ENABLING FRONT END OF INNOVATION IN A MATURE DEVELOPMENT COMPANY

Broennum, Louise; Clausen, Christian
Aalborg University Copenhagen, Denmark

Abstract

Many mature development organizations finds it difficult to handle radical and incremental innovation within the same organizational structures. We examine how organizational structures, management, development mindsets and cultures represent a constitution of development for the thinking of development.

We will through an in depth case study demonstrate how this constitution of development is enacted as best practice for development, making it difficult to bring forth radical ideas. Furthermore we will describe how navigation and (re)enactment of the constitution of development are practiced in staging new temporary development spaces framing for alternative Front End of Innovation opportunities in a mature development organization.

The analysis indicates that it is important to know of the implicit and explicit rules of the constitution of development as these are re-enacted and points to the importance of being aligned with the strategy and mindset of the rest of the organization. This approximate alignment will induce alternative ways to set the stage for a development space that is configured to perform in new ways allowing for different types of development.

Contact:
Louise Broennum
Aalborg University Copenhagen
Development and Planning
Denmark
lobr@plan.aau.dk

1   INTRODUCTION

It is a known problem that the so-called Front End of Innovation (FEI) is difficult for many companies to master in addition to the other development activities. FEI has become a label for the early development activities and the phase(s) in a development process where the willingness for taking risks is high while cost of failure is relatively low. These innovative processes have been characterized as being explorative (March, 1991) and often defined in relation to being in front of another type of development in many cases defined and processed through a stage gate type model (Cooper, 1990). A recurrent discussion within innovation management has been concerned with the possibilities and difficulties of combining explorative and exploitative activities within the same organizational structures (Tushman and O'Reilly, 1996). We will in this paper elaborate further on the FEI understood as temporary spaces that are enacted (Weick, 1988) to support the forth bringing of early conceptual ideas. In early conceptual development where the final potential of a product is not explicitly known, designed nor matured, these formalized development processes have via their focus on gate passing and checklists (Leifer et al. 2000) left little space to navigate and enact opportunities for working with different development mindsets and agendas. FEI has in an innovation discourse made space for itself as an innovation concept aimed at supporting the explorative development paradigm (Koen, 2004). Hence, it is interesting to further investigate the consequences and possibilities of FEI in cases where this is staged in a context of a mature development company with formalized development processes, such as those inscribed in stage gate type development models. The question is how development opportunities appear for explorative FEI activities despite and on the premises of these formalized rules and understandings of development. By looking at the formalization of development as a constitution of development we draw the attention to how this constitution of development is enacted in different ways thereby staging different types of development spaces with different agendas. It is the intent to present a case where these different types of development spaces are explicated by analysing the actors and their enactments. In our analysis we include the ongoing political game and navigation of organisational structures to understand the premises for enactment of the development space such as described by Brønnum and Clausen (2013).

The paper will show how a constitution of development has been formed in a mature company, and how FEI is possible within this constitution. We show this by exploring how different focus and strategies for FEI projects are enacted to configure different FEI spaces. The aim is to contribute to the discussion of how companies in the future can work with FEI development. In our case analysis we focus on how a company classifies certain types of development as radical (Utterback ,1996) and how that is made possible in what we describe as the constitution of development. As described by Koen, (2004) a space and understanding of FEI can be perceived as *New Concept Development* which revolves around processes, tools and methods as an approach for opening up for explorative activities. FEI development has also been described to entail a holistic perspective and the content of conceptualization and the work with ideas (Andreasen and Hansen, 2008), where FEI development is still contained to revolve around the analysis and development of a concept and thereby the product idea. Furthermore Leifer et al. (2000) provides and describes a variety of tools and approaches to work with FEI development, but not taking the development context (the company and its structures) into consideration. Based on the case we claim that that the key issue is not to identify new ideas and developing new methods and processes for working with the development. Rather it shows that the focus for enabling FEI in a mature development company should be broadened to include how to navigate the constitution of development. We will therefore describe the context of a mature development company and the constitution of development embedded in the organisational structures. Based on this we draw the attention to characterize some of the key actors and elements that configures the development and re-enacts new possibilities for thinking FEI development within the company context. We investigate how the constitution of development stages for enactment of one type of FEI development and how an explicit re-enactment of the constitution can stage for an alternative FEI development space with different opportunities. We will demonstrate enactment and navigation of the constitution of development as a competency. This is to be seen as a contribution to understand the actual practice of the many initiatives aiding FEI development. The intention is therefore to open up the discussion of how to understand the possibilities for FEI in new ways.

2   METHODOLOGY

In this section we will present the research methodology. The empirical data is based on a case study in the Danish based company Foss who works with developing dedicated analytical solutions to the Agricultural and Food industry. The field study is anchored in the Business Innovation [BI]. The overall aim and focus for the study was to identify and understand what FEI is in a Foss context, and based on this outline the opportunities for working with FEI development. The field study was carried out as a qualitative research study with the possibility and intent to engage with the field in-situ. The study draws upon ethnographical methods such as interviews with open-ended questions and observational studies as a mean for understanding the implicit dynamics and latent knowledge (Boyle, 1994). Furthermore a workshop was conducted with informants who were interested in working with FEI development in the company context. The workshop concepts draw upon LEGO SeriousPlay described by Møller and Tollestrup (2012). The workshop was concerned with unfolding barriers and controversies that had been discovered during the field study, hereby getting the informants as a group to engage with the pre-findings of the study and reflect and discus the opportunities and problems.

2.1 The Research Process

It was important to become a familiar face in the company to ensure confidentiality when conducting interviews and observing the daily activities. This was concluded in the researcher to spend 2 days a week over a period of 6 months in the company. The research process was characterized as an iterative process with the implication that information has been gathered throughout the entire process both through formalized interviews as well as observational studies and informal conversations at lunch. The field research had its basis in one project and was chosen as an example of how FEI was worked with. The project was ongoing and some of the project activities were observed such as project morning meetings. The case project is an example of a new initiative; Leap, which is a version of FEI development focusing on what is referred to as radical innovation. Leap as an initiative is interesting to investigate further as it has proven its worth to such an extent that it has been decided to formalize the initiative in the organizational structure. Furthermore development activities and development understandings in the rest of the organisation were studied to acquire insight in the embedded development understanding of FEI, described in this paper as a constitution of development. In addition to interviews and observations we draw upon company documents, development tools and processes as well as corporate strategy statements. We have especially focused on the organizational structures and the development model for understanding the deployed ongoing daily practice of development and the possibility for FEI development. A total of 19 formalized interviews were carried out with informants from different organizational divisions (see Table 1).The interviews had a duration of approximately 60 minutes and was performed in accordance with an interview guide consisting of themes and open ended questions allowing the informant to reflect on what they thought to be the important aspects to highlight (Spradley 1979). These interviews were later transcribed and analysed.

Table 1. Informants

Position in the company	# informants	# interviews
Executive Management	1	1
Vice Presidents	2	2
Section Leaders	4	5
Project Managers,	1	1
Concept and Product Developers	7	8
Business Developer	2	2

3   THEORETICAL FRAMEWORK

The theoretical understanding used in our analysis and argument will be presented in this paragraph. We wish to further elaborate on the notion of temporary development space described by Brønnum and Clausen (2013) by describing the constitution of development as a premise for enacting FEI development in a company context. We will therefore turn to analyse how such temporary spaces are

staged and enacted (Weick, 1988). We will focus on the navigation possibilities and enactment of such a space by also drawing attention to Clausen and Yoshinakas (2007) description of the space as a sociotechnical space, which gives the opportunity to analyse the human actors as well as the political and organizational structures influencing the staging and enactment of the space. The concept of enactment will be presented to help us understand how different development agendas can stage for different temporary FEI development spaces.

3.1 Constitution of Development

The temporary development space becomes interesting as an alternative to the linear understanding of development as embedded in many companies and their respective development structures, models, methods and tools. Researching the space as a temporary occurrence allows for nuances in regard of understanding the premises of the development activities, and how the different embedded company structures and models are negotiated and enacted in different ways. Dougherty (2008) talks of good and bad organizational structures for innovation, and how structures in mature development companies hinder the development possibilities or induce new structures which are good for innovation. We will in this paper point at the (re)-enactment of development rules and organizational structures as key contributors to the staging of new development spaces for innovative thinking. However, we do not propose the structures to be either good or bad for innovation, but rather put emphasis on how these structures are enacted and how they contribute to the staging for alternative development than the one embedded in the company structure. We therefore claim that the focus changes to be on the enactment of the structures and the perceived possibilities that these provide, and less on building new explicit structures for development. We will in this paper unfold the constitution of development in an organization to speak on behalf of formal structures for development such as the applied development models, KPIs, organizational structures and best practices embedded in culture. We will on that basis describe the initiatives and actors enacting this constitution of development and what influence this have on the opportunity for development. In some regard the constitution of development represents the perceived rules for development as they are enacted on a daily basis, are embedded in development culture and facilitated through management, development models, organizational structures and terminology. The constitution of development is not to be understood as an explicit set of rules and regulation written down in a manual, but is the result of an unspoken or informal agreement amongst many actors of what the development possibilities are. (See figure 1)

4 CASE STUDY

In this paragraph we will introduce the company and its constitution of development. We will throughout the case show how enactment and re-enactment of the constitution of development allows for different development spaces to be staged. We will describe how a series of actors and objects are configuring the development space by re-enacting the constitution of development to facilitate an alternative development possibility for FEI at Foss. Foss can be characterized as being a tradition-bound family owned company with proud and classical engineering competencies and a little to the conservative side. They are market leading on a niche market and the competition is relatively well known. Over the past years a very specific strategy for streamlining the portfolio has informed the development agendas. A quick evaluation shows that the revenue has gone up, but the total number of sales of new products has not, indicating that it is the revenue per sold unit that has gone up due to a lean process of the production and the development focusing on effectuating the development process toward market launch as well as working with the handling of potential risks within a project before it becomes too costly. This briefly outlines the context for studying how the FEI development space is staged and enacted in different ways.

4.1 Constitution of Development at Foss

We will through the case show how the constitution of development is enacted in different ways to stage for different types of development, and how this configures the constitution of development.

4.1.1 Organizational structures

Foss has divided the development activities into two divisions. Business Innovation (BI) holds the responsibility and activities of early concept development and Product Innovation (PI) the

development until launch. BI consists of two sub sections Business Development and Concept Development (CD) where the field study was anchored. BI holds the official management mandate for working with FEI development which is facilitated throughout the two first phases of the development model. BI holds a clear scope in relation to the company's overall development strategy as effectively after the streamlining, and is expected to deliver ideas and projects supporting and maintaining portfolio management. Furthermore BI also holds the task of identifying and creating new aspiring concepts aiming at new markets or providing new technology. BI is responsible for developing new product concepts. The idea is that BI holds the explorative approach and PI holds the exploitation approach. In company terminology there is a great difference in the two different project modes, and even though the hand over is the source to many frustrations, there seems to be a clear wish from executive management to maintain this hand over in order to seek a considerable difference in the development focus. The COO characterizes the organizational division as *"when you are in a development function, then you will get a task to perform; here is a specification for this and this and this. It is like going to school, there you will get an assignment, but that is not like the concept developer, they will get a problem definition, the customer wants this and the ability to measure this – okay what do we do? – everything is up for grasps, so mentally you have to be able to work with very open ended questions"*. However in practice the difference does not show as clearly as defined in the organisational structure, and a lot more than changing focus for development is at stake when handing over a project to a new team; such as ownership of the idea, vision for the concept and trust in the potential for business and technology.

4.1.2 Development Model – Gates, Evaluation and KPIs

Foss Way is a gate based development model that serves as the reference for the development activities, and builds on the principles of a stage gate model (Cooper, 1990) with constructed obligatory gates that need to be passed in order to proceed in the project. The Gates in Foss Way consists of checklists for the proposed concept as well as demands for fulfilling document templates for the hand over to the next phase. Foss Way is constructed with focus on the gates and the terminology is tied to these, the status of a project will e.g. be in between gates G1-G2 and not phase x. Furthermore gate passing is an important factor for the evaluation of middle management and general division and section performance. E.g. head of BI is evaluated on specific projects passing the G2 gate transferring the project over to PI within a certain timeframe. CD as a division is measured on a specific amount of G2 passings on a yearly basis. The development model therefore plays an important role in understanding the context for early concept development and hence enacted, resulting in partaking in the constitution of development. As just described the passing of gates is about complying with the gate checklists, but equally important is it to accommodate and convince the review board as well as the CEO and COO (executive management) of the concepts potential. The review board is a formalized constellation governing the gates, but the reviewing done by the CEO and COO is not constituted in the formal review process but is effectuated in the daily enactment of the constitution of development. It appears as a cultural and best practice aspect, and many of the developers that have been in the company for some years have an idea of how to meet the review by drawing upon arguments heard from previous projects. However it is clear that the voice of executive management as an actor plays an important role as they hold a key mandate for reviewing the potential of ideas. Likewise this actor can choose to allow projects with too much risks, defined by the gate checklist, more time and slack and therefore let these types of projects enhance within the structures but with a larger margin for failure. The COO describes it as his privilege and responsibility, and describes it as: *"I believe in informed absolute monarchy, understood in the way that I would be upset if I did not manage to listen to others, but it is not a club for discussion and it is not a democracy. In the end I will make a decision and then we need to move forward"*. In the analysis we will include how this non tangible perspective is re-enacted to stage a development space that allows for more radical like development despite the evaluation criteria and best practice embedded in the daily enacted constitution of development.

Figure 1 illustrates the perceived constitution of development as it appears in Foss. The constitution of development entails certain elements that all contribute to an understanding of how development ought to occur in the organisation. This understanding changes over time due to new experiences, but will in this regard always show best practice from previous projects at the most. By re-enacting the principles embedded in the constitution of development it is possible to make alternative development

space(s) for projects with different development agendas than those normally facilitated within the constitution of development. This re-enactment is a result of actors navigation of the elements embedded in the constitution of development and their translation of them into catering for their specific development agenda.
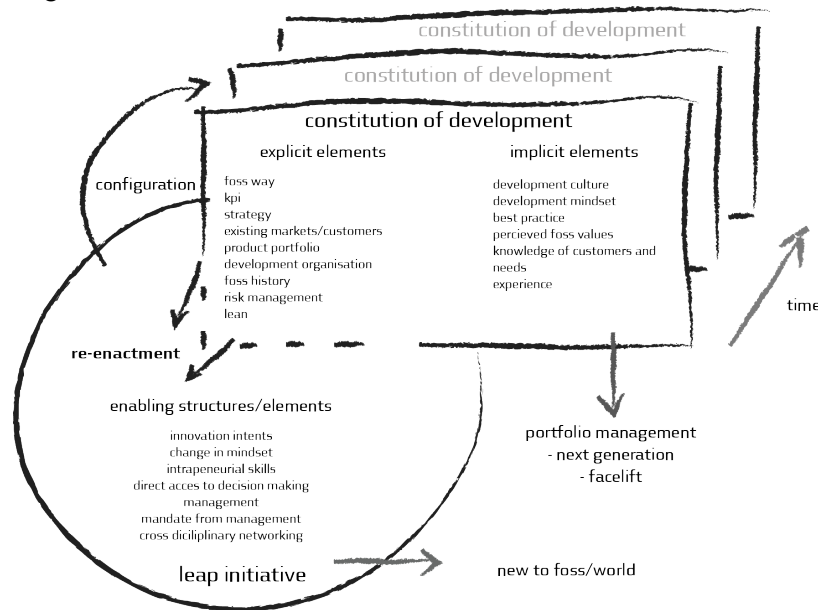

Figure 1. Constitution of development

4.2 (Re)Enactment

In this paragraph we will describe the different initiatives that induce a re-enactment of the constitution of development, by unfolding enactment to include the ability to navigate structures, hereby illustrating the possibilities embedded in a mature development company despite and on the premises of the constitution of development (figure 1).

4.2.1 Leap Initiatives

Leap is a rather new project initiative and aims at pursuing FEI development in an alternative way to the one practiced in CD. Leap defines itself as working with radical innovation, contrary to the type of innovation that is perceived practiced in CD. Leap is interesting as an example of how the constitution of development is re-enacted and has set the stage for an alternative development space for FEI development. Leap is not anchored and initiated by BI which in the organizational structure and thereby in the constitution of development is responsible for FEI development. Leap is an initiative owned by the Vice President of PI; the division that in the organizational structure is responsible for the exploitation of concepts from CD. It has been seen before that new initiatives for pursuing radical innovation appears randomly within the organization, in most cases however it has had an organizational mandate from management and been in the shape of innovation hubs such as innovation green house or Foss labs, all dedicated to R&D of new technical inventions to be fed into the development organization. The outcome and findings from these initiatives have however shown to be too decoupled from the daily enacted development practice, which have led to little to none implementation of the R&D into actual projects. Leap has despite its lack of anchoring in the formal structures made great progress as a side-lined FEI initiative. Leap development has been staged differently than the in-scripted FEI development within the constitution of development, it has re-enacted the development opportunities by staging and navigating the company terminology, strategy and vision in new means. Leap is defined as bringing new technology to new markets. – "New to the world". And has a self-declared mantra that failing is OK, as long as you learn from it. One of the arguments for this type of projects is according to the project manager that leap has a competence building aspect that is valuable for the core development organization despite an explicit result of the project itself. Leap builds up competencies with a certain technological potential e.g. further development of a platform technology, which in a very streamlined lean oriented organization is a

strong argument. This is an example of how Leap has enacted the constitution of development in an alternative way saying that risks and failing is a *good* thing, - as long as the organisation still gain from it. Following up on the structures for development enacted in the constitution of development it has been interesting to further investigate why Leap has been initiated in PI and not in BI as embedded in the organizational structure. When asked the VP of PI argues: *"(…)if something does not work, then in my universe it is not an option just to sit down and say well it was your responsibility and then I can sit back and relax and mind my own business, - I do not work that way. I do what I find best for the company, and if someone experiences this as me being in their business then… I guess it has to be like that. To me it will always be the company that is interesting and not the individual or another section or some other manager, obviously you have to think about how you do things, but fundamentally I did something because something else was not working".* Interesting is why such an initiative has not been initiated from CD as the head of CD finds it peculiar that Leap is not an initiative stemming from his part of the development organization, as he (referring to the formal organisation) think it should be anchored there, and sees no explicit barriers for why such an initiative could not be initiated in CD. From the data it is clear that Leap is not initiated in CD because the key actors behind it are employed in PI, and it is the drive they bring into the initiative and their exact competencies in staging, navigating and selectively re-enacting the constitution of development that has enabled such an initiative. This includes the role of gate passing as well as decoding and translating company strategy into arguments supporting the core of such a new initiative, making the argumentation fit into the overall company goals. These exact staging and navigational skills for re-enactment of the constitution of development will be further discussed in the analysis.

4.2.2 Leap Drivers

The project manager of a Leap project is referred to as a Leap driver, and is a key actor in understanding the initiative and thereby the navigation and re-enactment of the constitution of development. It is worth recognizing that the leap driver only exists on the premises of the management which is an important point when studying the staging of such a temporary development space. Even though this may not be explicit nor official practice, management will have to in some regard acknowledge the Leap driver and the project by either giving it explicit space and navigational mandate within the constituted development practice, or allow for an autonomous enacting of the constitution of development. The Leap driver needs to be driven and passionate of own ideas to make things happen, as there is no easy path in the constitution of development for a re-enactment of the development possibilities. An argumentation of the technological potential has made management interested in the idea, as the technology is argued as being the basis for a potential new platform therefore speaking on the terms of strategy. As described by Howell et al. [1998] the known idea champions with the intrapreneurial mind and skills shares many of the characteristics of a Leap driver, however we will in the analysis of the case claim that the successful leap driver needs additional skills in order to navigate the (re) enactment possibilities of the constitution of development. We will argue that the skill of a leap driver is taken beyond the idea champion as we add to the focus by not only including the ability to create new ideas to also include the understanding for the organizational and political game – represented as the constitution of development. The COO describes the Leap driver as: *"there has always been room for someone like him (the current Leap driver)"* and continues *"we used to have someone else, he too was given space to do something on the side, but he was inspired by being within and included in the organization, but at the same time having agendas of his own, a little like the leap driver. And if more developers have that desire then I think we would make space for them, but you have to buy in yourself, I do not believe that you should create an organizational structure around it."* From a management point of view there is full support for initiatives like Leap, and they encourage developers to buy in, but it is likewise important that the opportunity to work with this type of FEI development is not handed to you nor asked for by management. It is something that the individuals have to seek themselves; they have to themselves navigate the re-enactment possibilities to create an opportunity, and stage for a different type of development which e.g. includes getting the management acceptance. Furthermore the Leap driver argues that a Leap type initiative was inevitable to happen. He puts emphasis on the streamlining of the company as a trigger. When the company's strategic foresight included to increase revenue it was inevitable that they started looking at new markets and products. The actors driving Leap characterized themselves and each other as being driven by their need and desire to work with explorative development, which they do not see as

possible in the constitution of development as enacted in daily practice. The re-enactment is a configuration of the development possibilities within the constitution of development and not a matter of not complying with the constitution of development. We have seen before that FEI development initiatives became too detached from the daily practice of development and the outcome never made real impact on the projects.

4.2.3 Mindset and Development practice

A development culture will for obvious reasons influence the development practice as part of daily enactment and be embedded in the constitution of development. At Foss the development culture is by management characterized as being rather conservative, yet highly driven by being the best and first with new solution. This is by many employees daily translated and enacted into very different things that all influence how the development opportunities appear. The developers working on Leap projects characterizes the development mindset based on an understanding of the constitution of development as leaving little space for thinking radical. FEI development in auspices of CD is often characterized as focusing on taking out risks in a potential concept idea. Heard many times in Leap project meetings *"We have tried this many times before and it did not work"*, which is perceived as speaking on behalf of the constitution of development and is in daily enactment perceived as a valid and valued argument for evaluating potential ideas in progress. However it completely disregards the change in context, new competencies and argumentation strategies that a re-enactment of the constitution of development provides. In Leap they have explicitly tried to work with building up a new mindset for how development is thought of. One developer describes it as *" (...) sometimes I get negative feedback when thinking out loud, or I will feel maybe that was not the best question or suggestion, but I still try to hang on to the talking before thinking concept, because I think It is sympathetic if you dare to do that in a group. Then sometimes it works and sometimes it does not"*. Others who have been within the company for many years seems to suffer a bit from this proposed change in mindset as it seems like the yearlong experiences of what is perceived as good ideas is disregarded in many respects, or is considered as the disturbing element in the process and not constructive for progression. This enactment of the constitution of development frames for an alternative mindset for development. A concept developer characterizes the development mindset in the constitution of development to consist of: *if we can't kill it, it will survive"*, indicating that the early development is focused on trying to argue that a concept should not proceed. The head of BD who is in charge of writing up the business case in the very first phase of the development describes the main task of his division to be *"killing the idea if it can be killed"*. This is highly linked to the desired streamlined process described by the constitution of development, and not about evaluating the innovation possibilities within the concept.

5 ANALYSIS

In this case we have presented different re-enactments of the constitution of development for staging temporary FEI development spaces with different development agendas. In this analysis we will focus on the role of the enactment of the constitution of development. We will focus on the development model, gate evaluation criteria and development culture as all representing the perceived constitution of development and analyse the different (re)enactments as seen in the case. It has shown that the passing of G2 is highly influencing the solution space for creating new concepts. The overall goal with five G2 passings in CD will induce a focus on the evaluating criteria at the gate (taking out risks) and maybe not so much on the exact possible potential of an idea. It is for obvious reasons not explicitly stated anywhere but it is embedded implicitly in the daily development practice and is present in the mindsets of the developers therefor contributing to the constitution of development. Leap is an initiative reacting to the constitution of development and its best practice for evaluating the potential of an idea. Leap tries explicitly to enact a different mindset, where the backbone of the development mindset is not comprised to regard the company history and what has been tried before. This is a mean for staging a development space where early concept development of a relatively radical nature is possible. When asked about the potential conflict of handling new to Foss concept projects in the development space constituted in CD (and part of the constitution of development) the COO recognizes that it may be difficult for CD to handle different enactments of the constitution of development as a consequence of the gates and KPIs, and recognizes that the space made for FEI in CD does not incite well for projects of a more radical type: *"if we have to make space for radical*

innovation, then I think it has to somehow be parallel to the concept development projects in CD. It has always been done that way. So those projects with a radical element have been facilitated parallel to the organization". This leaves CD with the role of creating and feeding into the product life management and next generation projects – still great innovation potential and important projects in the portfolio strategy, but not aligned with the formal expectations for what CD as a division should produce. At the same time it is important to recognize the difference between this type of development (Life cycle management and core business) and Leap like projects which are necessary for increasing revenue with a streamlined product portfolio. Some of the confusion then appear as the development of a more radical nature formally is placed in CD, but practically not facilitated here.

Through this case we have shown an example of how an alternative FEI development space has been staged as a result of a navigation and re-enactment of the constitution of development. It may seem that this case is yet another discussion of the importance of the individual and the intrapreneurial actor within an organization [Howell and Sheab, 2001]. However we have throughout the case drawn attention to other perspectives than the sole individual and their ability to generate new ideas, as we would like to unfold this analysis to discuss the navigational skills in an organization and the re-enactment of the implicit and explicit constitution of development present in a mature company like Foss. The COO puts it in: *"We try when we hear of someone out there with those skills (idea champions) to recruit them, or in some regard tie them to our company, which we have succeeded in sometime, but they are,… some of them is a little…you know... and then they want something else (than conform to a larger organization)".* With the basis in this understanding we move away from only focusing on the individual and their competencies in regard of identifying and developing new ideas. When these navigational skills are investigated further there seems to be a fine line between individual autonomous behaviour in relation to the constitution of development and complying with it. It then becomes a matter of complying with and (re)enacting the constitutional understanding of development, navigating and translating these into new meanings catering for new development agendas on the premises of the embedded constituted rules and practice. The drivers behind leap have early developed a strategy tool; referred to as innovation intents, these are strategic foresights containing opportunities for new development. These intents were accepted by management, and are now officially embedded in the company strategy, but merely applied by the actors in the leap project. What leap has done in new smart ways is exactly to produce this common platform for argumentation anchored in the official practice and constitution of development (even though only practiced by the Leap initiative) which allows the project then to argue its potential based on official corporate strategy and goals, which are "measurable" at gates. It has in the case been shown that it is important when working with FEI development that it is not decoupled from the core organization. Leap is enacting the development opportunities embedded in the constitutional understanding of development by applying the company terminology as a mean for communication with the rest of the house. The gate passing then becomes a pre-negotiation with management in order to communicate its potential and the calculated greater risks for the projects to pass the gates, where there is already a pull effect from the potential developers waiting to receive the project after G2. Important in this aspect is the COO and the VP of PI. The VP of PI is the receiver of the concept, meaning he is the receiver of the risks and therefore becomes an important ally. The driver of an initiative such as Leap needs to explicitly be aware of the navigational possibilities in an organization such as the consequence it has handing over a project at G2 with greater risks, as this will never be part of a development manual or model, and can be difficult to handle with the existing mindset. The premises for creating something like Leap is that it can be fed bottom up, there lies a certain expectation from management that it is something that initiators will fight for, based on greater vision that exceeds the problem definitions initiating FEI development within the constitution of development.

6 CONCLUSION

In this paper we have looked at a mature development organization with an implicit and explicit set of rules enacted as the constitution of development. The notion constitution of development utilizes the point and need for working with enacting and navigation of the development space to exactly create alternative development opportunities such as staging the development space for radical innovation. We have shown that is not a matter of evaluating the existing development structures as being neither good nor bad for development, but that focus should be on understanding the constitution of

development and its many elements specific for your company and on that basis an unfolding of the dynamics and enactment possibilities. As this case study shows, the re-enactment of the constitution of development enables staging of a FEI development space that makes development with alternative agendas possible. Within the constitution of development it is worth considering which type of development different initiatives such as development models with gates stages for. In the case the development model and the gate focus is not intended to restrict the possibilities of working with new radical ideas but to ensure quality in an idea and take out risks. However throughout the case it has shown to have exactly that effect on the development space in CD and the concepts produced there. This leads to the question of where such an initiative as Leap should or could be anchored in an organization. We have shown that there lies a certain unofficial mandate from management in order to make it happen, as they have allowed for the use of resources even though knowing that the project did not comply with the risk factors of a "normal" concept development project in regards of the development model. Leap is given mandate from the division that is not evaluated within the terms of bringing forth new conceptual ideas. In many regards this can be seen as being an important aspect to the potential success of this initiative as it will not be mixed up with existing agendas, KPIs and best practice for gate passing present in the constituted development framing of BI. Instead it has from the beginning been anchored closed to those who in many projects have shown to be difficult receivers of new projects, hereby making them closer allies. In this division they are not evaluated on the passing of the G2 gate. The success of the projects whilst being in the conceptual phase will therefore not interfere with potential bonuses and KPI evaluations of managers. Important to conclude based on this case is that Leap as an actor is given a strong voice as it manages to re-enact the constitution of development in such a way that it seems aligned to the core organisation, but with a new development agenda. So if this is the premises then the conclusion must be that there within a constitution of development in a mature development organisation seems to be navigational space for enacting these rules and understandings in different ways hence staging new types of development spaces allowing for a variety of development projects with different innovation potential.

REFERENCES

Boyle, J.S. 1994, "Styles of ethnography", Critical issues in qualitative research methods , pp. 159-185.

Brønnum, L. and Clausen, C. "Configuring the development space for conceptualization", Proceedings of ICED 2013, Seoul, Korea.

Clausen, C. and Yoshinaka, Y. 2007, "Staging socio-technical spaces: translating across boundaries in design", Journal of Design Research, vol. 6, no. 1, pp. 61-78.

Cooper, R.G. 1990, "Stage-gate systems: a new tool for managing new products", Business horizons, vol. 33, no. 3, pp. 44-54.

Dougherty, D. 2008, "Managing the 'Unmanageables' of Sustained Product Innovation", The Handbook of Technology and Innovation Management, pp. 173.

Hansen, C.T. and Andreasen, M.M. 2008, "On the content of design problems", Proceedings of NordDesign 2008, Tallin, Estonia, .

Howell, J.M., Shea, C.M. and Higgins, C.A. 1998, "Champions of Product Innovations: Defining, Developing and Validating A Measure of Champion Strength.", Academy of Management ProceedingsAcademy of Management, , pp. B1.

Howell, J.M. and Sheab, C.M. 2001, "Individual differences, environmental scanning, innovation framing, and champion behavior: key predictors of project performance", Journal of Product Innovation Management, vol. 18, no. 1, pp. 15-27.

Koen, P.A. 2004, "Understanding the Front End: A Common Language and Structured Picture", Stevens Institute of Technology, The Front End Innovation Conference, IIRUSA.

Leifer, R., McDermott, C., O'Conner, M., Colarelli, G., Peters, L., Rice, M.V. and RW, R.I. 2000, "How mature companies can outsmart upstarts", Harvard Business School Press, Boston, .

March, J.G. 1991, "Exploration and exploitation in organizational learning", Organization science, vol. 2, no. 1, pp. 71-87.

Møller, L. and Tollestrup, C. 2012, Creating Shared Understanding in Product Development Teams, Springer.

Spradley, J.P. 1979, The etnographic interview, Harcourt Brace Jovanovich College Publishers Orlando^ eFlorida Florida.

Tushman, M. and Reilly, C. 1996, "Organizations", California management review, vol. 38, pp. 4.

Utterback, J.M. 1996, Mastering the dynamics of innovation, Harvard Business Press.

Weick, K.E. 1988, "Enacted Sensemaking in Crisis Situations [1]", Journal of management studies, vol. 25, no. 4, pp. 305-317.