- **d) Customer relationships**
  - Are established and maintained with customers

- **e) Revenue streams**
  - Revenue streams result from value propositions successfully offered to customers

#### Application functionality, performance and format

- **What?**
  - Stepping stones / Demonstrators / Decision points

- **Who?**

#### Application business strategy

- **What?**
  - Business models

#### Application sales & marketing

- **What?**
  - Markets & sales organizations

#### Application support for customers

- **What?**
  - Organisation

#### Application distribution and logistics

- **What?**
  - Supply chain

### Step 8: Summarise future value business model

- **a) Customer segments**
  - An organisation serves one or several customers

- **b) Value propositions**
  - What we deliver to the customer? Which one of our customer’s problems are we helping to solve? Which bundles of products and services are we offering to each customer segment?

- **c) Channels**
  - Value propositions are delivered to customers in conjunction with distribution and sales channels

- **d) Customer relationships**
  - Are established and maintained with customers

- **e) Revenue streams**
  - Revenue streams result from value propositions successfully offered to customers

### Osterwalder & Pigneur, 2014

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