

# Managing systemic and disruptive innovation: lessons from the Renault Zero Emission Initiative

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## Abstract

Some innovations are challenging to deploy because they destabilize existing technologies and value chains (*systemic*) as well as traditional customer preferences (*disruptive*). The existing literature does not provide clear guidance as to effective management methods for systemic and disruptive innovations (SDIs). We build on a unique set of in-depth data, based on a 7-year participating observation of an ambitious Renault program, targeting the development and scale-up of four electric vehicles. We propose three management levers for SDI scale-up: autonomous spanning units, a portfolio of viable local systems, and concurrent platform management.

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