

INITIATIVES

12

3 now · 4 next · 3 later · 2 exploring

COMMITTED INVESTMENT

\$3,755,000

7 initiatives in Now and Next · \$840,000 sits in Later and Exploring

OVERDUE

1

past the planned finish and still open:
Replace the order management system

COMMITTED ON LOW CONFIDENCE

1

largest: Single customer data platform · \$340,000

THEMES

4

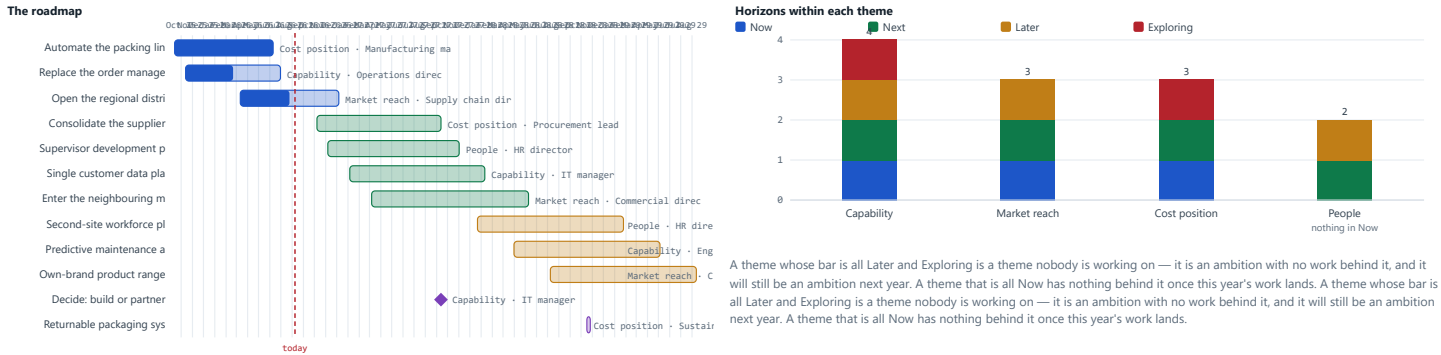
thickest: Capability · 4 initiatives

DELIVERED THIS YEAR

1

1 delivered in total · counted by planned finish in 2026

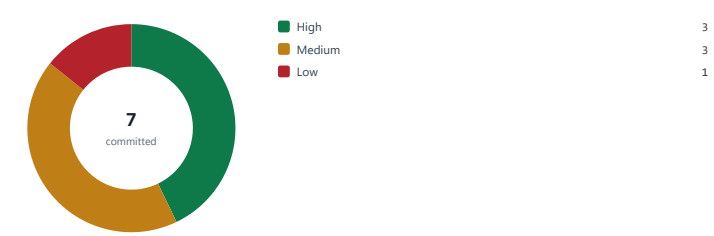
12 of 12 record(s) included. All records. Amounts in USD.



Bars run from planned start to planned finish and fill as work progresses — half filled while in progress, full when delivered. An item whose start and finish are the same day is drawn as a diamond, because a decision point is a moment, not a stretch of work; an initiative with no planned start at all is drawn as a short bar sitting at its finish date. The dashed line is today. Bars in the Later and Exploring colours are direction and options, not promises: read their dates as “about then”, never as commitments. Bars run from planned start to planned finish and fill as work progresses — half filled while in progress, full when delivered. An item whose start and finish are the same day is drawn as a diamond, because a decision point is a moment, not a stretch of work; an initiative with no planned start at all is drawn as a short bar sitting at its finish date. The dashed line is today. Bars in the Later and Exploring colours are direction and options, not promises: read their dates as “about then”, never as commitments.



Where the money is pointed. Compare this against the theme picture above: a theme carrying most of the investment but nothing in the Now horizon is money planned rather than money committed, and a theme with several initiatives and almost no investment is either efficient or under-costed. Where the money is pointed. Compare this against the theme picture above: a theme carrying most of the investment but nothing in the Now horizon is money planned rather than money committed, and a theme with several initiatives and almost no investment is either efficient or under-costed.



Later and Exploring are deliberately excluded: low confidence in an option is honest, low confidence in something you have committed to is a finding. A committed portfolio with a visible red slice is a portfolio with a plan behind it that nobody has finished thinking about. Later and Exploring are deliberately excluded: low confidence in an option is honest, low confidence in something you have committed to is a finding. A committed portfolio with a visible red slice is a portfolio with a plan behind it that nobody has finished thinking about.

The roadmap

Horizon	Theme	Initiative	Owner	Start → Finish	Investment	Benefit Measure	Confidence	Depends on	Status
Now	Cost position	Automate the packing line	Manufacturing manager	2025-09-13 → 2026-06-10	\$620,000.00	Cost per despatched order	High	—	Delivered
Now	Capability	Replace the order management system	Operations director	2025-10-13 → 2026-06-30	\$480,000.00	Order-to-despatch cycle time (days)	Medium	—	In progress - overdue
Now	Market reach	Open the regional distribution hub	Supply chain director	2026-03-12 → 2026-12-07	\$1,250,000.00	Customers inside the next-day zone (%)	High	—	In progress
Next	Cost position	Consolidate the supplier base	Procurement lead	2026-10-08 → 2027-09-13	\$45,000.00	Purchased material cost (%)	Medium	—	Paused
Next	People	Supervisor development programme	HR director	2026-11-07 → 2027-11-02	\$120,000.00	Supervisor roles filled internally (%)	High	—	Not started
Next	Capability	Single customer data platform	IT manager	2027-01-06 → 2028-01-11	\$340,000.00	Duplicate customer records (count)	Low	Replace the order management system	Not started
Next	Market reach	Enter the neighbouring market	Commercial director	2027-03-07 → 2028-05-10	\$900,000.00	Revenue outside the home market (%)	Medium	Open the regional distribution hub	Not started
Later	People	Second-site workforce plan	HR director	2027-12-22 → 2029-01-25	\$80,000.00	Time to full staffing at a new site (weeks)	Low	—	Dropped
Later	Capability	Predictive maintenance across the plant	Engineering manager	2028-03-31 → 2029-05-05	\$260,000.00	Unplanned downtime (hours per month)	Medium	Automate the packing line	Not started
Later	Market reach	Own-brand product range	Commercial director	2028-07-09 → 2029-08-13	\$500,000.00	Gross margin (%)	Low	Enter the neighbouring market	Not started
Exploring	Capability	Decide: build or partner for analytics	IT manager	2027-09-13 → 2027-09-13	—	Time from question to answer (days)	Low	Single customer data platform	Not started
Exploring	Cost position	Returnable packaging system	Sustainability lead	no start → 2028-10-17	—	Packaging cost per order	Low	Open the regional distribution hub	Not started

Credibility check

Initiative	Theme	Horizon	Issue	Owner	Planned finish	Reason
Replace the order management system	Capability	Now	Past its planned finish	Operations director	2026-06-30	—
Single customer data platform	Capability	Next	Committed on low confidence	IT manager	2028-01-11	—
Consolidate the supplier base	Cost position	Next	Paused	Procurement lead	2027-09-13	Paused until the regional hub is operating — the hub changes which suppli...
Second-site workforce plan	People	Later	Dropped	HR director	2029-01-25	Dropped after the site search found nothing within a workable recruitment...

Roadmap initiatives

Roadmap	Theme	Initiative	Horizon	Start	Finish	Owner	Investment	Measure	Confidence	Status	Duration (days)	Overdue	Commitment
2026–2028 growth roadmap	Capability	Replace the order management system	Now	2025-10-13	2026-06-30	Operations director	\$480,000.00	Order-to-despatch cycle time (days)	Medium	In progress	260	Overdue	Committed
2026–2028 growth roadmap	Market reach	Open the regional distribution hub	Now	2026-03-12	2026-12-07	Supply chain director	\$1,250,000.00	Customers inside the next-day zone (%)	High	In progress	270	—	Committed
2026–2028 growth roadmap	Cost position	Automate the packing line	Now	2025-09-13	2026-06-10	Manufacturing manager	\$620,000.00	Cost per despatched order	High	Delivered	270	—	Committed
2026–2028 growth roadmap	Capability	Single customer data platform	Next	2027-01-06	2028-01-11	IT manager	\$340,000.00	Duplicate customer records (count)	Low	Not started	370	—	Committed
2026–2028 growth roadmap	Market reach	Enter the neighbouring market	Next	2027-03-07	2028-05-10	Commercial director	\$900,000.00	Revenue outside the home market (%)	Medium	Not started	430	—	Committed
2026–2028 growth roadmap	People	Supervisor development programme	Next	2026-11-07	2027-11-02	HR director	\$120,000.00	Supervisor roles filled internally (%)	High	Not started	360	—	Committed
2026–2028 growth roadmap	Cost position	Consolidate the supplier base	Next	2026-10-08	2027-09-13	Procurement lead	\$45,000.00	Purchased material cost (%)	Medium	Paused	340	—	Committed
2026–2028 growth roadmap	Capability	Predictive maintenance across the plant	Later	2028-03-31	2029-05-05	Engineering manager	\$260,000.00	Unplanned downtime (hours per month)	Medium	Not started	400	—	Intent
2026–2028 growth roadmap	Market reach	Own-brand product range	Later	2028-07-09	2029-08-13	Commercial director	\$500,000.00	Gross margin (%)	Low	Not started	400	—	Intent
2026–2028 growth roadmap	People	Second-site workforce plan	Later	2027-12-22	2029-01-25	HR director	\$80,000.00	Time to full staffing at a new site (weeks)	Low	Dropped	400	—	Intent
2026–2028 growth roadmap	Cost position	Returnable packaging system	Exploring	—	2028-10-17	Sustainability lead	\$0.00	Packaging cost per order	Low	Not started	0	—	Option
2026–2028 growth roadmap	Capability	Decide: build or partner for analytics	Exploring	2027-09-13	2027-09-13	IT manager	\$0.00	Time from question to answer (days)	Low	Not started	0	—	Option

Notes

Sample roadmap — replace every theme, initiative, date and figure with your own before relying on it or circulating it.

A roadmap is a plan of intent at a point in time, not a commitment schedule. Only the Now and Next horizons carry real commitment; the dates in the Later horizon are direction, and treating them as promises is how a roadmap becomes a liability. Investment figures are the planning estimates you entered — they are not budgets, forecasts or approvals, and the tool cannot tell whether they are sound. Confidence is a declaration, not a calculation. This is a planning and communication aid, not financial, investment or strategic advice.