



Conditions for Effectiveness of Roadmapping. A cross-sectional analysis of 80 different roadmapping exercises

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1

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Background



- Since mid-1990s, “supra-enterprise” level (i.e. involving several rather than one companies, and other actors) technology roadmapping (TRM) is becoming increasingly popular
- In 2001, Dutch government wondered whether TRM may be good new innovation policy instrument; Technopolis carried out study
- Conceptual framework: foresight is both embedded in and constitutive of policy processes
- TRM implicitly integrates many of the lessons of social studies of technology ! (innovation as collective process, not deterministic...)

2

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Highlights

- At the start of 2002, some 80 supra-enterprise TRM exercises were identified
- No one best way to define the level or the “unit of analysis” of these TRM exercises - this depends on the needs
 - Technologies, sectors, product areas/market segments, problem areas, ...
- As from 1995, emergence of “technology roadmapping” as new tool within research & innovation policies
 - In the US (DoE), Canada (Industry Canada), and to a lesser extent Japan
 - UPDATE: as from 2002, also in Europe, especially triggered by Eureka clusters and the tail of FP5
- Embedded in broader policy frameworks
 - Especially related to research funding
 - Giving industry opportunity to participate in priority setting

3

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Good practices & Critical Factors

- **Preparation**
 - Broader Strategy
 - Existence of “social infrastructure” & existing industrial networks
 - Sense of Urgency
 - Industry Commitment, Lead and Ownership
 - Vision as essential first step
 - Clear link to decision takers
- **Implementation**
 - No single format
 - Keep momentum
 - Flexibility & Open-mindedness during the process (risk of “parking lots”)
 - Cost structure
- **Follow-up**
 - Iteration
 - Monitoring outcomes, uptakes and impacts of the TRM exercise

4

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