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# **Morphologic Study of Industry Roadmap and Its Effects and Problems on Innovation**

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Roadmap is one of the planning & management tools, which is recently introduced frequently in U.S. and other western countries. In this thesis, by adopting morphologic approach, industry level roadmaps are investigated to understand the current situation, and clarify the effects and problems in innovation management. Findings of this investigation are summarized as follows,

- Industry roadmap is defined as a tool to describe the industry future goals and steps toward them with timeline. Such industry goals are set not only from technical aspects, but from marketing or environment point of view.
- In U.S., roadmap is apt to be considered as a management tool for resource planning for government. In Japan it is regarded as a guideline for industry side.
- In Japan, not so many roadmaps as U.S. are implemented so far.
- Roadmaps are not affected sufficiently in corporate strategy in Japanese companies.

**As future tasks of implementing roadmaps and roadmapping in Japan, the following problems are pointed out.**

- In industry roadmapping process, conflict between information sharing and corporate confidentiality is the most critical problem to reflect marketing point of

view on roadmapping. Without such information, roadmap tends to be meaningless for industry people.

- For future improvement of the roadmapping, the following two functions are suggested as the key factors.
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  - Communication tool among different entities such as different industries or governments.
  - Encouraging corporate level long term strategic planning within industry.
- Implementing roadmaps in Japan, industry-wide consensus is required for effective roadmapping.
- Roadmap can be regarded not only as a planning and management tool but also as an innovation tool to promote creativity and communications among Japanese companies.