Six IT Roadmaps for Better Business Outcomes

Tomorrow's IT business outcomes depend on the quality and effectiveness of today's IT plans. CEB IT Roadmap Builder™ drives better discussions and better decisions, improving tomorrow's outcomes while saving staff time today.

Executive Summary

CEB IT Roadmap Builder™ is a cloud-based service designed to help teams reduce cost and risk in the current portfolio as well as make better choices with future investments. Using role-based access to one common tool, business partners, IT leaders, and executives have a consistent way to:

1. Document the existing IT portfolio (Technology Inventory Roadmap)
2. Guide decisions about retiring or upgrading technologies (Technology Lifecycle Management Roadmap)
3. Identify opportunities for IT consolidation (IT Consolidation Roadmap)
4. Ensure IT alignment with strategic priorities (IT Strategic Planning Roadmap)
5. Map IT components to business capabilities (Capability Roadmap)
6. Map IT components to services (Services Roadmap)

Organizations who have improved their roadmapping efforts have saved time, reduced IT complexity and cost, and ensured new IT technologies drive business value. Based on CEB's benchmarking research, we found a typical company with a $75 million annual IT budget could potentially:

- **Save 1.6% of the budget** by reducing staff time devoted to IT planning,
- **Save 3.7% of the budget** by removing duplication, waste, and complexity from the IT portfolio, and
- **Bring in new revenues equal to 4.2% of the budget** by making better choices on the scope and sequencing of investments in new capabilities.

Last but not least, there's also enormous benefit in having a single source of truth accessible to anyone in the organization to see current and future IT standards—all mapped to the organization's vision.

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Introduction

Roadmaps Help Organizations:

- Understand connections between IT and business goals
- Support governance processes
- Foster collaboration among IT planning stakeholders
- Identify aging systems and the risk they present
- Reduce unnecessary duplication of systems
- Clarify technology adoption timelines

No IT organization can stand still. Every IT organization must evolve to build effective plans that support the business's changing needs and priorities. Effective planning manages cost and avoids risk—consolidating redundant technologies and upgrading aging ones—and generates business value through IT, building and improving the capabilities that drive the organization's success.

- Do you have the right IT investments in place to support business capabilities?
- Do you have a clear view of what exists in your technology portfolio today and when to retire or upgrade technologies in the future?
- Do you have too many technologies supporting similar capabilities in different parts of the organization?

The answers can be elusive when the IT portfolio data resides in multiple locations and IT roadmapping is performed in silos without business unit engagement. With the growing complexity and importance of the IT infrastructure and the applications it supports, a systematic planning framework is more critical than ever.

The essential foundation for this framework is a roadmap: a document that defines and communicates how each part of the organization will change. A roadmapping process generates multiyear plans for evolving a function or system from its current to desired future state.

Done right, roadmapping provides essential governance, guides IT portfolio investment and rationalization decisions, and aligns technology choices to business objectives. It reduces IT costs, supports transparent decision making, and enables coordination across business units.

Limitations of Conventional Roadmapping Tools

As important as roadmapping is to the organization, it's rarely done as well as it could be. In a CEB survey of IT executives, 70% reported being dissatisfied with their current approach to roadmapping. Planning teams in all technology domains struggle at each major stage in the roadmapping process—from creating and maintaining roadmaps to communicating and executing them.

CEB's teams identified three broad challenges:

- **Fragmented Information**—When individual teams create plans or roadmaps, they use tools or templates specific to their function or business unit. Even roadmaps built in generic applications such as Excel or PowerPoint look completely different and are typically scattered across many different parts of the organization. Although these tools or templates work well for the individual teams that use them, they hurt the organization by creating islands of knowledge inaccessible to others. IT plans are much more valuable when they are built in a common framework and shared across the organization.
- **Divorced from Business Outcomes**—At its heart, a roadmap shows the actions IT is taking to help the organization meet its business goals. If a planned change can't be shown to support an articulated business outcome, then it shouldn't be on the roadmap. But all too often roadmaps lose their connection to business strategy or objectives and become nothing but a laundry list of technical projects. The value of IT investments is not articulated in a language business users understand, making it harder to secure funding and gain support from business owners.

Conventional methods of IT planning and roadmapping required significant time and often failed to deliver value. This was partially due to the pace of change but also to IT's inability to document or maintain roadmaps that communicated its vision.

- **Drowning in Detail**—A good roadmap needs detail. It should link technologies, projects, capabilities, and services and cascade business strategy to the lowest level. A good roadmap should include cost and dependency information and form one viable connected plan. Paradoxically, it is this comprehensive level of detail that prevents roadmaps from fulfilling their other main purpose: communication. This issue is especially true for business stakeholders: the low-level detail holds no value for them, and instead, the complexity is overwhelming and deters them from participating in the process. Without business stakeholders, it becomes impossible to find and prioritize the low-cost projects that have high operational value for business stakeholders.

IT organizations cannot afford to be inefficient with such an important planning activity. What if there was a faster, more effective way to create and validate roadmaps? What if there was an easier way to identify technology redundancies and align IT projects to business goals? What if you could really engage business partners in IT planning and persuasively communicate the value of proposed changes? These questions were the impetus behind the development of **CEB IT Roadmap Builder™**, a workflow and decision support service that provides a systematic and repeatable framework for creating, validating, communicating, and acting on technology roadmaps.

A Systematic Approach to IT Roadmapping

CEB IT Roadmap Builder™ is a workflow and decision-support solution that helps IT leaders increase the business value delivered by IT budgets by enhancing the organization's planning and roadmapping capability.

We help IT leaders develop and maintain technology roadmaps in a collaborative and user-friendly way. We preserve the best aspects of traditional roadmapping methods while avoiding the common mistakes associated with traditional approaches (outlined on p. 3.) CEB IT Roadmap Builder creates a planning environment where individual teams can create and maintain their own sections of the roadmap but within a consistent framework that ensures collaboration among stakeholders.

Users can securely access CEB IT Roadmap Builder from anywhere using a standard Internet browser. The graphical interface is intuitive, and the color-coded visualizations—customized for the needs of different audiences—make it easy to understand, share, and develop an actionable roadmap. More than just a roadmapping tool, CEB IT Roadmap Builder integrates significant intellectual property from CEB, including best practice insights, frameworks, and benchmarking data.

Designed with flexibility and collaboration in mind, CEB IT Roadmap Builder engages business and IT stakeholders in the planning process. It eliminates scattered, disconnected roadmaps and establishes one source of truth for the IT portfolio, including multiple views of that data to support various business objectives.

CEB IT Roadmap Builder provides the capabilities that traditional approaches lack:

- A consistent methodology for assessing value and risk associated with technologies, based on best practices gleaned from more than 100 member organizations
- More than 500,000 predefined technology entries to ensure data consistency and comparability, even when custom naming conventions and categories are applied
- A structured way to gain insight from a broader community of subject matter experts and online resources to support the best planning decisions
- Polished presentation visuals that can be tailored to the needs of executives, architects, technology managers, and business unit leaders
- Peer benchmarks to compare your IT roadmaps against others'—both those within the organization and industry peers

We help you build and communicate plans to validate investment decisions.

Six Ways to Use CEB IT Roadmap Builder™

"Roadmap" is a general term for strategy and operational planning documents that fulfill multiple purposes. We believe organizations need to tailor roadmap visualizations to the different needs of stakeholder groups but generate those views from a single, unified dataset and a consistent planning environment.

Different stakeholders in an organization have different needs and perspectives on roadmapping. For example, chief information officers focus on strategic plans to align with the business. Data center architects are concerned with emerging infrastructure technology. Support managers talk about refreshes to existing portfolios. Business partners want to be sure IT capabilities are in place to support their projects and plans. Everybody feels strongly about the importance of their roadmapping perspective, which is often out of sync with the planning going on around them.

Rather than forcing these differing perspectives into a uniform approach, organizations would benefit from a standard framework, taxonomy, and data repository providing stakeholders the flexibility to plan within that framework.

Within a common framework, you can create multiple types of roadmaps. Flexible to support differing perspectives and audiences, CEB IT Roadmap Builder presents data and views most appropriate for six distinct scenarios:

1. **Technology Inventory Roadmap**—Provides a consistent framework and single repository to document and organize all technologies within a portfolio
2. **Technology Lifecycle Management Roadmap**—Documents detailed lifecycle information for hardware and software to support optimal decisions about retiring or upgrading technologies
3. **IT Consolidation Roadmap**—Identifies underutilized or unnecessary technologies, where the number of platforms in use can be reduced without impacting the business
4. **IT Strategic Planning Roadmap**—Aligns IT initiatives to high-level corporate and business unit objectives to inform decision making
5. **Capability Roadmap**—Maps technologies to business capabilities and tracks the maturity of those capabilities over time
6. **Service Roadmap**—Builds plans that drive results by roadmapping services, not projects

CEB IT Roadmap Builder is versatile and provides IT organizations with the decision support needed to address the business issue at hand:

- If your organization hasn't completed any IT roadmapping to date, start with a Technology Inventory Roadmap to understand the current state of the IT portfolio throughout the enterprise.
- If the goal is to trim costs without compromising business services, an IT Consolidation Roadmap will reveal opportunities to streamline the IT portfolio and reduce maintenance costs.
- If the organization is seeking to minimize risk, a Technology Lifecycle Management Roadmap will identify technologies where there is a high risk of something going wrong and the business impact if it does.
- If the focus is more on revenue generation and business enablement, IT Strategic Planning and Capability roadmaps will help target IT investments where they will deliver the most business value.

Roadmapping initiatives often deliver less than ideal outcomes because the IT team lacks an understanding of the current technology portfolio and how it supports the enterprise. **It is difficult to plan for the future without knowing what exists today.**

Figure 1. Different Types of Roadmaps Are Most Valuable Depending on the Business Goal

Planning View	Purpose	Content	Primary Audience
Technology Inventory Roadmap	Document the current state of the IT portfolio.	Hardware and software details	IT managers and enterprise architects
Technology Lifecycle Management Roadmap	Reduce technology complexity and risk.	Lifecycle status and planned changes	Technology owners and IT managers
IT Consolidation Roadmap	Remove aging systems from the environment.	Risk, cost, and technology support	IT executives and IT management
IT Strategic Planning Roadmap	Prioritize and sequence new technology investments.	Timelines, risk, value, and cost	Business sponsors, IT governance, and project management office
Capability Roadmap	Align IT assets to business capabilities.	Capabilities, processes, people, technologies, and information	Business partners, business liaisons, and enterprise architects
Service Roadmap	Coordinate initiatives across the service portfolio.	Service categories, individual services, and dependencies	Service managers, portfolio managers, and IT architects

Let's take a closer look at these six types of roadmaps and how CEB IT Roadmap Builder™ creates more effective outcomes and saves time for planning and roadmapping staff.

1. Technology Inventory Roadmap

Understand your current technology portfolio to plan more efficiently for the future. The essential first step in roadmapping is to understand what the IT environment looks like today. That sounds simple, but anyone in IT knows the complex reality. Many organizations have grown through mergers and acquisitions, leading to a patchwork architecture of legacy systems from multiple companies. In other organizations, distributed IT ownership and siloed decision making has led to disparate and replicated systems. Information about the IT portfolio is spread across multiple tools—each with its own format—making it difficult to assemble the information needed for planning.

A Technology Inventory Roadmap Case Study

Scenario and Challenges: An enterprise architecture team at a large insurance company was initially successful at roadmapping its critical systems. A deep-dive analysis of a portion of its current portfolio showed which technologies supported which capabilities and enabled the team to create an effective future state roadmap. Naturally, this initial success in part of the portfolio created a significant demand to analyze and roadmap improvements for the entire portfolio. Unfortunately, it proved very difficult to scale up the initial success and propitiate the best practices pioneered by the initial team to the rest of the organization.

Best Practices: Recognizing data and roadmap quality issues as a root cause of process inefficiencies and delays, the insurance company worked to establish a clear standard for roadmap content and graphics.

Results: Of the 23 critical systems the IT team roadmapped initially, all 23 received increased funding based on the quality of the information provided in the roadmaps.

How CEB IT Roadmap Builder™ Can Help

Establish a consistent framework. We provide a common language to describe technologies and a consistent way to organize technology information across the enterprise. Compare and rationalize data from different planning areas, and spot inefficiencies, duplications, and data quality issues. Our secure, role-based access allows multiple groups to own and manage their technology areas while retaining overall visibility and consistency.

Create a single source of truth. Instead of having multiple roadmaps' data housed throughout different systems with different owners, CEB IT Roadmap Builder adheres to the principle of "one data source, multiple views." Import data from multiple systems to create one trusted repository to house all technology-related information, while users drag and drop from a list of more than 500,000 preloaded technologies or enter their own. You can specify detail down to the technology type, vendor, product, and version.

Communicate to stakeholders. Intuitive views can be customized for different IT audiences, such as those focused on Security, Infrastructure, or Applications. Unlimited read-only user licensing ensures team members across the enterprise can access the latest information inciting a sense of inclusion in the roadmapping process. Also, changes made to a technology or project will automatically cascade across all stakeholders views.

2. Technology Lifecycle Management Roadmap

Reduce business risk by developing an optimal technology retirement plan. Are aging systems putting your company at risk? The answer is invariably yes, but most organizations lack a systematic approach for retiring those legacy systems and applications. Garnering support for technology retirement is difficult to begin with, because business leaders and employees tend to attach to the technologies they know. Complicating matters more, it can be difficult to convey to them the escalating business risk and maintenance costs of older technologies.

Furthermore, interdependencies in the technology portfolio make prioritizing and sequencing retirement decisions a complex task and often result in a fire drill rather than a planned event. You'd like to work more closely with technology owners to improve lifecycle planning, but how?

A Technology Lifecycle Management Roadmap contains detailed lifecycle information for both Infrastructure and Applications. For example, you may be planning to retire old versions of Oracle Database and move to the latest version. The roadmap would show the old version as the current standard, then a declining phase followed by a retired phase. At the same time, the roadmap may show the latest version going through an emerging phase while it is tested and becomes the new standard. This type of roadmap, intended purely for technical audiences, focuses on avoiding risk by keeping up with current IT standards.

A Technology Lifecycle Management Roadmap Case Study

Scenario and Challenges: A global hospitality company was having difficulty securing additional investment for its infrastructure platform. The IT team tried being proactive to avoid problems before they occurred, but the very fact that no outages or performance issues had impacted the business yet meant business leaders found it hard to prioritize what looked like "nonurgent" spending. The IT organization could not effectively articulate the value and urgency of the need because it was presented as a list of technical projects divorced from business outcomes.

Best Practices: IT created a set of technology roadmaps integrated with business capabilities that highlighted vulnerabilities and showed at-risk capabilities business leaders relied on for day-to-day operations. This enabled IT to identify and explain the risks that could potentially impact the business and justify additional investments.

Results: Three organizational goals were fulfilled:

1. Obtained access to upcoming investment needs
2. Identified cross-technology implications and interdependencies of platform migrations
3. Highlighted high-risk situations within the platform and their impact on the business

How CEB IT Roadmap Builder™ Can Help

We provide a consistent framework for making retirement decisions across the entire portfolio. You can gather all necessary information for retirement planning in one repository and map dependencies that would result in a domino effect if a given system is retired.

Establish a lifecycle plan for your technologies. Establish dates for the five lifecycle stages embedded into CEB IT Roadmap Builder: Emerging, Installed Nonstandard, Installed Standard, Decline, and Retire. If the organization already has a technology lifecycle planning framework in place, you can configure the entries to match your existing terminology and lifestyle stage definitions.

Monitor impending vendor support deadlines. CEB's reference library of more than 500,000 vendor technologies and is pre-populated with published end-of-life dates. The service will automatically compare your lifecycle plans with the vendor's information and alert you to any issue, including proactive warnings about problems that may occur in the next two years unless plans are changed.

Understand the risks associated with aging technologies. Capture business impact and IT risk of technologies in a consistent framework based on intellectual property from CEB best practice research. Risk assessments are tailored to technology type (infrastructure, applications, or information risk) and stage (planned or existing) to enable portfolio-level planning and apples-to-apples comparisons across technologies.

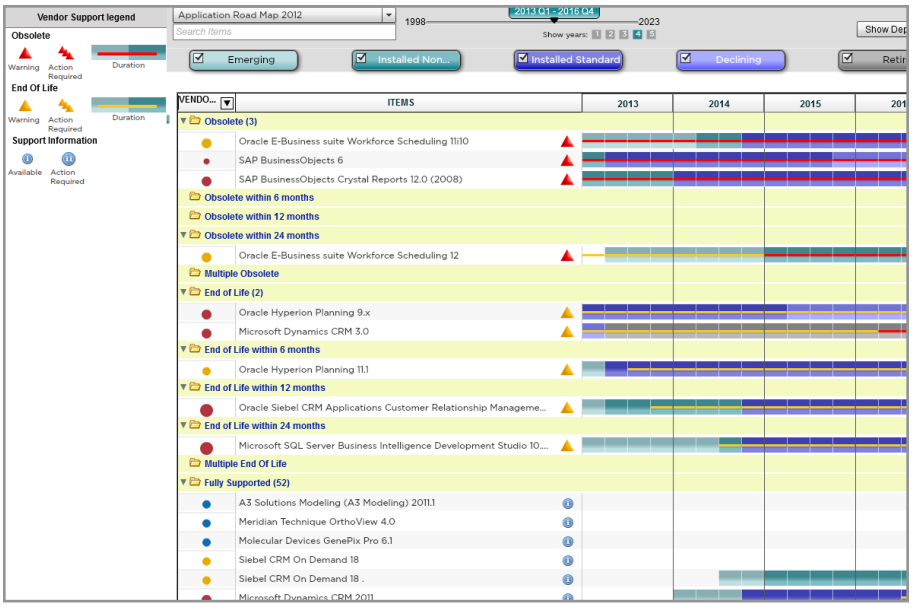
Benchmark your technology adoption timelines. Compare your timelines to those of your peers to see whether your organization is leading or lagging key technology trends. You can filter by industry, size, and technology adoption profile (i.e., early adopter or fast follower).

How do you define risk?

CEB IT Roadmap Builder flexibly accounts for the unique ways value and risk are defined for different technologies. For an emerging technology for example, the roadmap would reflect the value the technology could add to the organization if you were to use it. For an installed technology, you would ask how much value is at risk if something went wrong. The value of applications is measured in terms of business innovation and process improvement. For new IT infrastructure, the roadmap would capture the impact on availability, performance, provisioning, and security.

It becomes easier to make the case for updating out-of-date systems when you shift the conversation from the age of technologies to **which business capabilities are at risk if action is not taken.**

Figure 2. Receive Proactive Notification of Impending Technology Obsolescence



3. IT Consolidation Roadmap

Reduce cost in your portfolio by identifying redundant technologies. Do you have too many technologies supporting similar capabilities in different parts of the organization? Are there capabilities that could be consolidated onto fewer technology platforms, and if so, would there be any impact on other capabilities?

These questions are all too familiar to IT organizations. When IT plans and portfolio management are fragmented, it is very difficult to identify technologies that support similar capabilities in different parts of the organization. To further complicate matters, there is no common methodology or language to gain an enterprise-wide view.

An IT Consolidation Roadmap Case Study

Scenario and Challenges: A global pharmaceutical company operating with more than 5,000 applications, 10,000 interfaces, and 35 different technical environments found that only 23% of its IT budget was actually spent on strategic investments to develop new capabilities; the rest was consumed by simply keeping the lights on. Challenged to increase investment in strategic projects and reduce IT maintenance and operations costs, the company needed to immediately illustrate its IT landscape in one place and then identify redundancies.

Best Practices: The enterprise architecture group developed a master planning process shared between teams in the organization. This process used capability roadmaps to identify consolidation opportunities and align new technology investments to strategic priorities.

Results: Over time, better roadmapping resulted in a 12 percentage point increase in the share of the budget dedicated to strategic investments—and a corresponding reduction in overhead or lower-value investments.

CEB IT Roadmap Builder™ provides a standard technology taxonomy that makes it easy to overlay roadmaps from different business units and identify redundant and duplicate platforms and applications.

How CEB IT Roadmap Builder™ Can Help

An IT Consolidation Roadmap helps remove cost by reducing the number of hardware and software platforms in use.

Capture and visualize capital and operating costs for each technology. You can aggregate information into portfolio-level views and create detailed cost reports. This capability helps identify areas where you can trim costs by removing duplicative technologies and move to a single, standardized platform.

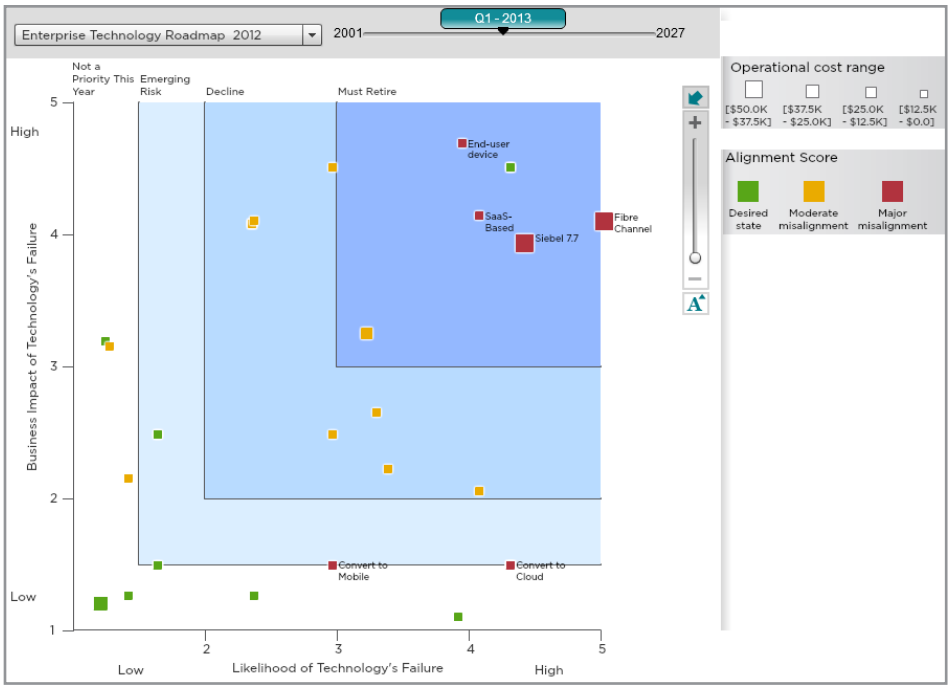
Incorporate input from subject matter experts across the organization. A built-in survey instrument helps efficiently collect information about the business value and risk of technologies, compared with the traditional method of interviewing dozens of people. Industry best practice data is built into the tool's proprietary models to determine which technologies to retain in consolidation efforts and which to retire.

Understand the risks associated with aging technologies. Also based on best practices a Retirement Risk Matrix looks at all the currently installed technologies and determines if any should be retired. The matrix plots technologies along two dimensions:

- The magnitude of business impact faced if a problem occurred with a technology
- The risk that a problem will occur with a technology

Naturally, if there is a high risk of something going wrong with the technology—and a big business impact if it does go wrong—it should be retired. For technologies where lifecycle dates have been defined, the colors show which technologies have lifecycle plans that are misaligned with business needs.

Figure 3. The Retirement Risk Matrix Proactively Suggests Which Technologies Should Be Retired and Displays the Urgency of the Need



Technology investments must reflect the CEO's strategic priorities, but IT planning is often done in isolation, without considering the effect on other business units or overall C-level strategies.

4. IT Strategic Planning Roadmap

Make IT strategy relevant: Translate business strategy into IT goals. The best organizations align IT resources to business leaders' priorities. However, CEB research shows that nearly 70% of business executives feel that IT strategic planning, as it is currently practiced, is ineffective.

IT planning is often done in isolation, without considering the effect on business strategy. Key stakeholders within IT and the business are often not aware of the links between IT investments and business strategies. Business priorities are constantly evolving, and IT plans often fail to reflect these changes. As a result, business partners feel disengaged from the IT planning process and don't fully recognize the value of IT investments, particularly those aimed at replacing their familiar but aging systems.

Another element of strategic planning relates to adoption of new technologies. When is the right time? What is the cost of not acting? Some CEB members report that they have been too risk averse and adopted technologies too late, missing opportunities. Others made costly mistakes by underestimating the risk and adopting too early. Everybody wants to strike that elusive optimum balance: making the right technology decisions at the right time to minimize cost and risk while satisfying business requirements.

An IT Strategic Planning Roadmap Case Study

Scenario and Challenges: A global financial services company had architecture groups assigned to each technology domain and business unit, preventing an enterprise-level perspective and leading to redundant and fragmented plans that did not align to the overall enterprise-wide strategy.

Best Practices: The enterprise architecture group collected documents from across the organization and created a composite model or target architecture and roadmap process. It disseminated the process to domain architects to encourage enterprise-wide adoption of plans.

Results: Better roadmapping improved end-user perceptions of IT and the value it brings to the business. In a CEB survey, 80% of employees responded that they had the technologies they needed to work effectively, compared with a standard benchmark of 62%.

How CEB IT Roadmap Builder™ Can Help

We help IT organizations put years of CEB best practice research into action to address these challenges and create relevant IT strategic plans. Much higher-level than a technology roadmap, an IT Strategic Planning Roadmap tends to concentrate on new items being added into the portfolio in the next two to three years.

Link IT initiatives to business goals. You can connect every IT change or project to business goals, then display all IT plans and projects and their alignment to business strategies with the tagging feature. Define timelines, costs, and dependencies once, and these factors are automatically reflected in all views. The Goal View can demonstrate and visualize how IT is aligned to key business objectives and priorities.

Benchmark your IT strategy against peers. We incorporate data on emerging technologies from CEB members. This built-in industry intelligence provides robust benchmarks by industry, size of organization, and technology adoption profile to show how you stack up against peer organizations when it comes to technology adoption timelines, value, and risk.

Display the alignment between all IT projects and the organization's strategic business goals. Provide complete access to your business stakeholders, showing them the risk and value associated with each project clearly linked to timelines and interdependencies.

Get buy-in from the business. You can present a full view of strategic plans internally and externally, quickly switching to the appropriate view (technology-centric or business-centric) for each audience. Use intuitive visuals to communicate your plans to the entire organization and role-based access to engage all stakeholders in the roadmapping process. Finally, you can easily turn the visuals into PDF files, capture them as images for inclusion in presentations, or blow them up to poster sizes and display on walls and doors.

Figure 4. The Goal View Gives Business Units a Complete View the Path, Timelines, and Resources Required to Achieve Their Goals

5. Capability Roadmap

Ensure your technologies enable business capabilities. The primary goal for any IT team is to enable business capabilities. However, most IT roadmaps typically focus on technologies rather than capabilities. As a result, business partners feel disconnected from the process and are unaware of the value of planned changes and unready for implementation. Immature and unstructured roadmapping efforts can easily create misalignment between IT plans and business needs, resulting in wasted investments and failing projects.

Organizations struggle with roadmapping by capability, partly because business priorities change so fast, and updating the roadmaps requires time-consuming manual rework. Even if one group is successful in this effort, it may not be scalable to the enterprise level.

A Capability Roadmap Case Study

Scenario and Challenges: A large utility company's annual investment planning process was producing poor results. Unplanned spend was running at 30% of the entire IT budget and significant time was wasted creating plans and business cases for a prioritization process that never stuck. Subsequent reprioritization and planning sessions regularly occurred when new urgent needs emerged. As a result, growing business initiatives focused on large, multiyear process automation projects with high costs and long lead times, causing IT to fail at identifying quick, low-cost projects that produced high returns for business partners.

Best Practices: Capability roadmaps linked technologies and IT projects to business priorities, thus helping establish improved joint business partner ownership of IT investments.

Results: The company reduced unplanned spend from 30% of the budget to almost fifteen percent. Through better roadmapping, the organization shifted from reactive fire-fighting to a more stable, planned execution path—one that focused on finding and prioritizing low-cost projects that deliver high value for the business.

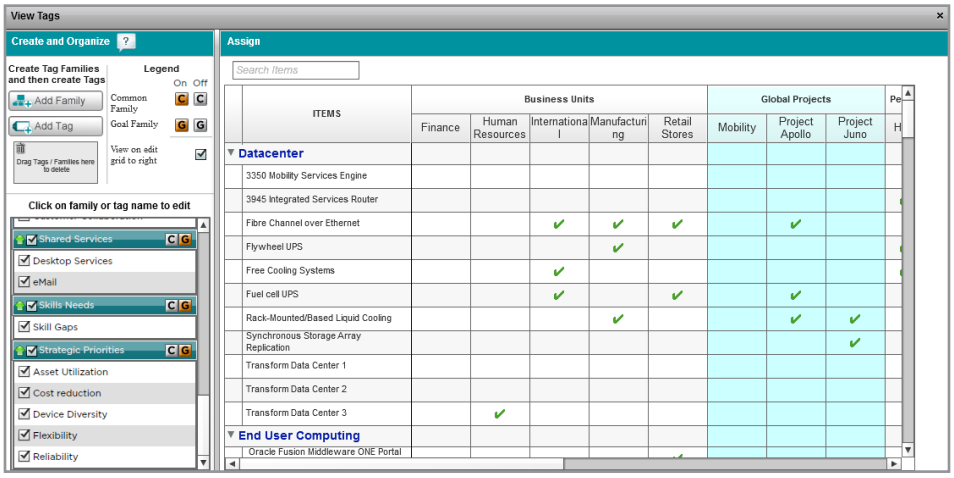
How CEB IT Roadmap Builder™ Can Help

Plan for capabilities, not projects. Ensure roadmaps are built around lasting business outcomes by driving the process though capabilities rather than projects. Plan, prioritize, and roadmap capability improvement first, then add in the project and technology changes required to meet desired capability goals. We provide a consistent way to track the planned introduction of new capabilities into the organization—and understand the status of existing capabilities.

Evaluate interdependencies. With technology and capability mapping in a central location, you can understand and optimize the dependencies between capabilities, projects, and technologies.

Engage business partners in the roadmap process. You can tailor the roadmap visuals to individual stakeholder needs at the click of a button. Interactive visualizations encourage nontechnical users to be more engaged in creating and modifying the roadmap for each capability. For example, a Gantt view clusters technologies by capability and shows their planned lifecycle. This view also helps track and prioritize technologies that support multiple capabilities.

Figure 5. Through Tagging, You Can Connect Every IT Change or Project to Business Capabilities



Speak the language of business partners.

Roadmaps are depicted using language that business stakeholders can understand. For example, an insurance company might want the capability for a claimant to use a mobile phone to record the location and time of an auto accident, take pictures, and upload the details immediately to start the claim. The customer would then receive recommendations on tow trucks and repair shops. This could be roadmapped as a general capability called Mobile Claims Management with sub-capabilities Accident Geo Location, Accident Image Upload, Claim Initiation, and Tow/Repair Recommendations. The roadmap would then show the timeline for planned introduction of each capability.

6. Service Roadmap

Manage and control end-to-end IT services. A service is a related set of capabilities that support a business function. An IT service packages all the technologies, processes, and resources needed across IT to deliver a specific business outcome. As such, a service spans traditional boundaries of applications and infrastructure groups.

Good service portfolio governance ensures services are coordinated, implemented in a cost-effective way, managed, and measured based on business outcomes and that IT investment decisions are based on the user and business impact of service performance.

A Service Roadmap Case Study

Scenario and Challenges: In 2009, a global technology company began the transition to an end-to-end services operating model but ran into a number of challenges along the way. The biggest issue it faced was an explosion of services that were hard for business partners to understand and even harder for IT to manage. Instead of becoming more efficient and less costly, IT was in danger of becoming less efficient and more costly.

Best Practices: The IT leadership team realized that to halt service proliferation and provide greater service agility and transparency, it needed to shift from roadmapping projects to roadmapping services like the services that drove business value and ROI, not the project.

Service manager–led service teams created service plans and a single enterprise roadmap for the IT organization. By aligning service and technology roadmaps, the resource implications of service enhancements at any given time are clear. Changes to underlying technologies can now be discussed and agreed on at the services level.

Results: The company was able to reduce the size of its service portfolio by 20 percent over a two-year period and reduced the business spending by 5 percent a year.

How CEB IT Roadmap Builder™ Can Help

Create service roadmaps. Adopting end-to-end IT services is a challenging task. Some keys to success are planning the right service roadmap and determining which services should be adopted first and why. We help you prioritize service deployment, identify potential cost savings, and track progress against the plan.

Give service stakeholders a common platform to collaborate. Successfully deploying end-to-end IT services is about changing IT's mind-set. It's not easy to bring together disparate elements of the organization that have not worked directly with each other before and challenge them to reframe their view of how IT operates. Creating service teams that manage the service, and the assets that support it, through a common unified view can be transformative. Asset managers understand the direct links between their assets, the services they create, and the business outcomes. Service managers can understand the foundations supporting their service and identify risks or opportunities for improvements.

Manage services at the portfolio level. With CEB IT Roadmap Builder, you can assess both the business impact and the operational risk of each service in a consistent manner.

Improve the efficiency of roadmap maintenance. When changes to a service portfolio or underlying technologies occur, the change needs to be made only once, and it will propagate across all CEB IT Roadmap Builder visuals, reports, and analyses containing that item.

Figure 6. Easily Assess Both the Business Impact and the Operational Risk of Each Service

How Does CEB IT Roadmap Builder™ Differ from Other Products?

There is some confusion in the marketplace about roadmapping technologies because vendors use different terminology and target different users. Here are two primary ways CEB IT Roadmap Builder™ differs from other vendors' IT planning products:

- **Project portfolio management (PPM)** tools are designed to manage projects. Projects are a roadmap component, but roadmaps are much more than a collection of projects. When projects end, they leave in place capabilities, services, and IT assets to support them.

  CEB IT Roadmap Builder is not intended to replace a PPM tool for detailed project execution but will provide continuity for the forward management of the IT portfolio in business and strategic context.

- **Enterprise architecture (EA)** tools contain a roadmapping component targeted for technical audiences. However, the biggest roadmapping benefits come from bringing together information architects, application owners, infrastructure managers, security teams, and business partners to collaborate within a common planning framework.

  CEB IT Roadmap Builder is designed to be used by everyone, not just technical specialists. You can see this principle in how we license the product, with unlimited licenses for read-only users and very low-cost licenses for individual administrator roles.

Unlike other tools aimed at specific functions, CEB IT Roadmap Builder is designed to bring the organization together. An easy-to-use and easy-to-adopt service producing engaging visualizations, it allows organizations to share information from existing tools. There is no software to install and maintain and no long learning curve. We get you up and running quickly within weeks, then partner you with a dedicated Executive Advisor™ team to accelerate the time to benefit.

Conclusion

The primary benefit of CEB IT Roadmap Builder is being able to proactively identify emerging opportunities, redundancies, cost savings, and risks in the technology portfolio—present and future.

Through CEB research in recent years, we realized that **many of the best IT teams have something in common**: clear, concise, and stakeholder-focused roadmaps articulating IT's vision for building value in the organization. **Better roadmaps drove benefits by saving time, reducing IT complexity and cost, and ensuring new capabilities drove business value**.

Charting the course of IT investments is one of the most important activities an IT executive or planning team can undertake. However, previous methods of IT planning and roadmapping required significant time and often failed to deliver value.

We help IT and business stakeholders capture the organization's current status and future vision in a consistent, collaborative, and user-friendly way. Significant CEB intellectual property is built into the tool to get everyone thinking objectively about the value of the technologies to the organization as a whole, using a standard language and standard value, cost, and risk criteria.

No matter your roadmapping needs, CEB IT Roadmap Builder helps you create and validate roadmaps and manage technology planning risk. When put into action, these six types of roadmaps have the potential to deliver value **equivalent to nine percent of the total IT budget.**

About CEB

CEB is the world's leading member-based advisory company. We have a unique view into what matters—and what works—when capitalizing on drivers of business performance. With 30 years of experience working with top companies to share, analyze, and apply proven practices, we begin with great outcomes and reverse engineer to help you unlock your full potential. CEB IT Roadmap Builder™ was built on insights gained from interviews with hundreds of IT leaders, more than a decade of research into IT planning issues and best practices, the world's largest archive of actual technology roadmaps, and the only source for published catalogs of roadmapping processes.

Partial Client List

Key Takeaways

Technology Inventory Roadmap: Understand your current portfolio for effective planning.

Technology Lifecycle Management Roadmap: Reduce business risk by developing an optimal technology retirement plan.

IT Consolidation Roadmap: Reduce costs by identifying redundant technologies.

IT Strategic Planning Roadmap: Make IT strategy relevant: Translate business strategy into IT goals.

Capability Roadmap: Ensure your technologies enable business capabilities.

Service Roadmap: Manage and control IT services with holistic perspective.

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