BLACKBIRD FOR TRAINING

Technology Strategy and Roadmapping

15 – 19 March 2027
Malaga (Spain)



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Course Introduction

Technology has become a central driver of organizational performance, service improvement, innovation, and long-term competitiveness. However, investing in technology without a clear strategic direction can lead to fragmented systems, duplicated solutions, rising costs, security risks, and initiatives that fail to deliver meaningful business value. Organizations therefore need a structured technology strategy that connects technological capabilities with business priorities, operational requirements, customer expectations, and future growth.

Technology strategy provides the foundation for deciding which technologies should be adopted, developed, modernized, integrated, or retired. It helps decision-makers evaluate current capabilities, identify performance gaps, understand emerging trends, and allocate resources to initiatives that support strategic objectives. A strong strategy also ensures that technology decisions are not made in isolation from organizational needs, risk considerations, workforce capabilities, and financial constraints.

One of the main challenges facing technology leaders is translating strategic direction into a practical and realistic implementation plan. A strategy may define ambitions such as digital transformation, automation, data-driven decision-making, cloud adoption, or improved cybersecurity, but these ambitions require clear priorities, dependencies, timelines, ownership, and measures of success. Technology roadmapping provides the mechanism for converting strategic goals into coordinated initiatives across short-, medium-, and long-term planning horizons.

This course develops the knowledge and practical skills required to build an effective technology strategy and supporting roadmap. Participants will learn how to assess the existing technology environment, analyze business requirements, identify strategic capability gaps, evaluate technology options, and define a future-state vision. They will also explore how to prioritize investments based on value, feasibility, risk, urgency, and strategic alignment.

The program emphasizes evidence-based technology planning rather than technology selection based on trends or vendor influence. Participants will examine how market intelligence, operational data, user needs, technology maturity, architecture requirements, and total lifecycle cost can support better decisions. They will also learn how to balance innovation with stability, ensuring that new technologies strengthen rather than disrupt critical operations.

Technology roadmapping requires collaboration across business functions, technical teams, operations, finance, procurement, risk, cybersecurity, and senior management. The course addresses how to engage stakeholders, manage competing priorities, communicate strategic choices, and build shared ownership of the roadmap. It also explains how governance structures can support accountability, transparency, and consistent decision-making throughout implementation.



The course is relevant to technology managers, digital transformation leaders, information technology professionals, engineers, enterprise architects, project and portfolio managers, business analysts, innovation teams, operations managers, and decision-makers in government and private-sector organizations. By the end of the program, participants will be able to create a clear technology strategy and an adaptable roadmap that guides investment, strengthens organizational capabilities, manages risk, and supports sustainable performance.

Course Objectives

By the end of this course, participants will be able to:

- Explain the role of technology strategy in organizational performance.
- Align technology priorities with business and operational objectives.
- Assess the current technology environment and capability maturity.
- Identify technology gaps, limitations, dependencies, and opportunities.
- Analyze external trends and emerging technologies.
- Develop a clear future-state technology vision.
- Define strategic technology principles and priorities.
- Evaluate technology options using structured criteria.
- Prioritize technology investments based on value, risk, and feasibility.
- Develop short-, medium-, and long-term technology roadmaps.
- Identify dependencies between systems, projects, data, and infrastructure.
- Integrate cybersecurity, governance, compliance, and resilience requirements.
- Estimate resource, budget, and capability requirements.
- Establish measurable outcomes and performance indicators.
- Communicate technology strategy to technical and nontechnical stakeholders.
- Create an implementation and continuous improvement framework.

Course Modules

Day 1: Technology Strategy Foundations

- Definition and purpose of technology strategy.
- Relationship between business and technology strategy.
- Technology as an organizational capability.
- Strategic value of digital technologies.
- Technology-driven operational improvement.
- Technology strategy planning horizons.
- Current-state and future-state perspectives.
- Strategic technology principles.
- Roles and responsibilities in strategy development.
- Technology governance structures.
- Common causes of technology strategy failure.
- Characteristics of an effective technology strategy.



Day 2: Current-State Assessment and Strategic Analysis

- Technology inventory and capability mapping.
- Application and system portfolio assessment.
- Infrastructure and platform analysis.
- Data and integration capability review.
- Technology maturity assessment.
- Business and operational requirement analysis.
- Stakeholder needs and expectations.
- Technology strengths and limitations.
- Capability gap identification.
- Technical debt and legacy system analysis.
- External environment and market trends.
- Strategic risks and opportunity assessment.

Day 3: Future-State Vision and Technology Choices

- Defining the future technology vision.
- Linking capabilities to strategic objectives.
- Technology architecture considerations.
- Build, buy, partner, or outsource decisions.
- Evaluation of emerging technologies.
- Technology maturity and readiness.
- Value, feasibility, and risk assessment.
- Total lifecycle cost considerations.
- Scalability and interoperability requirements.
- Cybersecurity and privacy requirements.
- Technology resilience and continuity.
- Definition of strategic technology initiatives.

Day 4: Technology Roadmap Development

- Purpose and structure of a technology roadmap.
- Strategy, roadmap, portfolio, and project distinctions.
- Strategic themes and roadmap layers.
- Short-, medium-, and long-term horizons.
- Initiative sequencing and prioritization.
- Technology and business dependencies.
- Resource and capability requirements.
- Budget and investment considerations.
- Risk-based roadmap planning.
- Milestones and decision points.
- Roadmap scenarios and alternative pathways.
- Roadmap review and approval processes.



Day 5: Implementation, Measurement, and Practical Application

- Technology strategy implementation planning.
- Portfolio and program alignment.
- Governance and decision-making mechanisms.
- Assignment of ownership and accountability.
- Stakeholder communication planning.
- Technology performance indicators.
- Benefits realization and value measurement.
- Monitoring risks and assumptions.
- Managing changes in priorities.
- Practical technology strategy development.
- Technology roadmap presentation and review.
- Continuous improvement roadmap preparation.

Why Should You Attend This Course?

- Build a technology strategy aligned with organizational priorities.
- Improve the quality of technology investment decisions.
- Identify capability gaps and modernization requirements.
- Evaluate technology opportunities using structured criteria.
- Reduce fragmented and duplicated technology initiatives.
- Prioritize investments according to value, risk, and feasibility.
- Create a realistic roadmap for technology transformation.
- Improve coordination between technical and business teams.
- Manage legacy systems, technical debt, and implementation dependencies.
- Integrate cybersecurity, resilience, and compliance into planning.
- Establish measurable indicators for technology performance.
- Strengthen governance and accountability for technology initiatives.

Course Conclusion

Technology strategy enables organizations to make deliberate decisions about how technology will support performance, growth, innovation, and service delivery. Without a clear strategy, technology investments may become disconnected from business needs, creating unnecessary complexity, cost, and operational risk.

This course equips participants with the knowledge and tools required to assess current capabilities, define a future-state vision, evaluate technology options, and establish strategic priorities. It also develops their ability to translate high-level objectives into a structured roadmap with clear initiatives, dependencies, resources, and implementation stages.

Participants can apply the course outcomes by reviewing their existing technology environment, identifying strategic gaps, improving investment evaluation, and establishing stronger governance arrangements. They will be able to communicate technology priorities more clearly and create greater alignment between leadership, business units, technical teams, and operational stakeholders.



Over the long term, a well-designed technology strategy and roadmap can improve resource allocation, reduce investment risk, support modernization, and strengthen organizational resilience. It also helps institutions respond to technological change with greater confidence while ensuring that innovation remains practical, measurable, and connected to real organizational value.

