NEW VERSION

Players involved: IPL and external experts

> A domain of exploration

Activities:

-Identification of a domain considered by the firm as strategic and where it aims to come up with a discontinuous solution

Activities:

-Collecting knowledge (market & technology) on the domain. specifications and constraints

A search

formulation

Activities:

Players involved:

IPL, internal and

external experts

-Identifying concepts and potential suppliers -Mapping the concepts -Articulating functional and the potential suppliers (complexity, integration, (core competencies, competitive analysis, maturity, etc.)

Players involved:

IPL, internal and

external experts

A set of concepts

& potential

suppliers

Players involved:

IPL, internal and external experts, short list of the suppliers selected

> **Analysis of the** concepts & the suppliers

Activities:

Activities: - Collecting knowledge -Assessing the selected concepts by involving (market & technology) on the concepts the rest of the firm accessibility for the firm, time to market, cost, etc). -Organizing interactions with selected potential suppliers

Players involved:

IPL, the rest of the firm (divisions, etc)

> Selection of the concept & the supplier

project members, selected supplier

Validation of the selection (mock up)

Players involved:

IPL, exploratory

Players involved:

IPL, exploratory project members, the rest of the firm, selected supplier

> **Pre-project** launch)

Activities:

- Realizing a stand alone mock-up

Activities:

- Realizing a full functional prototype

Paper analysis

Experimentation

NEW VERSION - florence

IPL, internal and Players involved: IPL, exploratory external experts, Players involved: IPL, exploratory Players involved: project members, Players involved: Players involved: short list of the IPL, the rest of the project members, IPL, internal and IPL, internal and the rest of the firm. IPL and external suppliers selected firm (divisions, etc) selected supplier external experts selected supplier external experts experts Prioritization of **Analysis of the Feasibility test** A broad **Diversity of** A domain of **Pre-project** pairs of conceptof the selected concepts & the search concepts, supplier to launch) exploration suppliers and tech formulation suppliers solution further work on **Activities:** Activities: Activities: Activities: Activities: Activities: Activities: -Identification of -Collecting -Parallel search for - Investigation about the - Realizing a stand - Collecting knowledge - Realizing a full a domain considered knowledge concepts and potential alone mock-up willingness of the (market & technology) functional prototype by the firm (market & suppliers mastering suppliers to involve in a on the concepts as strategic and where technology) different technologies joint development (complexity, integration, on the domain. it aims to -Mapping of the concepts accessibility for the firm, come up with a -selection of a few and corresponding time to market, cost, etc). discontinuous solution key functional potential suppliers -Organizing interactions specifications and (core competencies, with selected potential key constraints competitive analysis, suppliers maturity, etc.) Stage 3 Stage 1 Stage 2 **Experimentation and iterations Paper analysis**

Players involved:

Players involved:

To what extant fig 1 is specific to a DI with Distant suppliers? The steps that make the difference

Discontinuous innovation

- Step 1: the strategic intent is to develop a DI
- Step 2: because it is a DI, the firm does not have previous knowledge on the domain or the concept to be developed. Therefore, collecting data (techno & market) is crucial. For the same reasons, the firm is not able to articulate technical specifications but functional ones and the main constraints to consider.
- Step 4: because the concepts are new for the firm, collecting knowledge on the concepts (complexity, integration, accessibility for the firm, time to market, cost, etc) is crucial
- Step 5: because the concepts are new for the firm, theri assessment requires the involvement of a diversified team within the firm rather than an identified player as for incremental innovation
- Step 6: For an incremental innovation a stand alone mock-up is not required.

Distant suppliers

- Step 3: because the potential suppliers are unknown (distant), collecting knowledge about them (core competencies, competitive analysis) is crucial.
- Step 4: because the selected potential suppliers are unknown (distant), organizing interactions with them is crucial to assess their innovation capacity and willingness to codevelop with the firm
- Step 6: because the selected supplier is unknown, a stand alone mock-up is required to assess its innovation capacity.

Players involved: Players involved: IPL, internal and Players involved: IPL, exploratory external experts, Players involved: IPL, exploratory Players involved: project members, Players involved: Players involved: Short list of the IPL, the rest of the project members, IPL, internal and IPL, internal and the rest of the firm, IPL and external suppliers selected firm (divisions, etc) selected supplier external experts selected supplier external experts experts A set of **Selection of Analysis of** Validation of A domain of concepts and the concepts the concept **Pre-project** A search the selection potential launch) exploration formulation and the and the (mock up) suppliers suppliers supplier Activities: **Activities:** Activities: **Activities**: Activities: **Activities**: **Activities:** -Collecting knowledge -Identification of -Identifying concepts - Collecting knowledge -Assessing the selected - Realizing a stand - Realizing a full a domain considered (market & technology) and potential suppliers concepts by involving alone mock-up (market & technology) functional prototype by the firm on the domain. -Mapping the concepts on the concepts the rest of the firm -Articulating functional and the potential suppliers (complexity, integration, as strategic and where specifications and it aims to (core competencies, accessibility for the firm, come up with a constraints competitive analysis, time to market, cost, etc). discontinuous solution maturity, etc.) -Organizing interactions with selected potential suppliers **Paper analysis Experimentation**

Acteurs impliqués: IPL et experts externe	Acteurs impliqué es IPL et experts Externes et interr	IPL et experts	Sélection de	Acteurs impliqués: IPL, le reste de l'entreprise (divisions, etc)	Acteurs impliqués: IPL, membres des équipes projets exploratoires, fournisseur sélectionnés	Acteurs impliqués: IPL, membres des équipes projets exploratoires, fournisseur sélectionnés, le reste de l'entreprise
Domaine d'exploration	Formulation de l'exploration	Concepts et fournisseurs potentiels	Analyse des concepts et des fournisseurs	Sélection de concept et de fournisseur	Validation (maquette)	Lancement du pre-projet
Indentification de domaine considéré somme stratégique par l'entreprise et pour lequel elle vise à explorer des innovations discontinues	Collecte de données marché et techno sur le domaine Formuations de spécifications fonctionnelles et de contraintes	Identification de concepts et de fournisseurs. Cartographie des concepts et des fournisseurs (maturité, technologies, analyse de la compétition, etc.)	Collecte de données techno et marché sur les concepts sélectionnés (performance, complexité technique, intégration, accessibilité, time to market, coût, etc). Organisation des interactions avec les fournisseurs sélectionnés	Evaluer les concepts en impliquant le reste de l'entreprise.	Réalisation d'une maquette partielle	Réalisation d'un prototype fonctionnel complet

Expérimentation

Analyse papier