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Controlling ideas and concepts generation stage for a better management of innovation portfolio: analysis of the Fugle® methodology's funnel

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Abstract

From innovation management have emerged some methods and tools supporting it. Some are helping innovative design; others are focusing on the propagation of a culture of innovation. However, it is also necessary to manage the reuse of ideas and concepts generated by these two sets of methods, by structuring knowledge, information and people during innovation projects. To remediate to this problem, the Fugle® method provides a global framework. This method aims at monitoring the idea/concept lifecycle and managing innovation portfolio, by selecting accurate and feasible concepts, and guiding the maturation process of such concepts until successful exploitation. This paper presents a detailed analysis of this method. Then it aims at defining how people, information and generated concepts are linked. Then a solution for automating the creation of these associations is proposed, to improve understanding and management of innovation projects.

Key words: Innovation Management, Project Selection and Planning, Process Modelling

1 Introduction

To stay competitive, an organization has to create value, i.e. in Porter's viewpoint to get a competitive advantage on the delivered products or on the way to make them. A way to do this is innovation, to get new market shares or to improve its profitability. Innovation may concern products as well as internal processes; it may be progressive innovation, by inducing minimal modifications, or otherwise radical. Innovation is definitely part of organization's life. However, innovation does not always mean a creation of value and a lot of innovative projects may have been launched without being achieved; that induces financial losses (project costs and opportunity costs) for the organization. To avoid that, innovation has to follow a rigorous approach. Indutech has therefore developed a process which enables managing innovation initiatives, from the generation of ideas to the project exploitation. This process is called the "Fugle® methodology of innovation" and gives a managerial structure to frame innovation portfolio. Nevertheless it stays at a high and quite abstract level of description. It is therefore necessary to lead a further analysis, to make the method operational and usable in context.

This article presents the "Fugle® methodology" relatively to strategies and tools of innovation. Then, a precise study of the main actors of its first three stages is fulfilled in order to give a more practical view of its functioning. Also, the analysis of these entities allows discovering new ways for optimizing its use in a ground context, especially by supporting the exchanges of information and knowledge. A description of a model implemented in software is then done, so as to illustrate and to test the fulfilled development. Finally, the study is discussed and perspectives are opened.