The heterogeneous pervasiveness of Entrepreneurial Orientation (EO)

An empirical case study of why EO manifest in a heterogeneous manner along the vertical dimension in an organisation

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Abstract

Titel

The heterogeneous pervasiveness of Entrepreneurial Orientation (EO) : An empirical case study of why EO manifest in a heterogeneous manner along the vertical dimension in an organisation

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Research Question

Does EO manifest in heterogeneous manners along the vertical dimension of an organisation, and if so why?

Purpose

 To gain a deeper understanding of how EO is manifested within organisations and why the pervasiveness of EO could be manifested in an heterogeneous manner throughout an organisation.

Theoretical Perspectives

Corporate entrepreneurship, EO, entrepreneurial spirals and entrepreneurial pervasiveness have been the theoretical perspectives used in the study.

Methodology

A quantitative case study has been conducted using unstructured and semi-structured interviews.

Empirical Foundation

Twenty interviews have been conducted with eight employees in a managerial position and twelve in a non-managerial position from different parts of the business department with the company.

Conclusion

The study have shown that the attitudes and behaviours of EO do not pervade an organisation in a homogenous way, but EO pervade organisations in a heterogeneous manner. This is primarily due to 4 main factors namely; Degree of involvement(1), degree of communication (2) – which , (3) reward structures, such as non-financial personal incentives in the form of support and encouragement from a middle-manager and lastly, Resources (4) which include the explanatory factor connected to both existing structures that hampers (such as monthly budgets) but also non-existing structures that could relieve the non-managerial employee when wanting to engage in activities concurrent to EO (but are restricted by for example lack of time).

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1. Introduction

The introduction chapter intends to provide a background for the selected topic. A problem discussion leads to a research question and a formulation of the purpose of the essay. Finally, the limitations of the essay are discussed.

1.1 Background

The world is currently undergoing a global entrepreneurial change driven by an enhancement of new technologies, new forms of business organisations and new business relationships. Today's firms cannot remain static, they must continuously adapt, adjust and redefine themselves at an accelerating pace (Kuratko et. al., 2011).

The reality is that "much growth in employment and the highest returns now come from smaller start-ups" (Miller, 2011, p.877) and in order for large companies to stay relevant they need to embrace entrepreneurship (Ibid.). Faced with this, an increasing amount of companies are engaging in corporate entrepreneurship (Kuratko et al., 2011). According to Guth and Ginsberg (1990, p.5), corporate entrepreneurship is built up upon "(1) the birth of new businesses within existing organizations, i.e. internal innovation or venturing; and (2) the transformation of organizations through renewal of the key ideas on which they are built, i.e. strategic renewal".

In order for companies to be successful in their engagement in corporate entrepreneurship, there is a need for an entrepreneurial orientation (EO) (Dess & Lumpkin, 2005). The EO of a company "represents a frame of mind and a perspective about entrepreneurship that are reflected in a firm's ongoing processes and corporate culture" (Ibid, p.147). According to Wales et al. (2011, p.895): "Entrepreneurial orientation (EO) is one of the most important and established concepts within the field of entrepreneurship", and the work on EO is according to Wales et al. (2011) abundant. Miller (2011) reflect over why this area has become so popular, and argue that there are many reasons, such as the realisation of the importance of entrepreneurship as a source of both economic growth and social well-being. Another reason could be the notion raised earlier concerning the fact that a large part of the growth in employment and high economic returns derives from start-ups which in turn affect large companies' predisposition to intrapreneurship, leading to a raised interest of the field (Ibid.).

1.2 Problem discussion

In spite of this popularity, a lot of the research done within the field have been heavily repetitive, where the emphasis has been placed on quantitative research and statistical measurements (E.g. Covin & Slevin, 1989; Dess & Lumpkin 2005: Wiklund & Shepherd, 2005). Thus, despite this abundance of research "there has been little consideration of how EO manifests within organizations" (Wales et al., 2011, p.895). It has come to the point that researchers on the field ask themselves "'where to from here? Are we at a point of saturation with little more to learn, or can future investigations of EO still make contributions to the strategy and/or entrepreneurship literature?" (Wiklund & Shepherd, 2011, p.925) concluding that it is time for a new chapter to be opened within the field of EO.

Earlier research indicate that there is a need for a change in the methodology within the field of EO (Wiklund & Shepherd, 2011; Wales, 2016). Researchers state that qualitative research could add to the field of study and "provide greater insight into how EO is manifested within organisations, yielding closer congruence between theorizing and managerial practice" (Wales, 2016, p.13). This could also be a helpful to understand the "how" and "why" of EO (Miller, 2011).

Miller (2011) notes that there have been too few qualitative studies on EO, and state that there are too many remote questionnaire studies. Namely, a lot of earlier research are based on surveys sent out to single individuals at a company, whose answers will serve as a measurement on the beliefs of the whole company. The respondents are typically the CEO or another top-manager (Wales et al., 2011). Consequently, a lot of the research ground a company's EO on a single individual's answers and draws the conclusion that the whole organisation accordingly possesses a high EO. Thus, the attitude taken, when making this conclusions, is that EO is pervaded homogeneously throughout the organisation (Wales et al, 2011).

According to Wales et al. (2011) manifestation of EO beliefs and behaviour is unlikely to be homogeneous throughout the whole organisation, and argue that "EO may in fact be exhibited in different manners and to different degrees across an organization" (p.897). Wales et al. (2011) state that the pervasiveness of EO is described as "the manner and degree to which EO attitudes and behaviours are manifested throughout an organization" (p.897), and proceed by arguing that

the pervasiveness of EO is basically *how* entrepreneurial attitudes and behaviours are manifested and expressed in an organisation.

Wales et al. (2011) look at "why and how the attitudes and behaviours associated with EO can manifest in different heterogeneous manners along three dimensions" (p.896): (1) vertical ("i.e., from top-level management to middle managers and to non-managerial" (Ibid.)), (2) horizontally ("i.e., across business units and functional areas "(Ibid.)) and (3) temporally ("i.e., across time and developmental states of the firm" (Ibid.)). In this study the choice has been made to take a similar perspective, but unlike Wales et al. (2011) it will take a qualitative in-depth angle, in the hopes of finding concrete implications of how and why it might differ. By taking the standpoint that EO might pervade in a heterogeneous manner and by taking a qualitative methodological angle the study aims to capture a dimension that research based on one singular respondent is missing, i.e. *why* EO pervades differently.

Thereby, the aim of this study is to investigate pervasiveness of EO in the studied case company and analyse why EO attitudes and behaviours are manifested in different degrees across different hierarchical levels. Moreover, the choice has been made to limit the study to focus on the vertical dimension. Owing to the fact that many studies have been carried out based on one individual's perception of the organisation's level of EO (more often than not this individual is a top-manager) the authors found it most valuable for the field of study to investigate how EO differs along the vertical dimension. The hope is that the potential findings will serve as a tool to navigate within the complexity of how EO manifests, both for theoretical and managerial implications.

Further, Ireland (2009) discuss the importance of the roles played of those at a middle and lower ranks of an organisation, concerning implementation of a CE strategy, and states that in order for CE to work as a strategy, it needs to "run deep" within organisations. Consequently, to investigate how EO differs along the vertical dimension is important in order to understand how EO functions as a CE strategy and how come it might not.

1.3 Research question

The research question for the current study is made up of two parts, (1) does EO manifest by a heterogeneous manner in an organisation, and (2) if so, what could be the factors influencing it?

Thus, the research question posed is:

1. Does EO manifest in heterogeneous manners along the vertical dimension of an organisation, and if so why?

1.4 Aim & Purpose

As formerly stated the aim of this study is to investigate pervasiveness of EO in the studied case company and analyse why EO attitudes and behaviours are manifested in different degrees across different hierarchical levels. The purpose of the study is to gain a deeper understanding of how EO is manifested within organisations and why the pervasiveness of EO could be manifested in a heterogeneous manner throughout an organisation. The focus specifically on the perspective of the vertical dimension (i.e., from top-level management to middle managers and to non-managerial).

1.5 Key Concepts

The definitions of all key concepts can be found in appendix C

- ➢ Corporate Entrepreneurship
- ➢ Entrepreneurial Orientation
    - Innovativeness
    - Proactiveness
    - Risk taking
    - Autonomy
    - Competitive Aggressiveness
- ➢ The pervasiveness of EO
- ➢ Entrepreneurial spirals
- ➢ -Entrepreneurial mindset of an individual
- ➢ -Entrepreneurial organisational culture
- ➢ -Entrepreneurialness
    - Strategic context
    - Structural context

1.6 Limitations

Even if not being in the centre of our focus, we recognise the importance of also investigating the other two dimensions discussed by Wales et al. (2011) when answering why EO might differ in organisations. However, due to the limited time of the case study and the need to limit the study in order to get in-depth results and implications, we have chosen to look at why EO might differ along the vertical dimension.

Implications from or case study touching upon the other dimensions will also be touched upon, however, solely as reasoning in our discussion and implications for further studies.

1.7 Disposition

> ➢ Introduction

The introduction chapter intended to provide a background for the selected topic. A problem discussion led to a research question and a formulation of the purpose of the essay. Finally, the limitations of the essay were discussed.

> ➢ Theoretical frame of Reference

In this chapter the theories and concept relevant for this study is addressed. Initially the theories of CE and EO are addressed, further the concept of the pervasiveness of EO in an organisation is discussed and finally the theory of entrepreneurial spirals.

> ➢ Methodology

The following chapter will delineate the working process of the thesis. Initially the research strategy and the selection of a case study will be discussed. Further the process of data collection and how the research is conducted as well as the analysis method will be presented. Finally, an evaluation of the methodology will be made as well as its limitations.

> ➢ Research Results

The chapter describes the empirical data obtained after completion of interviews. The chapter is divided into five parts according to the sub-dimensions of EO. Each part has two sections where a differentiation between managers and non-managerial employees is done.

> ➢ Analysis & Discussion

Based on the research question and the purpose, this chapter intends to answer these by analysing empirical data derived from selected theories and concepts.

➢ Conclusion

The final chapter presents conclusions drawn from previous chapters. We also intend to clarify the contribution made to the research area and discuss any new questions based on the thesis results.

2. Theoretical Frame of Reference

In this chapter the theories and concept relevant for this study is addressed. Initially the theories of CE and EO are addressed, further the concept of the pervasiveness of EO in an organisation is discussed and finally the theory of entrepreneurial spirals.

First the concept of corporate entrepreneurship (CE) is introduced, as an overall concept to gain the understanding of the way to behave entrepreneurially within an organisation and the challenges connected to this. Further, the study's main theory entrepreneurial orientation (EO) is introduced. In this section the origin of the concept is outlined and the conceptualisation of EO chosen for this study is discussed and the 5 dimensions of this multidimensional concept is discussed in depth. The theory of EO will stand as diagnostic theory, a base for our results and the theory to answer *how* EO pervades an organisation. The two other theories will be used for implications and stand as an analysis-base for answering the research question of *why* EO pervade organisations in a heterogeneous manner.

The section 2.3 will address the pervasiveness of EO and why according to for example Wales et al. (2011) it might differ. Here, three different explanatory dimensions are presented, Horizontal, Temporal and Vertical, where the latter stand as the study's focus. Lastly the theory of Entrepreneurial Spirals (2.4) will be addressed, where the relation between the top-down and the bottom-up perspective is discussed.

Important to note is that there is an awareness from the authors about entrepreneurial spirals and its relationship to EO. For this research, the theory of entrepreneurial spirals has played an important role to complement the theory of EO. That is due to that the majority of EO research is using a quantitative survey method (E.g. Dess & Lumpkin 2005; Wiklund & Shepherd 2005) and hence, often only measure one perspective, the managers, at only one point in time. In order to study how EO is manifested within an organisation, a process theory was needed which capture a variation between different levels in an organisation and a process which may vary over time. Therefore, entrepreneurial spirals were found suitable in order to find reasons for why EO might be expressed differently within an organisation. Namely, the theory of entrepreneurial spirals is talking about entrepreneurialness (see appendix C for definition) and how the two perspectives are influencing each other's entrepreneurialness. Entrepreneurialness is not identical to the

manifestation of EO. However, this is something that has been taken into account and the choice is justified by a high correlation existing between the two concepts.

2.1 Corporate entrepreneurship

Pinchot (1985), introduced the term intrapreneurship by arguing that there was no need to leave a corporation in order to become an entrepreneur. In brief, corporate entrepreneurship contains the processes of formation, the improvement and the application of new ideas and behaviour in a firm (Damanpour, 1991). This means that focus is placed on creation of innovation in an organisation, which can either be the creation of new products, services, processes or systems that are related to the employees (Kuratko et al., 2011). Hornby et al. (2002) define corporate entrepreneurship in a broad sense and mean that it includes "the development and implementation of new ideas into the organization" (p.253).

Studies have shown a correlation between the implementation of CE and the performance of the firm (e.g. Covin & Slevin, 1991; Lumpkin & Dess, 1996; Wiklund & Shepherd 2005). Accordingly, Covin and Slevin (1991) say that the performance of a firm is a function of organisational- as well individual-level behaviour. Hence, the behaviour of an individual entrepreneur may affect the actions of the organisation, which often become synonymous (Ibid.). It is not an easy task for managers to become entrepreneurs as that implies that they need to "optimize current operations while at the same time engaging in activities that make current operations obsolete" (Kuratko et al. 2011, p.14). Hence, this balance is a continuous struggle for organisations who want to adopt more corporate entrepreneurial strategies. Additionally, research show that having entrepreneurial activities within a firm can also be both difficult and risky (Burgelman, 1984a). Owing to this, Dess and Lumpkin (2005) argue that firms "that want to engage in successful corporate entrepreneurship need to have an entrepreneurial orientation (EO). EO refers to the strategy-making practices that businesses use to identify and launch corporate ventures. It represents a frame of mind and a perspective about entrepreneurship that are reflected in a firm's ongoing processes and corporate culture" (Dess & Lumpkin 2005, p.147). In the following chapter the concept of EO will be presented.

2.2 Entrepreneurial Orientation

Dess and Lumpkin (2005) differentiated entrepreneurship from entrepreneurial orientation (EO) by defining the first one as the new entry and the other one as the process. "That is, new entry explains what entrepreneurship consists of, and entrepreneurial orientation describes how new entry is undertaken" (Dess & Lumpkin, 2005, p. 136). Accordingly, EO refers to the entrepreneurial process and how entrepreneurship is accomplished, by which methods, practices and decision making styles. The process focus makes it particularly suited for a corporate strategy and has made EO become "one of the most important and established concepts within the field of entrepreneurship" (Wales et al. 2011, p.895).

Covin and Lumpkin (2011), when talking about entrepreneurship connected to EO, argue that it should not be seen as a subunit activity but as an overall strategic posture. Wales (2016, p.4) argue that "EO represents a strategic dimension on which all firms can be plotted" and disagree with Covin and Lumpkin (2011) about EO being a strategic posture and state that EO is "more than simply a singular act or activity, such as the launching of a new innovation" (Wales, 2016, p.4). Further Wales (2016, p.4) argues that "EO should be viewed as an essential part of a unique, identifiable strategy, for example, entrepreneurial strategy, as manifested by organizations".

In following sections, the evolution of EO will be outlined as well as each sub-dimension described in depth.

2.2.1 The evolution of the concept

The concept of Entrepreneurial Orientation is considered born in the article by Miller (1983). It was only in an appendix to the article that a measurement was presented of three components which were argued to influence the entrepreneurial activities in an organisation. The components were risk taking, innovation and proactiveness, and were to become the foundation of the research field of EO. With the article Miller (1983) did an important contribution to the entrepreneurship research by considering entrepreneurship a firm-level phenomenon which differs depending on the context of the firm (e.g. if it is a small firm or a high-tech company) (Miller, 2011).

Covin and Slevin (1989) refined the work of Miller (1983) and were the ones who coined the term Entrepreneurial Orientation (EO). They discussed that a firm could either be entrepreneurial or conservative but noted that it should be seen as a scale between the two where an organisation could be placed somewhere between. The authors also emphasised the importance of the strategic managers and their impact over the organisation in order for it to take an entrepreneurial stand: "By encouraging innovation and risk taking, these managers help to create a culture whose norms in turn support an entrepreneurial culture." (Covin & Slevin, p.17).

Lumpkin and Dess (1996) attempted to differentiate between EO and entrepreneurship by defining entrepreneurship as the new entry, and EO as the process to entrepreneurship. "This is an important advance as it separates the "what" from "how"" as Miller (2011, p.875) commented upon it. Lumpkin and Dess (1996) also added two sub-dimensions to EO: competitive aggressiveness and autonomy which will be discussed below. All the different sub-dimensions will later be thoroughly discussed individually in sections 2.2.3.1-5.

The debate of EO has arrived at two predominant conceptualisations where Miller (1983) and Covin & Slevin (1989) are associated with one of the constructs, the unidimensional view of EO. This construct is a latent construct and in order for EO to exist, innovativeness, risk-taking and proactiveness must be manifested concurrently (Covin & Lumpkin, 2011). Lumpkin & Dess (1996), are associated with the other construct, the multidimensional view of EO. This construct is seen as a set of the five independent dimensions (as mentioned above) making up the construct of EO (Covin & Lumpkin, 2011). The two constructs differ in a significant way. For a firm to be labelled entrepreneurial according to the unidimensional construct, all of the three dimensions must be present, as opposed to the multidimensional construct where the five dimensions independently make up the EO of a firm, and all dimensions must not be present (Ibid.).

The scholarly community has not settled on a conceptualisation of EO, that is widely agreed upon, and the discussion about if the construct of EO does accurately capture a meaningful phenomenon (Covin & Lumpkin, 2011). The extensive discussion of which of the two constructs that are the most defendable is a discussion that Covin and Lumpkin (2011) fend off by stating that the two constructs are fundamentally different. The unidimensional construct should be seen from the perspective that "EO can be understood as a sustained firm-level attribute represented by the singular quality that risk taking, innovative, and proactive behaviours have in common" (Covin & Lumpkin, 2011, p.863). The multidimensional construct should on the other hand be

seen as a superordinate construct built up by five dimensions, which themselves are constructs operating as specific manifestations of EO. The five dimensions range from low to high (Ibid.).

Covin and Wales (2011) make an overall distinction between the two conceptualisations of EO stating that the multidimensional constructs by Lumpkin and Dess (1996) specifies *where* to look for EO whereas the unidimensional construct by Miller (1983) specifies *what* EO looks like.

On the basis of this, the current study has chosen to use the multidimensional construct of EO. Since the aim of this study is to investigate the pervasiveness of EO in organisations and analyse why EO attitudes and behaviours are manifested in different degrees across different hierarchical levels in an organisation the multidimensional view allows for the possibility to investigate and analyse the five dimensions individually, since they all are functioning as specific manifestations of EO. Besides, as mentioned above, the multidimensional view sees EO as a process of the way entrepreneurs behave, thereby looking at the *how*, which is essential for this study.

Thereby, the definition used in this study is concurrent with the multidimensional view brought about by Lumpkin & Dess (1996) and summarised and cited in Covin and Wales (2011, p.679) :

> "EO refers to the processes, practices, and decision-making activities that lead to new entry' as characterized by one, or more of the following dimensions: 'a propensity to act autonomously, a willingness to innovate and take-risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities" (p. 136–137).

2.2.3 The sub-dimensions of Entrepreneurial orientation

Dess and Lumpkin (2005) published an article where they are discussing the role of EO in order to make CE more effective. In the article they issued definitions of the different sub-dimensions of EO based on the earlier research within the field done by Miller (1983), Covin & Slevin (1991) and Lumpkin & Dess (1996). These are the definitions that will be used in the thesis (see table 2.1).

Dimensions of Entrepreneurial Orientation

Dimension	Definition
Autonomy	Independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through to completion.
Innovativeness	A willingness to introduce newness and novelty through experimentation and creative processes aimed at developing new products and services, as well as new processes.
Proactiveness	A forward-looking perspective characteristic of a marketplace leader that has the foresight to seize opportunities in anticipation of future demand.
Competitive aggressiveness	An intense effort to outperform industry rivals. It is characterized by a combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace.
Risk-taking	Making decisions and taking action without certain knowledge of probable outcomes; some undertakings may also involve making substantial resource commitments in the process of venturing forward.

Table 2.1: Definitions of the five EO dimensions (Dess & Lumpkin, 2005, p. 148)

2.2.3.1 Innovativeness

According to table 2.1 the definition of innovativeness is: "A willingness to introduce newness and novelty through experimentation and creative processes aimed at developing new products and services, as well as new processes" (Dess & Lumpkin 2005, p.148). It is important to remember that innovation has more dimensions to it than only developing new products. Hence, product innovation needs to be differentiated from organisational innovation as "a highly innovative product does not automatically imply highly innovative firms" (Garcia & Calantone, 2002, p.117). When looking at innovation within a firm it can mean a whole range of developments, as Lumpkin & Dess (1996, p.142) describe it: "Innovativeness refers to a firm's efforts to find new opportunities and novel solutions. It involves creativity and experimentation that result in new products, new services, or improved technological processes." Accordingly, the degree of radicalness can vary between different innovations, but innovativeness in that a firm basically has the willingness to change what already exist, no matter if it is practices or technologies (Lumpkin & Dess 1996). It should also be emphasised that innovativeness is also shown even when the use of the new idea is not clear at the beginning: "Inventions and new ideas need to be nurtured even when their benefits are unclear" (Dess & Lumpkin 2005, p. 150). This will be further discussed in relation to proactiveness and risk-taking in a firm.

2.2.3.2 Proactiveness

According to table 2.1 the definition of proactiveness is: "A forward-looking perspective characteristic of a marketplace leader that has the foresight to seize opportunities in anticipation of future demand" (Dess & Lumpkin 2005, p.148). Following the earlier discussion this indicates that being proactive is taking an approach where the use for the current business could be seen as

unclear, but the organisation is "acting in anticipation of future problems, needs or changes" (Lumpkin & Dess, 1996, p.146). Early research of proactiveness in EO investigated whether managers had a tendency to lead rather than follow when comparing them to their competitors (Lumpkin & Dess, 1996). Manager who are acting proactively therefore "have their eye on the future in a search for new possibilities for growth and development" (Dess & Lumpkin, 2005, p.150). This implies that this component of EO is tightly related to competitive aggressiveness as a great part of acting proactively stands in relation to what the competitors do: "EO, therefore, involves both proactiveness in pursuing opportunities and the will to correspond aggressively to competitors" (Lumpkin & Dess, 1996, 147). To differentiate between the two, it is suggested that "proactiveness *shapes* the environment through for example, new products, technology and new administrative processes in contrast to *reacting* to the environment" (Miller & Friesen, 1978 in Linton, 2016). Thus, proactive firms are not only future oriented, they seek to change the very nature of the competition in the industry that they are in (Dess & Lumpkin, 2005, 150). Nevertheless, being future oriented does imply some sort of risk-taking as the future always is unknown, which will be discussed in next section.

2.2.3.3 Risk-taking

According to table 2.1 the definition of risk-taking is: "Making decisions and taking action without certain knowledge of probable outcomes; some undertakings may also involve making substantial resource commitments in the process of venturing forward" (Dess & Lumpkin 2005, p.148). As (Baird & Thomas, 1985) suggest, risk generally refer to three types of business risks: "venturing into the unknown" (Ibid. p.231), committing a relatively large portion of assets or borrowing heavily. Vora et al. (2012, p.356) explains that the "EO dimension of risk taking is characterized by a firm taking such risks as engaging in uncertain ventures, making high resource commitments, and borrowing heavily." In relation to what earlier discussed, risk-taking from an EO perspective shows the willingness of a firm to seize an opportunity even if the benefits or the consequences are not entirely clear. Dess and Lumpkin (2005) discuss similarly risk-taking from either a business, financial or a personal perspective. Business risk involves the unknowingness of the future, financial risk-taking involves the resources that are required and personal risk refers to how the support for an idea may the personal career as well as the course of the company (Ibid.). For a company it is a difficult task for managers to balance taking too much risks while also be proactive and act, and the action that are taken should hence be done with forethought, research and planning (Ibid).

2.2.3.4 Autonomy

According to table 2.1 the definition of autonomy is: "Independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through completion" (Dess & Lumpkin 2005, p. 148). In an organisational context autonomous actions refer to "action taken free of stifling organizational constraints" (Lumpkin & Dess 1996, p.140). That includes that in an entrepreneurial process, an individual within a corporation is allowed to proceed its actions independently and to make key decisions. In an EO organisation the process also needs to carry on even if external or internal conditions change, such as resource availability, competitions or if internal considerations may shift (Lumpkin & Dess, 1996). Dess and Lumpkin (2005) suggest two methods to encourage corporate entrepreneurship via autonomy. The first one is the use of skunkworks which is time when employees can set aside time to do activities which are outside their daily routines in order to encourage creativity and brainstorming for new ideas. The other one is to change the organisational structures to working in team or in autonomous work units, which has shown to improve organisational coordination (Dess & Lumpkin 2005). This needs to be done with great care though, having the patience to await the work from autonomous groups as well as having the strength to cut back when it is necessary (Ibid.) The purpose of these efforts must always be to generate an advantage over the competitors which will be discussed in the next section.

2.2.3.5 Competitive Aggressiveness

According to table 1 the definition of competitive aggressiveness is: "An intense effort to outperform industry rivals. It is characterized by combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace" (Dess & Lumpkin 2005, p. 148). Lumpkin & Dess (2001) contrasted competitive aggressiveness to proactiveness and stated that they are two different concepts as a firm can be reactive when it tries to withhold its market position or aggressively entering a new market that a rival previously has identified. One way of being competitive aggressive is to drastically lower prices which it is a method more often used by larger companies as they have larger financial resources to spend on cutting the margins (Dess & Lumpkin 2005). In such ways, "strategic managers can use competitive aggressiveness to combat industry trends that threaten their survival or market position" (Dess & Lumpkin 2005, 151).

2.3 The pervasiveness of EO & How it manifests in organisations

Wales et al. (2011) state that the way EO manifests within organisations has received little attention in the field of study. Wales et al. (2011) argue that EO has been assumed to be an organisational phenomenon, i.e. that EO "pervades organizations homogeneously" (p.897) and continue by stating that this assumption has little or no greater theoretical justification supporting it. Wales et al. (2011) argue that how EO is exhibited in an organisation might vary, meaning that the pervasiveness of EO might be manifested in a heterogeneous manner and claim that "EO may in fact be exhibited in different manners and to different degrees across an organization" (p.897) and are thereby questioning this basic assumption.

Following this, Wales et al. (2011) have examined the attitudes and behaviours associated with EO and why and how these can be manifested in different heterogeneous manners. The examination follows three dimensions; "vertically (i.e., from top-level management to middle managers and to non-managerial workers), horizontally (i.e., across business units and functional areas), and temporally (i.e., across time and developmental states of the firm)." (p.896).

The pervasiveness of EO is described as "the manner and degree to which EO attitudes and behaviours are manifested throughout an organization." (Wales et al, 2011, p.897). Further, the pervasiveness of EO is basically *how* entrepreneurial attitudes and behaviours are manifested and expressed in an organisation (Wales et al, 2011).

Since this study will focus on the vertical dimension discussed by Wales et al (2011), the horizontal and temporal dimension will only be touched upon shortly before moving on to the vertical dimension.

The horizontal dimension discuss the ways EO pervades in a heterogeneous manner throughout various subunits and functional areas. Wales et al. (2011) argue that "due to differences across divisions and functional areas, EO is likely to manifest heterogeneously
across these various organizational units" (p.902). This variance in EO is discussed to be created through first, the need for different strategies between the units owing to e.g. different markets or if the unit is formed to explore or exploit. Second, the fit between organisational strategy and business unit characteristics and lastly, the differences in the manifestation of EO across functional areas as a consequence of job design constraints and uncertainty. Hence, when having

different goals, you will have different strategies for reaching these. Which follows that EO will be manifested differently, take for example "the different goals and constraints of accounting versus research and development (R&D) functions" (p.903).

The temporal dimension touch upon the variance of EO across time and address the question of "why EO may fluctuate as well as how the pervasiveness of EO may change over time." (p.904). This dimension touch upon the different stages of a firm and discuss the difference of young firms and old firms linked to for example structure and routines. In addition to that, it discusses the need for organisations to change their strategic orientation over time. Further, the need to adapt to specific problems in time leading to, e.g. a more mechanistic organisational structure is also a reason to why EO might differ throughout the temporal dimension (Wales et al., 2011). Another argument for the fluctuation over time could be the changes in the growth strategy of an organisation, if it is through an organic growth strategy or growth via acquisition (Ibid.) Also, Wales et al. (2011) argue that the fluctuation could be connected to the decreasing capability of a firm to be innovative as it over time develops core rigidities and inertia. Wales et al. (2011) conclude that "the changing structure of the organization can impact how EO is manifest over time" (p. 906)

2.3.1 The vertical dimension

2.3.1.1 Top-level managers

Wales et al (2011) discuss that the majority of earlier research on EO have focused on top-management and have hence appointed this level a special role in the pervasiveness of EO in an organisation. Further, Wales et al (2011) state that top-managerial views have been assumed to be representative of organisational values.

Top-managers are the ones that set the entrepreneurial strategy of the firm, communicates it throughout the organisation and "watch as entrepreneurial behaviour begins to blossom throughout their firm" (p.899), consequently they play an important part in inducing entrepreneurial attitudes and behaviour into the firm (Wales et al, 2011). However, by taking this top-down approach the fact that entrepreneurial initiatives may emerge autonomously within the firm are overlooked (Wales et al, 2011). Sometimes entrepreneurial initiatives can emerge from a bottom-up perspective, where the managers will take the role of "recognizing and nurturing as much as directing and encouraging" (Wales et al, 2011, p.900). These two perspectives, the top-

down and bottom-up, from which entrepreneurial initiatives can stem will be touched upon further in section 2.4 about entrepreneurial spirals.

This shows that even though the top-managers play an essential role for the development and manifestation of EO, other relevant actors such as middle-managers and non-managerial employees and their EO-related attitudes and behaviours should be considered as well (Ibid.).

2.3.1.2 Mid-level managers

Middle-managers are described as "the bridge between top-level decision makers and the employees who have to implement a strategy" (Wales et al, 2011, p.900). Prior research indicate the important role played by middle-managers concerning the development of entrepreneurial initiatives (Hornsby et al., 2002).

Floyd and Wooldridge (1999) talk about the importance of middle-managers for CE, and state that "the middle-level is 'where the action is'" (Ibid, p. 124). Further Floyd and Wooldridge (1999) pose the potential dilemma for this mid-level corporate entrepreneur of "needing to articulate the link between an idea and the organization's existing goals but facing the fact that the idea diverges from the current official strategy" (p.136). Accordingly, innovative ideas need senior executives' attention and support which managers often need to work hard to receive. New ideas in a firm may also lead to conflicts and disputes internally by employees who are fearing the consequences on available resources and communication (Kanter, 1988, ref. in Hornsby et al., 2002).

Further, as mentioned by Wales et al. (2011) above, Floyd and Wooldridge (1999) agree concerning the fact that corporate entrepreneurship is not uniquely present at the mid-level but can also stem from top-management as well as operating level (Ibid.). Nevertheless, they argue that the middle-managers play an important role for entrepreneurial initiatives and behaviours.

Following this, Hornsby et al. (2002) assess the main internal factors in an organisation that influence middle-managers to engage in corporate entrepreneurship activities.

The first factor stresses the appropriate use of rewards and states that the system ought to involve goals and feedback, underline the individual responsibility and be built on results-based incentives. Therefore, this factor highlights the role of the middle-manager and adds that the "use of appropriate rewards can also enhance middle-managers' willingness to assume the risks associated with entrepreneurial activity" (Hornsby et al. 2002, p.259).

Second, the middle-manager play a crucial role in gaining the senior management's support. This support could include championing innovative ideas, providing resources such as expertise but also to protect the ideas and in the long run make them a part of the firm's' processes or system. (Hornsby et al., 2002).

The third factor is the availability of resources. Here, the "middle managers must perceive the availability of resources for innovative activities to encourage experimentation and risk taking" (Hornsby et al., 2002, p.253). Resources also include time (Hornsby et al. 2002).

The fourth factor show that the way an organisation is structured influences the way the organisation behaves. The structure need to be supportive and foster "the administrative mechanisms by which ideas are evaluated, chosen, and implemented" (Burgelman & Sayles, 1986, ref in Hornsby et al., 2002, p.260). For middle-managers, structural boundaries often become a great hinder for corporate entrepreneurial activities (Hornsby et al. 2002).

The final factor which if managed carefully could encourage entrepreneurship is risk taking and a tolerance for failure. Middle-managers must perceive the existence of an environment that encourages calculated risk taking and show a reasonable tolerance for failure when it happens (Hornsby et al., 2002).

According to Zahra et al. (1991), middle-managers, by effective communication and use of rewards, "create the social capital and trust needed to foster the corporate entrepreneurial process" (cited in Hornsby et al, 2002, p. 258). This social capital encourages people to take risks, without being afraid of losing their jobs or their reputation, hence is of great importance (Floyd & Wooldridge, 1997, ref. In Hornsby et al., 2002).

Floyd and Lane (2000) argue that middle-managers role is focused on "communicating information between the operating and top levels of management" (p.158) and continue by

stating that the middle-manager have got an unique position concerning the ability to "evaluate the value of information to the firm" (p. 159) since the middle-managers have got an understanding and more knowledge about the strategic situation of the firm than operating managers and are more familiar with day-to-day activities and markets than top-managers (Floyd & Lane, 2000).

Wales et al (2011) state that in more entrepreneurial firms the role of managers become more proactive and less reactive, and the relationship where middle-managers focus on communicating the strategic decisions, made by top management, to operating-level managers might be more true in conservative firms. Bartlett and Ghoshal (1993) mean that in that kind of firms the front-line managers are the organisational entrepreneurs, the mid-level managers are the ones that integrate strategy and capabilities throughout the organisation and the top management are the creators of the organisational purpose.

Wales et al (2011) argue that owing to "the degree to which they are involved in creating the strategy, how accurately it is communicated to them, as well as how reactive or proactive they are in the process" (p.900) individuals' perceptions of organisational strategy and how this is manifested can differ.

2.3.1.3 Non-managerial employees

It can be assumed that non-managerial employees and top-level managers differ more in how EO is perceived and manifested than the difference between top-level managers and mid-level managers, since the non-managerial employees to a greater extent focus on day-to-day activities than does mid-level managers (Wales et al, 2011). As mentioned above, Bartlett and Ghoshal (1993) see these employees as organisational entrepreneurs, and according to Wales et al (2011) they can be seen as the "key element in the causal link between organisational strategy and performance" (p. 901) and continue by stating that they should receive more attention from EO researchers.

According to Kesting and Ulhøi (2010) each organisation has great potential of idea generation in their employees who have the ability to discover things and draw conclusions from circumstances that managers are not aware of (Kesting & Ulhøi 2010).

Research shows that entrepreneurial behaviour among individuals in an organisation, such as risk-taking, is strongly related to the available resources, the support and structure (Kuratko et al., 2011). The intensified competition and the information age have resulted in a more stressful working environment which has led to that many are experiencing a lack of time and energy. Employees are struggling with performing their everyday tasks as well as handling continuously upcoming crisis and any extra initiative becomes a distraction or an irritation (Kuratko et al., 2011). Consequently, lack of time and resources are factors that could hamper innovation among employees. And since not all companies mean for employees to come up with new ideas they are not allow time or resources for it, resulting in that they will need to use their free time (Kesting & Ulhøi, 2010).

Lack of information and of incentives are other factors that restricts the idea generation among the employees. Appropriate information and knowledge of market trends, corporate strategy etc. is crucial to understand the bigger picture and the outcome of any idea generation (Kesting & Ulhøi, 2010). Incentives is also an important tool for encouraging innovative behaviour among employees. "If they are neither appreciated nor rewarded for their innovative behaviour, employees have no extrinsic incentives to come up with new ideas" (Kesting & Ulhøi 2010, p.74). Further, a common phenomenon in an organisation is the cognitive biases which describes how employees are bounded by their routines which they are supposed to carry out as good as possible while not questioning them (Bazerman 1998 in Kesting & Ulhøi 2010).

Wales et al. (2011) argue that employees because of the inability to mitigate risk followed by their low position in the hierarchy, will take fewer risks and behave less entrepreneurial, and will consequently perceive EO differently than managers. Wales et al (2011) means that "the lower an individual's position in the organizational hierarchy, the fewer options he/she has to diversify risks and the more negatively he/she could perceive and react to risk-taking strategies dictated from above" (p.901).

2.4 Entrepreneurial spirals

Shepherd et. al. (2010) have developed a model they call the entrepreneurial spiral. They explain the spiral as "an enduring, deviation-amplifying relationship between the entrepreneurialness of the manager's mindset and the organization's culture" (p. 60). A relationship that is deviation-

amplifying means that "an increase in variable one causes an increase in variable two, which in turn causes an increase in variable one" (Ibid.) and it is seen as enduring when there are three or more consecutive feedback loops from the manager's mindset to the organisational culture and vice versa (Ibid.). These two feedback loops are explained by Shepherd et. al. (2010, p.61) as;

> "(1) a top-down feedback loop where an increase in the entrepreneurialness of a manager's mindset will cause the feedback effect of an increase in the entrepreneurialness of the organization's culture; and (2) a bottom-up feedback loop where an increase in the entrepreneurialness of an organizational culture will cause the feedback effect of an increase in the entrepreneurialness of the manager's mindset.*"

In this model, the entrepreneurial mindset of an individual is defined as "the ability and the willingness of individuals to rapidly sense, act, and mobilize in response to a judgemental decision under uncertainty about a possible opportunity for gain" (Shepherd, et. Al, 2010, p.62). In the model, an entrepreneurial organisational culture is defined, according to Ireland et. al's (2003, p. 970) definition, as "one in which new ideas and creativity are expected, risk taking is encouraged, failure is tolerated, learning is promoted, product, process, and administrative innovations are championed, and continuous change is viewed as a conveyor of opportunities". The term "entrepreneurialness" refers to "how entrepreneurial either an individual's mindset or an organization's culture is—the higher the entrepreneurialness, the more entrepreneurial the mindset and culture, respectively." (Shepherd, et al, 2010, p.60).

The entrepreneurialness of the individual's mindset is made up by the individual beliefs regarding the desirability and feasibility of entrepreneurial action (Shepherd et al 2010). The entrepreneurialness of the culture of an organisation is influenced by its: (1) strategic context, and (2) structural context (Burgelman, 1984a).

In this model Shepherd et al. (2010), when mentioning individuals and organisational culture, refers to the individual entrepreneur as a manager nested within the organisation in question.

2.4.1 Antecedents of an Entrepreneurial Spiral

An entrepreneurial spiral can be started, perpetuated and stopped from a top-down feedback loop affected by the managers entrepreneurial mindset or by a bottom-up feedback loop which is

affected by the organisation's entrepreneurial culture. This section will address these two perspective and their respective effect on the entrepreneurial spiral. Below follows Shepherd et al's (2010) model of the entrepreneurial spiral, describing the three phases from both perspectives.

Triggering, Perpetuating, and Ceasing Entrepreneurial Spirals
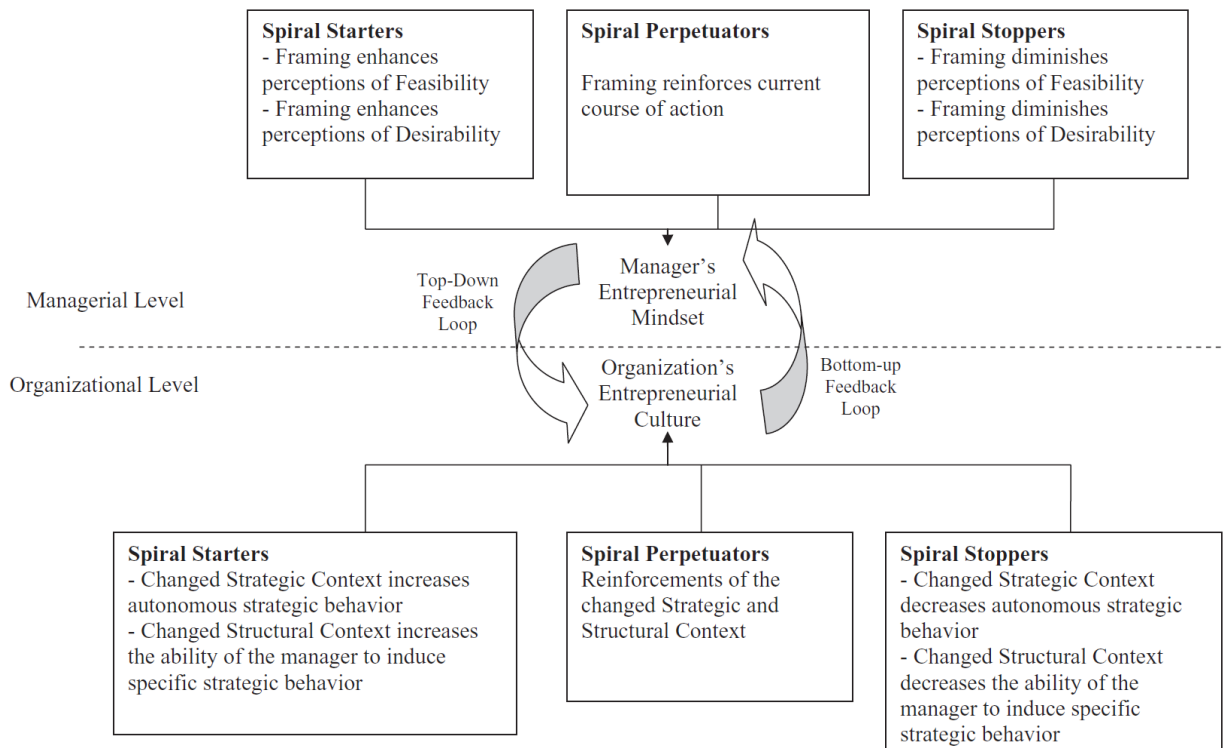
2.4.1.1 Starting a spiral

From the managerial level, Shepherd et. al (2010) propose that a spiral is started by the increase in the manager's perception and knowledge concerning the feasibility of entrepreneurial action (proposition 1).

The change in the beliefs concerning the feasibility of entrepreneurial action can be driven by changes in the manager's individual knowledge, both general and specific to entrepreneurial action, and also in how the managers frame the probability of success as a result from entrepreneurial action (Ibid.). If the manager, driven by his or her increasingly entrepreneurial mindset is ready to communicate and act upon this new entrepreneurial knowledge, this might result in knowledge spill-over, which will lead to the perception from organisational members of entrepreneurial action as more feasible. This in turn will serve as shared knowledge throughout

the organisation and affect the culture and increase its entrepreneurialness (Shepherd et al 2010). In this way the entrepreneurial spiral is started.

Changes in the perception of the desirability (Proposition 2) of entrepreneurial action can also start a top-down loop (ibid). This can be driven by internal factors, such as personal goals, motivations and intrinsic reward systems, but can also be driven by external factors such as changes in the supply chain, market competition or technology (Shepherd et al, 2010).

On the other hand, a bottom-up spiral is started by change in the strategic (Proposition 6) and structural (proposition 7) context of the organisation towards a context that encourage autonomous entrepreneurial behaviour (Ibid).

Shepherd et al (2010) define the strategic context of an organisation according to Burgelman (1984a, p.156) who state that the strategic context "encompasses the activities through which middle level managers question the current concept of strategy and provide top management with the opportunity to rationalize, retroactively, successful autonomous strategic behaviour".

Shepherd et al (2010) argue that "changes in the strategic context of an organization can change the values and attitudes that the manager holds" (p. 69), thereby acknowledging the starting point of a spiral.

According to Burgelman (1984b) strategic contexts that have resources to endorse experimentation and those that engage in project championing are more likely to promote autonomous entrepreneurial behaviour. One way of fostering entrepreneurship is a formal champions program (Kuratko et al. 2011). Champions provide a mechanism that have the ability to influence the entrepreneurial attitudes and values of the top-manager.

The structural context of an organisation corresponds to the overall concept of strategy of the organisation, and its aim is to keep the operational levels aligned with this overall strategy (Burgelman, 1984a). It refers to administrative mechanisms which the top management are able to manipulate in order to reach precisely this (Ibid). Three such mechanisms that can influence and change the structural context is reward structure, communication mechanisms, and structural organicity (Shepherd et al, 2010).

First, reward structures represent a very effective tool in influencing employee's behaviours (Kuratko et al. 2011). The reward structures indicate what behaviour and actions are desirable from organisational members (Shepherd et al, 2010). Kuratko et al. (2011) implies that when implementing an entrepreneurial concept, personal incentives (financial and nonfinancial) are essential, this to make up the risk-taking and persistence that is needed for entrepreneurial work. Reward structures can pose as one of these personal incentives. When rewards are provided for entrepreneurial behaviour, this will promote more entrepreneurial behaviour (Shepherd et al, 2010).

Second, having a structure that offer a clear, open, and effective way of communicating a new vision and/or strategy is an efficient tool in influencing the entrepreneurialness of an organisation's culture (Shepherd et al, 2010)

Lastly, an organic organisational structure can enhance the entrepreneurialness of the organisation's culture (Shepherd et al, 2010).

2.4.1.2 Perpetuating a spiral

From the managerial level the way in which to maintain the endurance of the spiral, is by reinforcing the change of frame in the manager's mindset made when initiating the spiral (prop. 3), i.e. the perception of the feasibility and desirability of entrepreneurial action (ibid).

From the organisational level an entrepreneurial spiral is in the same way as from the managerial level, perpetuated by reinforcements of the changes made when initiating the spiral (Proposition 8), i.e. reinforcements in the strategic and/or the structural contexts.
By changing the structural and strategic context toward an organisational culture that encourage autonomous entrepreneurial behaviour, these changes will aid both the legitimization of entrepreneurial attitudes and values within the organisation and as a result also make it less difficult for the manager with an entrepreneurial mindset to influence the organisation towards being even more entrepreneurial (Shepherd et al, 2010). Thus, the enduring entrepreneurial spiral is perpetuated.

2.4.1.3 Stopping a spiral

From the managerial level the spiral is stopped by a decrease in the manager's perception of the feasibility (Proposition 4) and / or the desirability (proposition 5) of entrepreneurial action. The framing of feasibility is based on the self-esteem of the manager and cues from the immediate external environment (Shepherd et al, 2010). Diminishing perception of desirability of entrepreneurial action can be a result of change in the framing of the likelihood of success (Ibid.). From the organisational level a spiral is stopped by a change in the strategic (proposition 9) and/ or the structural (proposition 10) context that prevent more entrepreneurial strategic behaviour (Shepherd et al, 2010).

If there are diminishing strategic support for entrepreneurial behaviour this will make the manager less likely to initiate these new explorative activities, which accordingly will signal to the organisation that experimentation, risk-taking and innovation is not further desired, hence the cornerstones in creating a more entrepreneurial culture is lost. For example, if there are less slack resources available for entrepreneurial behaviour, the manager will to a lesser extent, challenge the current concept of strategy and hence will not inspire the culture to become more entrepreneurial (Ibid.).

Concerning the structural context, the same way as reinforcing the three administrative mechanisms will start a spiral, reducing them will do the opposite. That is, punishment and sanctions, less open communication and a change towards a mechanistic structure is assumed to stop a spiral.

3. Method

The following chapter will delineate the working process of the thesis. Initially the research strategy and the selection of a case study will be discussed. Further the process of data collection and how the research was conducted as well as the analysis method will be presented. Finally, an evaluation of the methodology will be made as well as its limitations.

3.1 Qualitative Research strategy

For this study a qualitative research strategy has been used as such tend to focus on behaviour and how individuals interpret and comprehend their social world (Bryman & Bell 2011). The intention of this study is to gain a deeper understanding of how EO is manifested within an organisation. To investigate that, it was noticed early in the research process that the willingness and attitudes towards adopting an EO among the different individuals in the organisation had to be studied. To capture these dimensions of variation in attitudes and willingness, a qualitative study was considered appropriate and will be further justified in the next section. The choice of a qualitative research strategy has allowed the authors to undertake interviews using an unstructured and semi-structured format (Ibid.) which has allowed a thorough research of how individuals perceive EO differently within an organisation.

3.2 Case Study

Observations within a company inspired this investigation to take place. The company has wished to be kept anonymous, however to increase transferability, it is of interest to mention that the company is a medium-sized media company in Sweden. As Eisenhardt (1989) presents in her roadmap about how to build theory from case study research, the first step after getting started is to select a case which could be "theoretically useful" (Eisenhardt, 1989, p.533). Early observations of the firm showed an organisation which had a willingness to become more entrepreneurial. The media industry is tackling a large technological transformation and the named company has consequently introduced an innovation department to the organisation. Hence, the assumption was made that the company tried to introduce an EO or at least intended to become strong at the different dimensions which represent an EO.

After further observations, however, it was noticed that for various reasons the manifestation of EO both in attitudes and behaviours, varied between the different levels within the organisation.

As most research conducted on EO is quantitative and from a manager's' perspective (e.g. Covin & Slevin, 1991; Lumpkin & Dess, 1996; Shepherd & Wiklund, 2005) an opportunity was captured to investigate if it is correct to assume that a managerial perspective of the company and its EO, truly is an accurate picture of an entire corporate pervasive EO. Theoretically, it is unusual with qualitative, case-based research in the existing EO literature (Vora et al. 2011). Nevertheless, this case is seen as a great example of an organisation which is trying to handle a crisis by becoming more entrepreneurial, but as the organisation is relatively large, the change affects (the individuals in the firm) differently through the firm. A circumstance such as a reorganisation with the clear objective to make the whole organisation entrepreneurial also makes the case very appropriate for investigating how EO is manifested within an organisation. As Vora et al. (2011, 354) explains it, "through a qualitative case study approach, we can inform both theory and practice by exploring real-life multi-level processes through which medium sized firms can develop EO, and hence potentially improve their performance."

3.3 Process of Data Collection

3.3.1 Selection of Interviewees

According to Wales et al. (2011) the pervasiveness of EO can be perceived differently between the different levels of an organisation. Wales et al. (2011) covers three levels within an organisation, top-managers, middle-managers and employees. However, as the selected case organisation has a flat organisation, a difference was only made between managers and non-managerial employees. The decision to not divide the managers further into top and middle was primarily made because of the circumstances that several managers had parallel functions as both top and middle, thus it was hard to differ them apart. Thus, the two upper levels (top-manager and middle-managers) in the vertical dimension will be referred to as Managers, when the result shows a congruence. However, if there is an incongruence a separation will be made and the terms top-manager and middle-manager will be used. That is due that it is only one interviewee, the CEO, who solely fits into the top-manager level while the other managers got work functions as both top and middle-managers.

The selection process has been undertaken from two perspectives with the aim to acquire different viewpoints on the research questions in mind. First, some of the interviewees were chosen from the criteria that they possess a top-down view and position in the case company (the

managers). Second, other interviewees were chosen on account of their bottom-up perspective and position in the case company (non-managerial employees). Additionally, this part of the selection has also served as a way to reach a width in the selected case, and on top of the bottom-up criteria there has also been a criteria of function. That is, interviewees have been chosen from different functions inside the case company, e.g. support functions, product developer, sales representatives, production employees and IT-staff. When doing the selection of the interviewees a decision was made to conduct the majority of interviews within one of the departments. The reason was that the objective for this study is to focus on a vertical dimension within an organisation, previously explained by Wales et al. (2011), and hence an attempt was made to methodological wise avoid investigating the horizontal dimension. However, since there was an understanding of the impossibility of completely avoid bias from the horizontal dimension perspective, the choice was made to interview some individuals from different functions, in hopes of recognising the effects from the horizontal dimension, and thereby being able to distinguish them from the vertical dimension. Further, the choice was also made owing to the value of getting certain insights into the horizontal dimension.

3.3.2 Design of Interviews

For this study two types of interviews have been used: unstructured and semi-structured The first round of interviews were unstructured and conducted with only brief guidance in order to cover a wide range of a topics, which the method allows (Bryman & Bell 2011). The objective was to gain an overview perspective of the changes that were currently undergoing in the organisation. By using the unstructured interviews, the interviewee was allowed to set the direction of the interview and thereby the areas of interest for each interviewee was taken into account. Since it was noticed that the changes taken place in the organisation probably were experienced differently, the choice of an unstructured explorative interview format was an advantage.

For the second round of interviews, a semi-structured technique has been used with an interview guide. The objective was to go into depth in the patterns found concerning EO, in the first round of interviews, and therefore the semi-structured interview was a sound choice (Bryman & Bell 2011). The semi-structured interview allowed specific questions connected to a specific pattern but at the same time allowed a flexibility to be kept for following up questions.

3.3.3 Design of Interview Guide and Interview Questions

During the first round of unstructured interviews there were only a few broad questions prepared, and a willingness and an attitude to make the organisation more entrepreneurial orientated was noticed among the managers. For the second round of interviews a proper interview guide was therefore constructed to cover this specific research area which was decided to be focused upon. For the interview guide, Dess and Lumpkin (2005) became an important inspirational source as they summarise some of the important implications of their work on EO for managerial practice. They "propose several broad questions that managers should ask when seeking to develop an entrepreneurial orientation" (Dess & Lumpkin 2005, 153). Their proposed questions you can find in Table 3.1.

Enhancing a firm's entrepreneurial orientation: Issues to consider

Autonomy
- Does your firm consider developing independent work units such as "skunkworks" to enhance creative thinking?
- When using autonomous work units, does your firm ensure adequate coordination to minimize inefficiencies and duplication of efforts?
- Does your firm have a proper balance between patience and tolerance for autonomous groups and the forbearance to reduce or eliminate initiatives that are not succeeding?
- Does your firm implement necessary structural changes such as small, autonomous groups to stimulate new ideas?
- Does your firm foster the necessary culture, rewards, and processes to support product champions?

Innovativeness
- Does your firm encourage and stimulate technological, product-market, and administrative innovation?
- How does your firm stimulate creativity and experimentation?
- Does your firm properly invest in new technology, R&D, and continuous improvement?
- Are your firm's innovative initiatives hard for competitors to successfully imitate?
- Does your firm "safeguard" investments in R&D during difficult economic periods or are they generally the first area where significant cuts are made?

Proactiveness
- Does your firm continuously monitor trends and identify future needs of customers and/or anticipate future demand conditions?
- Does your firm strive to be a "first mover" to capture the benefits of being an industry pioneer?
- Is your firm aware of the downside of being a first mover, such as customer resistance to novel ideas and bearing the costs associated with unforeseen technological problems?
- Does your firm effectively use the following methods to act proactively: introducing new products and technologies ahead of the competition and continuously seeking out new product or service offerings?

Competitive Aggressiveness
- Does your firm effectively use an aggressive posture to combat industry trends that may threaten your survival or competitive position?
- Does your firm enhance its competitive position by entering markets with drastically lower prices, copying the business practices or techniques of successful competitors, or making timely announcements of new products or technologies?
- Does your firm know when it is in danger of acting overly aggressive and avoid such actions which can lead to erosion of firm reputation and retaliation by competitors?

Risk-taking
- Does your firm foster and encourage a proper level of business, financial, and personal risk-taking?
- Does you firm enhance its competitive risk position by researching and assessing risk factors in order to minimize uncertainty?
- Does your firm enhance its competitive risk position by applying techniques and processes that have worked in other domains?
- Overall, does your firm carefully manage risks and avoid taking actions without sufficient forethought, research, and planning?

Table 3.1 Questions for managers to consider when implementing EO. (Dess & Lumpkin 2005, 153)

Inspired by Dess and Lumpkin (2005) and other qualitative studies conducted of EO (Vora et al. 2011; Foyalle et al. 2008), an interview guide was constructed to investigate the five different sub-dimensions of EO at different levels in the organisation. Apart from that, it was also found of interest to investigate the emotions and attitudes towards the large organisational changes which had recently been carried out within the company as the management expressed a wish for the changes to create conditions for more entrepreneurial initiatives. The interview guide was also

adapted into two versions, one for managers and one for non-managerial employees and no difference was made between top- and middle-managers, except for the CEO, as previously explained in section 3.3.1. The two interview guides can be found in appendix B.

3.3.4 Interview process

In total, twenty interviews were conducted with eight managers and twelve employees (non-managerial position) and were done in two different parts of the research process. As previously described, the first part of the interviews was unstructured and 5 interviews were done with three managers and two employees. Each interview lasted between 60 – 90 minutes. The second part of interviews was semi-structured and the interview guide was used. Then, 15 interviews were done with five managers and ten employees and each lasted between 45-60 minutes. All interviews were formal in the way that a time and a place were booked beforehand and undertaken in a quiet and private space, as recommended by Bryman & Bell (2011).

The interviews were conducted in Swedish as that was the working language at the company and as well the mother tongue of both the researchers and the interviewees. The intention was to create a relaxed situation when the interviewee could talk openly and spontaneously as well be able to express attitudes and feelings in an appropriate way which is important in an interview session (Bryman & Bell 2011). In this context Swedish was the relevant language to be used to create a comfortable situation for the interviewee as well as being able to express him/herself in an accurate way. To increase transparency of the research as well as avoiding subjectivity (Ibid.), translations from the original language is shown in Appendix B.

3.3.5 Recording and transcribing interviews

The choice of recording all interviews were taken first and foremost since it allowed the researchers to work through the data in the best possible way. Recording allows possibility for other researchers to look at the raw data and reuse the data in other ways than first intended (Bryman & Bell, 2011). Recording also allowed transcriptions to be made after the interviews were done and hence created a relaxed environment as the researchers could fully participate in the conversation without being occupied taking notes.

Following the advice by Bryman and Bell (2011) the choice of only transcribing parts of the interviews and not the full-length of them was based on the fact that it is very time-consuming.

Further, as recommended by Bryman and Bell (2011) a process of listening to the interviews closely a couple of times and then transcribe the parts found useful was undertaken as further described below.

3.4 Research Process & Analysis of Data

In a research process there are two approaches towards the relationship between the theory and research, inductive and deductive theory. Deductive research has its starting point in theoretical considerations and uses the empirical research to deduce the theory. Induction starts instead with gathering empirical data and by observations the researchers try to draw conclusions and make generalisations that evolves into theoretical statements (Bryman & Bell 2011). For this research both approaches have been used depending on the different stages in the process. This research started with an inductive approach when explorative interviews where held with both managers and non-managerial employees to capture entrepreneurial phenomena within the organisation. From this data a theoretical investigation took place to broader the understanding of the empirical observations. Based on the reading, a more deductive approach was used which resulted in an interview guide with a theoretical standpoint and semi-structured interviews were conducted.

Parallel to the collection of data the analysis of it begun. After each interview a partial transcription was made where only the relevant parts of the interviews where transcribed. The selection of relevant parts was made in a discussion between the researchers in order to avoid subjectivity (Bryman & Bell 2011). Shortly after the transcription, the material was coded in a deductive manner into the different components of the theory chosen for the study (Ibid.). In this case the components were the five different sub-dimensions of EO, which also was coherent with how the interview guide was constructed. Each component was received a colour, hence all transcriptions of the twenty interviews were read through and relevant data tied to a sub-dimension was coloured into its chosen colour. During this process, the recording of the interviews was frequently returned to in order to add parts to the transcriptions which had become relevant as the data evolved. Thereafter the result chapter was produced based on the five component of the coding to present the results of the interviews in a coherent way.

When the data was thoroughly processed the researchers returned to the literature in order to find support and explanations of the findings. Based on previous research and the variations seen in the data of how the EO had manifest within the organisation and analysing process begun. By

combining the theory and the data, the analysis was categorised into four different factors (Eisenhardt, 1989). Based on these four theoretical factors in combinations with the data observations, conclusions could be drawn which are believed to contribute both to the research field of EO as well as managerial applications.

3.5 Evaluation of Methodology

Reliability, validity and replicability are important criteria to assess when assuring the quality of a qualitative research (Bryman & Bell 2011). Therefore, there have been careful considerations taken during this research in order to ensure the integrity of the outcome and the conclusions presented, as well as increasing the probability of repeatable results, to strengthen the validity and reliability of this research (Bryman & Bell 2011). Such considerations have included coding as previously discussed, to interpret interview data in order to strengthen the internal validity of the data as well as the significance of the findings (Ibid.).

The fact that the researchers were positioned within the case company during the research process, allowed observations of informal activities and conversations which pointed out a direction for the research. As extensive theoretical reading of existing literature has been combined to the observations, it would be agreed upon that the findings of this research have strong internal validity (Bryman & Bell, 2011). By being present in the organisation, an understanding of the natural working environment of the case company has been obtained. This has helped the research to become ecologically valid which express the linkage between the research and the practical implications of it (Bryman & Bell, 2011).

As Bryman & Bell (2011, p.161) states that "validity presumes reliability", the authors argue that their strong presence within the organisation which has resulted in the validity found in this research is strongly related to its reliability. Reliability describes how the different indicators in a method ought to relate to the same thing (Bryman & Bell, 2011). This has been fulfilled by using existing components of the EO model as an umbrella perspective for the research to make it all clearly linked and increase the reliability.

3.5.1 Limitations

Qualitative research is often argued to be difficult to replicate as "replication in business and management research is by no mean a straightforward matter" (Bryman & Bell, 2011, p.408). The authors have tried to address this issue by thoroughly describe all steps taken during the research, as well as considering the problem of generalisation. Generalisation considers the difficulty of how one case can represent many others. Therefore, the description of the case has been as highly transparent as possible, while its anonymity, and the data collection as well as the sampling has been fully described. This is utterly important especially when research is "conducted with a small number of individuals in a certain organization or locality" (Bryman & Bell 2011, 408). Still, the awareness of the issue with replicability and generalisation has increased the transparency to the research in order to enhance the methodology.

4. Research Results

The chapter describes the empirical data obtained after completion of interviews. The chapter is divided into five parts according to the sub-dimensions of EO. Each part has two sections where a differentiation between managers and non-managerial employees is done.

4.1. How EO manifests in the case company

The results are presented through the five different sub-dimensions of EO in order to give an understanding of how entrepreneurial attitudes and behaviours are manifested and expressed in the organisation. For each sub-dimension a division between managers and non-managerial employees has been made in order to clarify the results found in the different levels of the organisation and to see if the EO of the management is reflected and manifested in the rest of the organisation. Following the reasoning in the method chapter, the separation made in this chapter will be between managers (including all levels of management if not stated otherwise) and non-managerial employees. Namely, some interviewees have got a position as both a top-manager and middle-manager, and will hence be separate according to the role and not the individual.

The company has chosen to be kept anonymous and the interviewee's name and other projects and products of the organisation are therefore censored. The CEO will be referred to as CEO (and will be placed outside of the division of manager and non-managerial employees) and the interviewees will be referred to as managers or the non-managerial employees depending on their position. To give a comprehensive overview of the degree of the different dimensions of EO manifested at the three levels, a scale from low to high (low - medium - high) will be used and presented.

To avoid an overwhelming result section and analysis, the quotes will not be included and instead but in tables in appendix A. Each quote will be referred to as e.g. (A:2:14) which is a code for finding the quote in appendix A, table 2, quote 14. There are five tables in appendix A, one for each sub-dimension, according to the coding process previously discussed.

4.2. Proactiveness

Position in vertical dimension	Degree of proactiveness
CEO (Top management)	Medium-High
Managers	High
Non-managerial employees	Low

Table 4.1. Degree of Proactiveness

As previously stated, proactiveness is about having a forward-looking perspective and catching opportunities to be prepared for a future demand (Dess & Lumpkin 2005). The case company has historically been behaving proactively as it was one of the first newspaper in Europe to launch a digital site. It also took the decision in 2010, which was early for the industry, to focus on the mobile phone as a platform instead of the desktop. The results show an attitude and a willingness by the CEO to continue changing the organisation and products in order to face the unknown future (see A:1:1). Showing a high degree of proactiveness.

4.2.1. Managers

Other managers also show a high degree of proactiveness in both their attitudes and behaviours. While the CEO battles with the question of trustworthiness and being explicit in his leadership when setting goals and strategy towards an unknown future (see A:1:2;3;4), the other managers show no such concerns but do instead show an unwaveringly strong future orientation, possessing a strong degree of proactiveness. The managers strong proactiveness is shown in for example expressed views about the importance of organising for the future and not for the present (See A:1:5). Also the high proactiveness is shown in the fact that the transformation and reorganising currently happening in the company is done not because they are utterly forced to because they see that they need to change for the future (see A:1:11) and they "*[...] believe in building proactively for the future [...][*and*] see that we have to work differently"* (see A:1:6). The hope is to work more proactively with customers (see A:1:10) and that the transformation made will influence the future offering of the company (see A:1:12).

There has been a discussion concerning the reorganisation discussed above, namely the fusion of the innovation department and the sales department. The discussion of keeping the innovation department independent to create a faster decision making process or making the fusion in order to generate positive synergies that will make the sales department faster (see A:1:7;8). The choice of merging the two show proof of the high proactiveness amongst the managers in the way that they want the whole company to become more future-oriented. All in all, the managers show a very high degree of proactiveness, and is in a good way illustrated by this quote. "[...] *everything I do and think, is about the future. All our challenges are about what we are there. Not where we stand right now. We put a lot of effort and time on what we have right now, but now the only challenge we have is what's in the future*" (see A:1:9).

4.2.2. Non-managerial employees

The non-managerial employees show, as illustrated in table 4.1, a low degree of proactiveness. This is due to the fact that they show a tendency to rather focus on the now than on the future. And even though the non-managerial employees say that *"You want to be proactive*[...](see A:1:14), using the term explicitly, the meaning of it for the employees are not the same as the in the definition of the dimension of proactiveness. Instead the discussion is about finding new solutions for existing customer (Ibid.), hence using the word in a present sense. The need to change the image of the company is expressed, which could be seen as a manifestation of proactiveness, however, the discussion is still concerning current customers (see A:1:16).

The low degree of the non-managerial employees is also shown in the fact that a conflict has emerged (see A:1:20), which seems to have its base in a newly launched product (see A:1:19;20;22) launched from the innovation department. Further, there seems to be an incomprehension about what the innovation department does (see A:1:18;20) and they cannot see the point of the fusion of the sales and the innovation department (see A:1:17-23), and there is a disbelief about it shown. As mentioned in the earlier section the innovation department seems to incorporate the way of working connected to proactiveness, and a distrust against it and an incomprehension about ditto, make the employees degree of proactiveness low.

However, there are two employees, within the Innovation department that show a higher degree of proactiveness than the other employees however due to that this is only two employees, conclusions cannot be made to a larger extent owing to this.

4.3. Risk-taking

Position in vertical dimension	Degree of Risk-Taking
CEO (top management)	Personal: High Business: high Financial: Low
Managers	Personal: High Business: High Financial: Low
Non-managerial employees	Personal: Low (medium spec. individual) Business: Low (medium for spec individual) Financial: Medium

Table 4.2: Degree of Risk-Taking

As previously discussed, risk-taking refers to make decisions and to take actions without knowing the exact outcome or consequences. Risk-taking are divided into three types: business, finance and personal. Business risks included the uncertainty for success when venturing into the unknown, Financial risk is risking the resources needed in order for the company to grow, and Personal risk is when an executive take a stand for a strategy that could hurt personal career as well as the course of the company (Dess & Lumpkin 2005).

As mentioned before, the CEO battles with the question of trustworthiness and being explicit in his leadership when setting goals and strategy towards an unknown future (see A:1:2;3;4), thereby incurring a business risk and at the same time personal risk. Even though that the CEO has battled with this, he/she has gone along a done it just the same, without knowing where to go (see A:2:1). The CEO does also show an allowing and encouraging attitude towards taking risks in the organisation expressing that employees should "[...] go for it!" (see A:2:2) and continue to state that if this change (referring to the transformation done) is going to succeed there is a need to take risk and express that it is "[...] *better to do something and then ask for permission"* (ibid). Allowing resources to travel to a product that at this moment do not even have a business model

(see A:1:26) prove a financial risk, however, the financial investment is not high and hence it is seen as a low degree.

4.3.1 Managers

The managers have a tendency to take risks in their actions within the organisation. For example, they are trying to change the processes around what products they launch and when, and launch product that are not perfect (see A:2:3). This shows both a high degree of personal risk and a business risk. Personal risk because of this is a way of thinking and acting that need to be supported, and could, as seen from the conflict emerged around the same product (see A:1:24;26;29), hurt the career of the executive. Business risk because there is an uncertainty of success trying something new. By the same reason as argued for the CEO, the managers show a low degree of financial risk. Finally, the managers are willing to take risks and do also express a willingness that the employees take more risk for their employees to take more risk (see A:2:5;6) and show an awareness concerning their responsibility in getting there (see A:2:4).

4.3.2 Non-Managerial Employees

The non-managerial employees show a willingness towards taking risks and feel that it would be allowed (see A:2:8). Concerning the type of risk taken the employees is overall low in business risk and personal risk, but there are concrete examples when a non-managerial employee has shown both of them, venturing into a project where the success was uncertain (business risk) and the management didn't believe in it, and thereby jeopardising his/her career (see A:2:7).

The non-managerial employees weight the financial aspects of a project, weighing the gains from the time spent (see A:2:9) but show understanding of that some products could have other value than money and that this is the way to work now (see A:2:10;11;14-16). Thus, an understanding of the need to take financial risk is increased. However, the non-managerial employees do also weigh the financial aspects towards one's own person (see A:2:12) showing an unwillingness to take risk because they lose money when doing so, a statement that are lowering the degree of financial risk, leaving the non-managerial employees at a medium degree.

Connected to the business risk discussed in the earlier section, of managers supporting a product around which a conflict has emerged, one non-managerial employee expresses an understanding that this product might not incur high financial risk, but does instead talk about symbolic risk and

that "there are some warning bells ringing" (see A:2:17) concerning the product. Thereby strengthening the fact that the managers supporting this is taking on personal risk.

4.4. Innovativeness

Position in vertical dimension	Degree of Innovativeness
CEO	Medium
Managers	High
Non-managerial employees	Medium

Table 4.3: Degree of Innovativeness

As previously discussed innovativeness refers to the willingness and efforts conducted by a firm to find new opportunities and new solutions. The process involves experimentation and creativity and the idea is that it will lead to new products or services, or improved technological processes (Dess & Lumpkin 2005).

4.4.1. Managers

The managers show a strong willingness towards building a climate and an organisation open for ideas and creativity (see A:3:2) and the importance of doing this (see A:3:4). Which also express an awareness concerning their own parts to play in this (see A:3:1;3;5). Further the managers show a willingness towards introducing newness to the market, and express the view that there is a need "*to stop working with simply optimizing the business we have* [...] *and start creating a new kind of business that can grow*" (see A:3:6).

The degree of innovativeness, or at least the possibility to behave in a way concurrent with it has shown to differ between different kind of business units. One manager of a more operational unit expressed that even though feeling a willingness to do so, there was no possibility to behave in an innovative way owing to the fact of a stressful working environment (see A:3:7). It was instead prioritised to focus on the core activities (see A:3:9) and there was little time to do anything else (see A:3:8;22).

However, the managers show a willingness for innovation and an awareness of the importance of it, but state that it is the attitudes of the employees which are hampering it "[...]*that's someone else's job"* (see A:3:10). A reasoning that is brought up by another manager to be one of the biggest internal obstacles in the organisation*: "The biggest obstacle is the perception of what is each person's job"* (see A:3:12). On the contrary from the manager of the operational unit, another manager, positioned in the innovation department state that the employees have the ability to solve their tasks in the way they see suitable and that they are creative, and that the climate is such as they "*feel they can do things differently"* (see A:3:11). To sum up, the managers show a high degree of proactiveness and does additionally feel that there is a need to heighten the innovativeness even further throughout the organisation.

4.4.2 Non-Managerial Employees

The non-managerial employees show a medium degree of innovativeness (see D:4.4). The willingness to find new solutions and new opportunities is present (see A:3:33) and there is a recognition concerning that it is needed (see A:3:16). Further, while some feel that they are encouraged by the managers to be creative (see A:3:17) and come up with new ideas, other states that they have met a resistance when coming forward with an idea (see A:15:26-29). However, it has been shown that the managers, especially one, has proven to have helped the case of resistance towards ideas by encouraging and it has become better concerning the resistance (see A:4:10-13).

The above mentioned do portrait a picture of the employees of showing a high degree of innovativeness, however, it has been shown that there are some factors that lowers the degree of innovativeness amongst the non-managerial employees, illustrated plain and simple by the following quote: *"There's no time to be creative"* (see A:3:19). In other words, the employees feel like there is no time to be creative or to come up with new ideas, both owing to the fact that the employees do not know where to go or what to do when having an idea (see A:3:26) and because the process of putting forward an idea is seen to be tiresome and slow (see A:3:32) and because "*no structures or processes for it"* (see A:3:31) resulting in that. "*Due to these long decision paths, indirectly you have just dropped an idea if you've had one" (ibid),* and also because of their stressful working environment (see A:3:18;20;21). This has shown to have affected the employees and that the employees do not feel that they have the energy to pursue ideas (see A:3:23-25).

The will to be involved earlier in the development process (be that of ideas, business or projects) have been expressed (see A:3:21;34) especially sales express this view and state that *"it's very important to involve the sales early because it is with us in the end it ends up"* (see A:3:35), and that "*it should be us telling them what the customers want*" (see A:3:38).

To sum up, the non-managerial employees show a medium degree of innovativeness due to their high willingness, but which is lowered by factors influencing them, thereby showing a lower degree of innovativeness.

The somewhat evident innovativeness of the innovation department has been discussed. One employee feels that being within the department is "a *fantastic kick. Finally, I got an outlet for my creativity [...]"* (see A:3:14) and another also promotes the department and the possibilities that it was on the way to give possibilities, but mention the newly done fusion of the sales department and the innovation department and state that the isolated innovation department was a *"It was a short-lived venture"* (see A:3:13).

4.5. Autonomy

Position in vertical dimension	Degree of Autonomy
CEO	Low
Managers	High
Non-managerial employees	Low to Medium

Table 4.4: Degree of Autonomy

As mentioned, autonomy refers to actions which are performed independently by an individual or a team, with the objective to bring forward a new business concept or a vision and carry it through to accomplishment (Dess & Lumpkin 2005).

The CEO, owing to his position in the hierarchy, does not engage in anything correlating with this, thereby showing a low degree of autonomy. However, the CEO mention the importance to be "*very clear that it exists a right of initiative, an opportunity to be involved and to realise*

something that is outside of their job" (see A:4:6) and taking own decisions and coming with their own idea is something that the CEO "[...]*wish more people would dare*[...]". Continuing the CEO state that even though it is quite alright now, the way "w*e pay attention to people who take the initiative [...]could be improved* (Ibid.)

4.5.1. Managers

The managers show a high degree of autonomy, expressing for example the ability to "*put forward my own thoughts and ideas about how I want things to be and then find the right team to do it with*" (see A:4:1). The expected advantage of having an "*general managerial position*" (see A:4:2) is discussed but put off by the thought about that "*there is always someone above you, no matter how high up you get*" (Ibid.). The managers view their employees as autonomous, but at the same time acknowledge the importance of being there for the employees if they need it (see A:4:3;4). One manager of an operational business unit expresses an unwillingness in their group of acting autonomous and additionally in a creative way (see A:4:5). The manager's own role in encouraging to further autonomous behaviour is discussed, mentioning rewards as one way (see A:7:22).

4.5.2 Non-managerial Employees

The employees show a low to medium degree of autonomous behaviour. They show the willingness although the action, as specified by the dimension, do not take place, in most cases.

In some cases, a high degree of autonomy has been shown, following a former project carried out to completion by one employee. However, as expressed by this employee and which has created a ripple effect, there are some things that negatively influence the autonomy and resulting in that the employee would not partake in autonomous behaviour again i.e. "Although I thought it was fun, it has also been difficult" (see A:1:13). The employee state that: "Shall we do this kind of things in the future then we must have clear structures and incentives to do it" (ibid). The employees working as sales representative express that they lose money when acting autonomous because they do not meet their monthly budget (see A:4:14;17) and because *"[...] you don't get any budget cut or so"* if wanting to act autonomously (see A:4:16) And the need for incentives or rewards expressed (see A:4:19). Both in financial (see A:4:18) and non-financial, such as the appreciation from a manager (see A:4:20;21) There was also the same apparent reason as

discussed in innovativeness present, that the employees did not have the time or energy to take on anything more (see section 4.4 for discussion.)

The importance of support from managers to encourage autonomous behaviour has been strongly visible in the result (see A:4:9-12 & A:3:31 & A:2:12). Discussing for example that the manager "will be the link up in the organisations that we needed" (see A:4:13). And that the support of the manager will make you want to do the same autonomous behaviour again (see A:4:13). One manager stated tha*t "It is up to you, and there is no problem, it is our job after all"* but still recognised the support by the managers (see A:4:15). Finally, one employee felt that rewards was not needed since the employee said *"I see this as my job"* (see A:4:22) i.e. behaviour concurrent to autonomy. In a small part of the organisation has skunk work also been introduced which allow the employees to work fully autonomously on projects not related to their ordinary tasks (See A:4:23). However, this is only applied in a small part of the organisation and hence concerns few employees and therefore does not strengthen the overall autonomy of the non-managerial employees. Consequently, the employees show a low to medium degree of autonomy, owing to the fact that it is not only the attitude and willingness that govern this dimension, but in addition the action.

4.6. Competitive aggressiveness

Position in vertical dimension	Degree of Competitive aggressiveness
CEO	Low to medium
Managers	Low
Non-managerial employees	High

Table 4.5: Degree of Competitive Aggressiveness

As stated, competitive aggressiveness is "an intense effort to outperform industry rivals. It is characterised by combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace" (Dess & Lumpkin 2005, p. 148). Further a company can be reactive when it tries to withhold its market position, contrasting this dimension from proactiveness (Ibid.). Since the CEO, as mentioned in section 4.2, battles with the question of trustworthiness and being explicit in his leadership when setting goals and strategy towards an

unknown future (see A:1:2-4). The CEO also refers to being able to "*walk in the same pace as the readers*" and that this is a challenge, because needing to react to their behaviour (see A:5:4)

4.6.1 Managers

The managers show a low degree of competitive aggressiveness. This could be most apparently visible in the quote by a manager stating, (and as also illustrated the proactiveness of the manager) "[...] *everything I do and think, is about the future. All our challenges are about what we are there. Not where we stand right now. We put a lot of effort and time on what we have right now, but now the only challenge we have is what's in the future.*" (see A:1:9). Here it is visible that the manager solely focus on the future, and not thinking of current competitors.

4.6.2 Non-managerial Employees

The employees show a high degree of competitive aggressiveness. Many employees talk about a need to meet the customer in a new way (see A:5:2;3 & A:1:22;23) indicating the need to beat competitors. Others make it very visible that the degree of competitive aggressiveness is high amongst the employees discussing a need to launch a product similar to a competitor because of the competitive advantage the company have and state that "*here we are gigantic, we would have killed* [name of competitor].*"* (see A:5:1).

Further as discussed in section 4.4, the employees take a stand concurrent with competitive aggressiveness, i.e. "reacting" to the market when trying to withhold the market position and hence does not show proactiveness (see A:1:14)

4.7 Summary of results

Below a summary of the results are presented in table 4.6. Further discussion of the findings will be discussed and analysed in the following chapter.

	CEO (Top management)	Managers	Employees
Proactiveness	Medium-High	High	Low
Risk-Taking	Overall: Medium-High Personal: High Business: High Financial: Low	Overall: Medium-High Personal: High Business: High Financial: Low	Overall: Low-medium Personal: Low (medium spec. individual) Business: Low (medium for spec individual) Financial: Medium
Innovativeness	Medium	High	Medium
Autonomy	Low	High	Low - Medium
Competitive Aggressiveness	Low-Medium	Low	High

Table 4.6: Summary of Result

5. Analysis and Discussion

Based on the research question and the purpose, this chapter intends to answer these by analysing empirical data derived from selected theories and concepts.

As discussed in the introduction chapter, the aim of this study is to investigate the pervasiveness of EO in organisations and analyse why EO attitudes and behaviours are manifested in different degrees across an organisation. Since our work has the foundation and data in the vertical relations this will be the main focus of the analysis.

As shown in the results, the attitudes and behaviours of EO do not pervade an organisation in a homogenous way, as assumed by a majority of prior research on the subject. This show that when the assumption is made and when research of an organisation's EO is based on the beliefs of one top-managerial, the results become misleading. Be that as it may, the aim of this thesis is not to prove the legitimacy of basing the organisation's EO on one manager's beliefs, but to show *why* the attitudes and behaviours connected to EO do in fact differ. However, the analysis will derive implications of why that might be a problem and why a company might not behave in the same EO-manner as the Manager inquired might put off, which will be discussed in the next chapter.

Following the reasoning stated in the method chapter and the empirical chapter, the separation made in this chapter will be between managers (including all levels of management if not stated otherwise) and non-managerial employees. Further managers will be referred to as "M" and non-managerial employees will be referred to as "NM" when analysing our results

Since the results have shown that in all dimension but one (see D:4.6) the NM show a lower degree than the M, the focus of this analysis will be placed on the perspective of factors influencing the NM attitudes and behaviours connected to the manifestation of EO, using the M as a contrasting dimension.

This study has shown, based on the results, proof of 4 main factors that serve as explanations to why attitudes and behaviours associated with EO are manifested in different degrees across the different levels of an organisation.

The first two factors, hereby referred to as the factor of involvement (5.1.1) and the factor of communication (5.1.2), will be presented in section 5.1. There are reasons for presenting these two factors in a way that indicate some sort of correlation. First, the results have shown, in congruence with statements from theory, that an individual's perception of strategy is affected by these two factors. Accordingly, the result has shown an effect (the incomprehension of strategy) based in two causes (the factors of involvement and communication). Thereby the altogether separation of the two would take away the indication of a correlation that is apparent. Second, the result has shown that when heightening one of the factors (involvement) the need for the other (communication) is not as strong. Further, there is a reason for keeping the two factors separated by sub-headings, and that is the obvious fact that the two factors, even though bringing about the same effect, do of course influence in other ways that are not identical for the two factors. Finally, the appointment of these two factors as main reasons or explanations for the heterogeneous manifestation of EO is justified by the importance of knowledge and that the degree of ditto, influences the degree of EO manifested, also explaining the chosen header for 5.1.

The last two factors hereby referred to as Reward Structures (5.2) and Resources (5.3), are rooted in the same appearance, i.e. the appearance of NM being hampered by a stressful working environment as mentioned by Kuratko et al (2011). However, the two factors show no other relevant correlation and are thereby separated as two standalone main factors showing proof of why EO manifests differently between the different hierarchical levels. Interestingly, there is connection shown between the factors Reward structures (5.2) and Communication (5.1.2) namely, they are both a part of the administrative mechanisms making up the structural context discussed by Shepherd (2009). Finally, the appointment of these two factors as main explanations for the heterogeneous manifestation of EO is justified by the fact that, owing to the stressful working environment, the degree of EO is evidently influenced by the degree of said factors (Reward structures & Resources).

5.1 Knowledge

According to Wales et al (2011) an individual's perception of a strategy is affected by how accurately it is communicated to them and to which degree they are involved in the creation of the strategy. The results from the current study have shown a coherence with this statement, and as stated above, the results have shown these two factors to be observable reasons of why EO

differ between M and NM. In the following section involvement will be discussed, followed by a discussion concerning communication (5.1.2).

5.1.1 Involvement

In the case company studied, the NM is normally not involved in the creation of strategy. Owing to this, the NM did not know the reason and purpose behind the strategy of the company (see A:1:23;26). This has resulted in a confusion of not knowing how to act in accordance to the new strategy (see A:1:24;26;27) which has resulted in a low degree of proactiveness amongst the NM, as opposed to the M. Thus, the results demonstrate a strong causal link between the degree of involvement in strategy making and the degree of proactiveness.

The incomprehension of strategy and its effect on proactiveness

This incomprehension of the overall strategy (because of the lack of involvement), has resulted in that a bitterness have emerged in the organisation (see A:1:20). As mentioned in the theory chapter, when new ideas enter a firm, conflicts and disputes can arise internally (Kanter, 1988, ref. In Hornsby et al, 2002). Which is something that could explain the said bitterness that has emerged, as the results show that the bitterness first and foremost has its base in a specific product (see A:1:19;20;22). However, the result indicate that the bitterness is not connected to the product per se, but to an incomprehension about it because of lack of involvement in the development process (seeA:3:35;38) and a lack of accurate communication, which is something that will be discussed in next section. Concerning the lack of involvement, the NM express a willingness to be involved in the development process (see A:3:21;34) and state that this would create a better understanding, strengthening the argued importance of involvement.

Connected to this, it could be claimed that the reason behind a high degree of proactiveness is not involvement, but instead the be because of other factors connected to the managerial positions. Naturally, there are other reasons affecting this, such as no structures hampering or more resources available which will be discussed further in 5.3. However, the argument still stands that there is a there is a causal link between the two (Involvement and proactiveness) which could be articulated by the claim above that involvement generates a better understanding, which in a nearly self-explanatory way heightens the degree of proactiveness. Namely, that without knowing the purpose of a strategy and not understanding the way of working, there is no way to be able to act in a way concurrent to this strategy, thereby not having the ability to act in a future-oriented

manner. what the purpose of a strategy. Moreover, this argument is strengthened further by the fact that two NM, with a higher involvement in the strategy, show the same or very similar degree of proactiveness as M, standing out from the rest of the NM. In fact, these two employees correspond in their behaviour and attitudes correlated with EO, to a larger extent with the M than the other NM in the majority of dimensions. This could be explained, and thereby strengthening the argument made above, by their degree of involvement and insight in the strategy process. Namely, these two NM make up a closed subgroup together with two M and attend closed meetings together in this group where strategy and future plans are discussed (see A:1:35). This reasoning further strengthens the argument made by Wales et al (2011), concerning the relation between the degree of involvement and an individual's perception of strategy, and also gives implications of how to increase the pervasiveness of EO in an organisation. Hence, by increasing the level of involvement.

The degree of involvement and its effect on the relationship between competitive aggressiveness and proactiveness

On another note, the results show that the NMs lack of involvement in strategy making has differentiated the NM and the M in another way. From the results it is apparent that the M show a higher proactiveness then does the NM and at the same time, the NM show a higher competitive aggressiveness then does the M. There is a correlation between these two results. The M, who are involved in the strategy making, and thereby have got a forward-looking perspective, have got a high proactiveness (see A:1:9;11). The NM on the other hand, who are not involved in the creation of the strategy has got (even if there are some degree of willingness towards being proactive) a lower proactiveness, as could be seen in the results. The NM speak of being proactive, using the explicit word "proactive" for example when it comes to the relation with customers (see A:1:11) but when following the definition by Lumpkin and Dess (2005), indicating the need to have your "*eye on the future in a search for new possibilities for growth and development*" (Dess & Lumpkin, 2005, p.150), the NM does not concur with the dimension and accordingly show a low degree of proactiveness. However, from the results it is evident that the NM instead show a higher degree of competitive aggressiveness than do the M. This occurrence could be explained as follows; the NM, being excluded from the creation of strategy and closer to the day-to-day activities than M will look upon their work and their musts in a closer timeframe than does the M, a statement that is strengthened (Wales et al, 2011). Consequently, when a NM says that they are proactive, they are in most cases instead showing a

high degree of competitive aggressiveness. A strong example of this is when one NM employee talk about that the company need to initiate a project similar to what a competitor already has, and does not only justify it by pointing to the demand on the market for it, but by saying that "*we would have killed* [name of competitor]" (see A:5:1). Consequently, the NM want to meet the market in a better way, and in a new way, however, the NM mainly focus on the *current* markets, thereby not behaving and showing an attitude in coherence with the definition of proactiveness. Lumpkin and Dess (2001) contrasted these two dimension, arguing for instance that a firm can be reactive when trying to withhold its market position, proving an act of the dimension competitive aggressiveness rather than proactiveness. Consequently, this strengthens what is argued above, that the NM are showing a high degree of competitive aggressiveness and not proactiveness. The argument is therefore that the degree of involvement in strategy making is shown to be an explanation for why EO manifests differently, in this instance the explanation to why there is a difference between the manifestation of competitive aggressiveness and proactiveness between Nm and M.

The degree of involvement and its effect in risk-taking

The results show the risk taken by the NM and the M differs (see D:4.6) While NM more often incur financial risk than does M (which will be further discussed in section 5.2), the results show that the M concurs more with the business and personal risk mentioned by Lumpkin & Dess (2005). As mentioned in the theory chapter, being future oriented will infer a risk, since the future is always unknown, leading to a higher degree of risk taking by the M, following their said higher degree of proactiveness. Moreover, it is important to note that the M does not only prove to have a high degree of proactiveness in the comparison with the NM, but also in the standalone picture. Consequently, the M show a high degree of business risk, venturing into the unknown without knowing if it is going to be a success or not, something that additionally incur personal risk for the M, standing by the strategy which could prove to compromise one's career. Also, in congruence with the results and as stated by Hornsby et al (2002) the middle-manager plays a crucial role when it comes to giving support, such as championing innovative ideas. Owing to this, the M will also incur personal risk by this action. This is especially visible connected to the product 1, which has got some internal critique (see A:1:19;20;22), sponsored by a M. Consequently, the factor of involvement does also prove to stand as an explanation to why the dimension of risk-taking differs between NM and M.

5.1.2 Communication

The results show, in congruence with what was argued by Wales et al (2011), that the perception of a strategy is affected not only by the degree of involvement in the process, but by how accurately it is communicated. Correspondingly, the result has likewise shown the grave importance of the structural context noted by Shepherd et al (2010) with the aim to keep the operational levels aligned with the overall strategy of the firm, built up by administrative mechanisms. These administrative mechanisms have proven to be one of the factors explaining why EO pervade organisations in a heterogeneous manner. First, the reward structures pose as one of the administrative mechanism and will be discussed in the following section 5.2. Second, the results show that the communication mechanisms are one of the main reasons behind why EO is manifested differently. The result show congruence with the work of Shepherd et al (2010), namely that a clear, open and effective way of communicating a new vision and/or strategy show evidence to be an efficient tool in influencing the organisation and its culture. What the results essentially show are, in correspondence with Shepherd et al (2009), that the lack of the same will result in a stopped spiral, that the NM will not behave in an entrepreneurial way if the vision / strategy is not communicated to them in a clear way (see A:1:24) and additionally, following the reasoning discussed in the prior section 5.1.1, about the inability to follow a strategy and knowing the way of working if at the same time showing an incomprehension about said strategy, is here shown as a here as a result of lack of communication.

Communication and its effect on proactiveness

The lack of communication has, just as posed by Wales et al (2011), affected the NM perception of the strategy, which currently takes the form of incomprehension. The NM do not understand the strategy, because it has been communicated poorly to them. The NM have heard the strategy communicated – i.e. where we are going, but there is an incomprehension about how to get there, since there has not been any clear communication about *how* to get there. One explanation for this lack of communication about "how to get there" could be connected to the strong proactiveness amongst the M, i.e. that when having a strong future orientation, there is a risk that the present is forgotten. Which is an explanation that show evidence of bearing truth (see A:1:9) and that are additionally strengthened by the low degree of competitive aggressiveness shown by the M. This show correlation of the argument by Kuratko et al (2011) that organisations that want to adopt more corporate entrepreneurial strategies continuously struggle with the balance

between the future and the present. Further, as stated by Kesting and Ulhøi (2010), information and knowledge of corporate strategy is crucial for the NM in order to be able to see the bigger picture. Hence, when not being able to see the bigger picture, it will self-evidently be hard/impossible for the NM to behave in a manner concurrent with this strategic future, hereby lowering their degree of proactiveness.

Further, this incomprehension has evolved into a bitterness, as mentioned in 5.1.1. The result did at first rendered the image of that the bitterness was connected to a specific product, but after analysing the result the bitterness seem not to be connected to the product per se, but to an incomprehension about it because of (in addition to a lack of involvement in the development process) the lack of communication and information, a conclusion drawn from the results (see A:1:19;21). Once again strengthening and showing concurrence with the work of both Shepherd et al (2010) and Wales et al (2011) claiming the importance of proper communication in order to influence and encourage entrepreneurial behaviour.

The bitterness that has been created around this product and the reason for it, is strongly connected to how perceptions of strategy is affected by accurate communication of ditto, as discussed by Wales et al (2011). This product could be seen as a symbol, and as a proof of the fact that the NM have not comprehended the strategy set by the M, which has resulted in an inability of the NM to act in a way that is correlated with proactiveness. That is, the NMs attitudes, as a result of not comprehending the strategy in the way that the M does it (that is in a way closely connected to proactiveness), is not correlated to proactiveness.

Henceforth, this has resulted in an attitude and behaviour where the NM take the Ms words literally when talking about strategy and future, and when using words as act proactively (see A:1:14). The NM show a willingness to work in a proactive way (Ibid.), and to work towards the future that the M talk about, but since they have not understood the way of work to reach this (see A:1:27) the NMs attitudes when thinking of how to work proactively is instead correlated with the dimension of competitive aggressiveness, hence the NM take the word "proactive" and use it in a present sense, as discussed chapter 4. Consequently, this prove the fact that even though it might appear at first glance like the NM have got a strong degree of proactiveness, the behaviour and attitude does in fact show a high degree of competitive aggressiveness. This reasoning have already been discussed above (see section 5.1.1) and will therefore not be expanded on further.

Consequently, the factor of communication has been proven to have an effect on proactiveness in the sense that incomprehension or inaccurate knowledge, due to lack of- and inaccurate communication, pose difficulties of behaving in correlation to proactiveness, thereby lowering the degree of proactiveness manifested by NM.

Communication and its effect on innovativeness

On another note, the lack of communication has also been shown to have a strong effect on the degree of innovativeness shown by the NM. According to the definition used in this study as stated by Dess and Lumpkin (2005), innovativeness is the *willingness* to introduce newness and novelty, and the way of doing this would be through experimentation and creative processed which was aimed at developing for example new products. The result indicated initially a rather high degree of innovativeness at the NM level, i.e. there is a high willingness towards innovativeness present amongst the employees.

However, owing to the fact that this study's aim to look at the pervasiveness of EO in an organisation the behaviours must also be taken into account. Further, there is an evident problem shown in the results which has affected the innovativeness, even thought that the NM outright say that they feel a willingness towards ditto. Thereby, from the results, the conclusion is drawn that the NM do not have such a high degree of innovativeness as they let on. The reason for this is twofold. First, the NM view the attitudes and behaviours connected to innovativeness as time and energy consuming. Which is something that will be discussed in the section 5.3.

The second reason is yet again connected to bad communication. That is, the NM do not know what to do or where to go if they have an idea (see A:3:26) which axiomatic lowers the degree of innovativeness, particularly the behavioural part. This has also resulted in a feeling of tiresomeness concerning bringing forward ideas (see A:3:32), consequently affecting the attitudes connected to innovativeness. This fact show correlation to the work by Shepherd et al (2010) and show proof of a discontinued spiral, namely that when an individual's perception of regarding the desirability of entrepreneurial action is decreases the spiral is stopped, leading to less extent of entrepreneurialism. Influencing factors for this could be cues from the external environment, in this instance the rejection of an idea (see A:3:27) and met resistance (see A:3:29). In addition, further strengthening the above reasoning is the argument by Kesting and Ulhøi (2010), about

that appropriate information and knowledge of corporate strategy is crucial to the NM to understand the bigger picture and is needed in order to bring about innovative outcome.

At the same time, the M show a high degree of innovativeness. Shown for example by, and in congruence with Dess and Lumpkin (2005) stating that innovativeness is also to nurture new ideas when their benefits are unclear, the support of product 1. Further, the M render the image that there is no problem when it comes to ideas in the organisation (see A:3:37) and additionally genuinely show an understanding of creating a climate for stimulating ideas (see A:3:2;4). The evidence of this incongruence shown gives implication of how the pervasiveness of EO differ in an organisation.

5.2 Reward structures

As mentioned earlier, this study has shown a great importance of the structural context noted by Shepherd et al (2010), which is built up by administrative mechanisms. In the prior section (5.1.2) one of the mechanisms, communication, was discussed. In this section, reward structures will be addressed. Kuratko et al (2011) state that reward structures such as personal incentives (financial or nonfinancial) are essential in order for entrepreneurial work to happen, since it makes up for the risk-taking and persistence that is needed, a statement that is strongly shown in the results. And as Shepherd et al (2010) further state is that when rewarding entrepreneurial behaviour, it will promote repetitive entrepreneurial behaviour, something that is seen in the result (see A:4:13)

Non-financial personal incentives and the role of the middle-manager

When it comes to non-financial personal incentives it is evident from the results that the support, recognition and appreciation from the middle-manager is of great importance for NM.

Concerning the dimension of innovativeness, the important role of the middle-manager shown in the result is highly evident. Some NM have expressed that they have met resistance when they have taken forward an idea and due to this their willingness to put forward ideas have decreased, consonant with what Shepherd et al (2010) discussed concerning stopping a spiral as discussed in 5.1.2. The result has shown the importance of a middle-manager in such situations (see A:4:11;13). As argued by Shepherd et al (2010), sometimes entrepreneurial initiatives emerge from a bottom-up perspective and like Wales et al (2011) state, the manager's role in that instance is to recognise and nurture as much as direct and encourage. The results confirm the thoughts by Wales et al (2011), demonstrating the importance of the middle-manager for the employees when it comes to entrepreneurial initiatives from the bottom-up.

As discussed in section 5.1.2 about communication, a lot of the NM do not know where to go or what to do (see A:3:26) when they have got an idea, lowering the degree of innovativeness. As claimed in that section this has got to do with bad communication. Connected to the discussion above and the role of the middle-manager when entrepreneurial initiatives emerge from the bottom-up, once again, the middle-manager prove to be of great importance. The results have shown that when a M acts in the way as recommended by Wales et al (2011) (recognising, nurturing, directing and encouraging) the NM feel a higher willingness to repetitively come with ideas, thereby strengthening the attitude towards innovativeness (see A:4:13). The result presents a strong connection to Shepherd et al (2010) and has shown evidence of the entrepreneurial spirals, and has furthermore shown the importance of the same, as illustrated by this quote:

> "W*e believe that* [Manager 2] *will be the link up in the organisations that we needed. Because in the past I have brought something up and then I have received an answer 3 months later. But now I have brought something up with* [Manager 2] *and the morning after he has checked it and say 'we do like this'. And I was just wow, it went too fast. You will feel that you get feedback and that makes you feel that you want to do it again. Because if you need to wait a long time, it feels like they have swept it under the carpet o they don't care"* (see A:4:13).

which also stand as proof of the importance of the support given by the M. One NM contrast the current middle-manager with a former boss, further proving the importance of a specific behaviour of a middle-manager, and not only the existence of one (see A:4:11). The above reasoning proves that even when the administrative mechanism of communication is lacking, this could be outweighed by the administrative mechanism of reward, in this instance in the shape of a nonfinancial personal incentive. This shows that the reward structures, and the existence or nonexistence of ditto, affect the EO dimension of innovativeness and proves why the manifestation of it could differ between M and NM Corresponding with this, Kesting and Ulhøi (2010) argue that incentives is an important tool for encouraging innovative behaviour, and that if employees are not rewarded or appreciated for innovative behaviour, there are no extrinsic incentives to behave in that way, strengthening the claim made above and is further strengthened by expressed proof of the same in the result (see A:3:32 & A:1:13).

The role of the middle-manager and its effect on Risk-taking

For instance, the result has shown that the NM are more willing to take risks when supported by a middle-manager. This result is closely connected to what Zahra (1999, ref in Hornsby et al, 2002) argue, that by using rewards and effective communication managers build social capital and trust, which according to Floyd and Wooldridge (1997, Hornsby et al, 2002) is of great importance in order to encourage NM to take risks without feeling fear about losing their job or reputation. The result has shown that the NM are more willing to take business risk (venture into the unknown), when supported by an M (see A:2:10;12 & A:4:9).

The importance of support from the middle-manager is apparent when looking at all types of risk. Further the arrival of one M has increased the willingness to take risks (see A:4:9). And the NM feel like they are able to take risks because of this M (see A:2:8), a perception that is proven correct by the said M expressing that" *[…] I can then take the shit and all the hard decisions. But I let everything happen and in that way I only exist in the periphery and make sure we are on the right track.",* (see A:4:3) further presenting proof of the support given. The NMs attitudes towards the dimension of risk taking is thereby strengthened when receiving support from a middle-manager, something that is strongly correlated with Shepherd et al (2010) argument of the role played by the manager as making up for the risk-taken incurred by entrepreneurial work, such as venturing into the unknown. Consequently, the result show that when the M assume risks for the NM, the NM will most likely involve in activities that incur more risk, i.e. the willingness

to take risks rise. This coincide with the work of Zahra (1999) and also Shepherd et al (2009). However, it is important not to forget that the use of appropriate rewards will also need to be directed towards the middle-manager. Since, as stated by Hornsby et al (2002) the use of rewards can enhance also the middle-manager's willingness to assume risks. Thereby, further strengthening the NM willingness for risk, use of appropriate rewards and enhancing the M willingness to assume risks will supposedly result in, as proven by the results, an enhanced willingness to take risks by the NM. Hence, the use of appropriate rewards has the possibility to strengthen the degree of risk-taking both for a NM and a M. However, the results only show evidence of rewards affecting the NM.

Even though the support of a M might decrease the personal risk incurred for the NM, other risks as for example not having time to do your day to day activities or meeting your budget remain. Therefore, as indicated by the result, the support from a M is not enough in order to behave entrepreneurial. Strengthening this, one NM remark his/her positive attitude towards the company doing innovative projects (see A:1:13) but continue to state that in order for the NM to want to engage in these kind of projects again, something need to change since there has been a lot of extra work for the NM (Ibid.). According to Burgelman (1984b), strategic contexts that have resources to endorse experimentation likely to promote autonomous entrepreneurial behaviour, indicating that this lack of resources (time) will lower the NMs degree of autonomy.

The NM also remark that if there are no proper structures put in place for counteracting this, the unwillingness to take on further projects will spread throughout the organisation (Ibid). Further, the NM express the understanding of that different people are motivated by different things, but point to the fact that something will need to be put in place, *"something that makes you want to do it"* (Ibid). Consequently, if nothing is changed the possibility for further initiatives is low. These quotes, that show that the need for structures, in other forms than the recognition and appreciation of a middle-manager, are essential in order for NM to be able to work and behave in a way that is concurrent with EO. This is something that will be discussed section 5.3.

Financial personal incentives and its effect on innovativeness, autonomy and risk-taking

The result has indicated that there is only one NM that have stated that they are encouraged by financial incentives (see A:4:18), and thereby, receiving a financial reward is not seen as an

explanatory factor. However, there is an expressed concern that when engaging in a way correlating with the dimension of autonomy, you lose money (see A: 2:12, A:4:17) since not meeting the set budget. The fact that there are no budget cuts available when wanting to engage in projects (see A:4:16) and other action concurrent with the dimension of autonomy could be seen as a form of financial sanction. There is evidence in the result of what Shepherd et al (2010) argue about financial sanctions, namely that they use of which discontinue a spiral) and lower the entrepreneurialness of the organisation, which in this instance is shown in the results is associated with a lower degree of autonomy (see A:1:13), innovativeness (see A: 3:7) and risk-taking amongst the NM.

5.3 Resources

According to Burgelman (1984b), a strategic context that engage in project championing and have resources to endorse experimentation, will promote autonomous entrepreneurial behaviour. The result indicate that the M show a high degree of autonomy and a high congruence to the dimension of autonomy, endorsing experimentation (as discussed in 5.2) and also engage in product championing (i.e. for product 1). However, the result has indicated that there are things that are hampering the possibility for the NM to reach the same degree of autonomy. Such as the unknowingness of what to do when having an idea due to lack of communication and involvement (something that was discussed in 5.1 and will be discussed further below), and the lack of the resource *time* due to day-to-day activities and also structures hampering (monthly sales budgets) which will be addressed next. The result has shown that the existence and non-existence of the resource time, could be a reason for why behaviours and attitudes connected to EO is manifested differently in an organisation. Results have shown that this occurrence, the existence or non-existence of time, is further connected to the existence or non-existence of structures in the organisation that will facilitate or obstruct behaviour concurrent with the dimension of EO.

Below follows a discussion of the existence and non-existence of structures and its effect on the pervasiveness of EO

The existence and non-existence of structures and its effect on NMs degree of EO

The results have shown that the dimension autonomy differs between M and NM. The willingness to work autonomous and bring forth a business concept and carrying it through to completion is shown at both levels, however the action, that is specified in the definition of autonomy by Dess and Lumpkin (2005) differs between the levels. The NM employees feel that there are no resources to act in an autonomous way, they feel that there is no time or energy (*see* A:3:19;23-25), no structures and no incentives (see A:3:31, as discussed in section 5.2). This fact has lowered the degree of autonomy and innovativeness amongst the NM, something that firstly could be connected to the existence of structures that are time and energy consuming, a reasoning that will be addressed further below. Second, one explanation to this could however also be the existence of structures that are hampering the behaviour connected to autonomy and innovativeness amongst the NM and at the same time the non-existence of structures counteracting this, a reasoning that will be addressed next.

The existence and non-existence of structures and its effect on the autonomy, innovativeness and risk taking

The result has shown proof of structures that bound the NM to their day to day activities. Such structures could for example be the monthly budget that a single NM working as a salesperson need to fulfil every month. According to Bazerman (1998, ref. In Kesting & Ulhøi 2010) employees are bounded by their routines, and that they should carry them out as good as possible while not question them, which could be one reason for not behaving in an innovative way. Further, the result has shown that NM are somewhat bounded by their routines, and the innovative behaviour that is left out is a result of lack of time, i.e. there is no time to act in an innovative (see A:3:19) or autonomous way (see A:3:25), while at the same time having time for the daily routines (see A:3: 20,21). Further strengthening this is the existence of structures that are time and energy consuming, and that thereby will further lower the degree of innovativeness and autonomy, a reasoning that will be discussed further ahead.

As discussed in the section 5.1 the result has shown that even though at first glance it looked like the NM showed a high degree of innovativeness, it soon became clear that that was not the case. As already stated, one reason was that the NM didn't know what to do or where to go when having an idea, which was discussed and correlated to a lacking communication (5.1.2). The

other reason was connected to an attitude held by the NM that behaviour concurrent with the dimension of innovativeness was time and energy consuming. Something that will be discussed further below. Connected to what has been discussed above, concerning structures and its effect on the pervasiveness of EO, the result has shown a strong correlation to what Kuratko et al (2011) argued about today's stressful working environment. Namely that employees are struggling with performing their everyday task as well as handling upcoming crisis. As a result, this leads to that employees feel that extra initiative becomes an irritation or a distraction. Consequently, acting in and sharing attitudes that is concurrent with the dimension of autonomy, will be seen as a distraction. The result has shown this to be true, effectively illustrated in the following quote; *"Right now I'm so tired and I don't want to do anything extra"* (see A:3:25). Further, this reasoning stands true not only for the dimension of autonomy but for the dimension of innovativeness too, delineated by one NM expressing that that there is *"no time to be creative"* (see A:3:19). Consequently, there are structures that are bounding the NM to their daily routine which is lowering the NMs degree of innovativeness and autonomy. One such structure is the monthly budget held by the salespeople, which will be discussed next in accordance to the dimension of risk-taking.

As shown in chapter 4 and discussed in section 5.1.1 the NM and M differ connected to the dimension risk-taking (see D:4.6). The risk taken by the NM does most often correlate with the financial risk defined by Dess and Lumpkin (2005). The definition of financial risk is thought of at a firm level, but is here argued to be applicable at a personal level on the basis of the following reason; first, the risk of for instance not meeting your budget would in the long run hurt the overall finances of the company, thereby showing significance to the definition of risk-taking. Second the resources that is needed for a company to grow is for example the NM doing their day-to-day activities, hence the definition could be brought down to an individual level. Henceforth, since the pervasiveness is the main topic of interest in this study, assuming that the EO concept is not a firm level concept, it is argued that the financial risk could also be stretched as to incorporate the actual financial risk (i.e. the risk of losing money) for the NM. Thus, proceeding on that basis, it is especially the salespeople incurring financial risk, since when wanting to work extra on a project or something similar, their monthly budgets suffer and thereby you lose money (see A:2:12). When wanting to go for a new idea or do something "extra" it will take time from you, and at the same time you will lose money since you do not get any budget cuts (see A:2:13). Many NM mention that there is a need to implement some sort of structures to counteract this risk (See A:1:13 & 3:31). Consequently, it is both the existing structures that

hampers the NM (such as monthly budgets) but also non-existing structures that could relieve the NM when wanting do something (but are restricted by for example lack of time), that stand as explanatory factors for why the pervasiveness of EO differs along the hierarchical level.

Further proof of this evident in the result is the fact that on the contrary M do not have any structures that bound them to their day to day activities. By all means the M have naturally also got day to day routines and other work tasks that will take their time. However, those specific task might in fact to a large extent take the shape of activities that to an NM would incur risk, such as acting autonomous taking a business concept through to completion (see A: 4:1) or implementing a new way of launching product (see A:2:3) , and will thereby not be restrained from acting in a way concurrent with for instance autonomy owing to that this is part of their normal tasks as M. Strengthening this, is the argument by Hornsby et al (2002) that the role of the manager is for instance gaining senior managers support, including championing innovative ideas and protect the ideas and in the long run. Consequently, according to Hornsby et al (2002) behaviour concurrent with the dimensions of autonomous and innovative is included in the role of being a manager, thereby strengthening the above made argument concerning that the M day-to-day activities could take the shape of activities that would incur risk for an NM, consequently means that the day-to-day activities cannot be seen as a structure hampering EO for the M. This is additionally strengthened by the fact that the result show concurrence with what Wales et al (2011) state about M to a lesser extent than NM focus on day-to-day activities. Moreover, one M express that being a manager you have more freedom to act in a way concurrent with autonomy (see A:4:1;2) a fact that is further strengthened by the statement by Wales et al (2011) concerning the fact that the NM will behave less entrepreneurial following their low position in the hierarchy which incur an inability to mitigate risk, in contrast to M, thereby giving evidence of another reason why EO manifest differently, i.e. due to the different degrees of risk-taking.

Also, the fact that it is not only the salespeople that express views about being limited by routines and day to day activities (see A: 3:7) further strengthens the validity of the reasoning concerning that it is both the existing structures that hampers the NM but also non-existing structures that could relieve the NM when wanting do something (but are restricted by for example lack of time), that stand as explanatory factors for why the pervasiveness of EO differs along the hierarchical level.

As formerly stated the results have shown proof of an attitude held by the NM that behaviour concurrent with the dimension of innovativeness was time and energy consuming. Connected to what Kuratko et al (2011) argued about today's stressful working environment and the fact that this statement is evident in the result, these attitudes held by the NM will lead to a lower degree of innovativeness, as discussed earlier in 5.3.

However, it is not only the stressful working environment that could stand as an explanation to why the pervasiveness of innovativeness differ in an organisation. Explicitly, in addition to NM feeling a lack of energy towards acting in a way of autonomy and innovativeness, the fact is also expressed by a lot of NM that the process for an idea in the organisation is too long and exhaustive (see A:3:32). The NM view the attitudes and behaviours connected to innovation as time and energy consuming. Consequently, the already lacking the resource time, will be affected even more. This will lack of resources (time) will lower the NMs degree of autonomy an argument supported by Burgelman (1984b), stating that strategic contexts having resources to endorse experimentation are likely to promote autonomous entrepreneurial behaviour. Besides, the fact that the NM do not know what to do when coming up with an idea (see A:3:26) or have knowledge about if there is an official route for ideas, the degree innovativeness is subdued merely as a result of the unknowingness. Henceforth, the result has shown that when meeting this slowness and this high time requirement, the NM rather just drop the idea and focus on theory day-to-day activities (see A:3:31).

Further, the above reasoning also lowers the NMs degree of risk taking but also heightens it in the instances where the behaviours show concurrence with the dimensions of autonomy and innovativeness. In other words, when the NM act in congruence with innovativeness and autonomy, the degree of risk taking is high, since this will incur financial risk (as discussed (see A:4:17), and that the degree of risk will in this instance be higher than it could have been, owing to the high time requirement. In another way, the high time requirement lowers the degree of risk taking, due to the unwillingness to act in ways correlating with innovativeness and autonomy. That is, the NM show unwillingness towards acting in a way concurrent to the dimensions of innovativeness and autonomy, owing to the fact that there are no structures that will lower the time requirement for such actions, and thereby an act concurrent with these dimensions would incur a higher risk.

It could be argued that this is only the behaviour part of the dimension, and that the attitudes are still strong and thereby the innovativeness would be at a higher degree owing to the high attitudinal manifestations. However, it is not only the behavioural factor that suffer, the results also show that the attitudes concurrent with the EO dimensions is also affected. For example, one NM express that" Due *to these long decision paths, indirectly you have just dropped an idea if you've had one"* (see A:3:28) proving decreased attitude because of organisational slowness. On the same account, another NM expressed that "[…]so *you have almost dropped it because it only gets harder for yourself because there are no structures or processes for it.".* Consequently, the behaviours and attitudes concurrent with the dimension of innovativeness is decreased by the lack of proper structures. That is, structures to speed up the idea process/journey but also structures as mentioned before, relieving the NM from their day-to-day activities to enable them to act in a way concurrent with EO.

6. Conclusions and Implications for Further Research

6.1 Conclusion

The undertaken study has shown that the attitudes and behaviours of EO *do not* pervade an organisation in a homogenous way, as assumed by a majority of prior research on the subject. But instead, EO pervade organisations in a heterogeneous manner.

The results show that the pervasiveness of EO is manifested in a heterogeneous manner within an organisation, namely along the vertical dimension. This is primarily due to 4 main factors namely; lack of involvement (1) and lack of- or inaccurate communication (2) resulting in an incomprehension of strategy and the way of working for the future, which in turn affects the degree of EO amongst non-managerial employees (NM). Further, reward structures (3), such as non-financial personal incentives in the form of support and encouragement from a middle-manager show great impact on the degree of EO manifested by the NM. Further, a use of financial sanctions showed proof of affecting the degree of EO in a negative manner. Finally, the factor of resources (4) stand as the last explanatory factor that have proven to have great impact on the pervasiveness of EO. Hence, the fact that it is both the existing structures that hampers the NM (such as monthly budgets) but also non-existing structures that could relieve the NM when wanting do something (but are restricted by for example lack of time), that stand as explanatory factors, (included under the main factor titled Resources) for why the pervasiveness of EO differs along the hierarchical level.

Consequently, the study has shown proof of 4 main factors containing reasons of *why* EO manifest in heterogeneous manners along the vertical dimension.

6.2 Limitations and Implications for Further Research

The conclusion that EO does in fact pervade an organisation in a heterogeneous manner give implication for further research. First, it indicates the misleading results of research of EO based on the beliefs of one top-manager. As stated in the analysis chapter, the aim of this thesis was not to prove the legitimacy of basing the organisation's EO on one manager's beliefs, however the conclusions derive implications of why this way of working might be a problem and give some explanation to why a company might not behave in the same EO-manner as the manager inquired

might give the appearance of. Consequently, further research into the importance of the pervasiveness of EO connected to for instance performance could be of great importance. Hence, does EO need to pervade an organisation in a homogenous manner for it to prove value to the company?

Further, the study has also shown implications of the relationship between a manager's degree of EO and the organisation's EO. Namely, the result indicate that the type of manager that behave in the way argued by Wales et al (2011); recognising and nurturing as much as directing and encouraging, would be the one positively influencing the organisation EO. Further, implication have indicated that managers with a high EO, (that in prior studies would have been acting, based on assumptions connected to the firm levelled view of EO, in an organisation with just as strong EO), could be an impeding factor towards the pervasiveness of EO. Owing to the fact that, when having a strong future orientation, there is a risk that the present is forgotten, an implication that show bearing in the result concerning the degree and the relationship between proactiveness and competitive aggressiveness. Consequently, when prior studies have drawn the conclusion that managers with a strong EO equals an organisation with a strong EO, the conclusion have been deficient. The conclusion made above give implications for further research on the role of managers as an influencing factor for the pervasiveness of EO, and also the investigation of how the different type of managers influence the pervasiveness of EO.

The result has shown implications of the internal power structure between the 4 main factors shown. Namely, the factors of involvement (1) and communication (2), placed under the same main category owing to them showing the same effect (knowledge). However, the study shows implications of that the factor 1 is superior to factor 2, when discussing the effect of knowledge. This is because by being involved, the need for communication strongly decreases, since the knowledge received by communication is instead received by involvement, and additionally, the risk of inaccurate communication is also eluded. However, even though factor 1 and 2 are valuable and show evident proof of influencing the pervasiveness of EO, the third factor reward structures (3) and namely the support of the middle-manager have indicated superiority to them, as mentioned in chapter 5. Namely that a lacking communication could be outweighed by the administrative mechanism of reward. However, as also argued in 5, the fourth main factor (resources) have proven superiority to all the others. Hence, it would seem as if structures for finding time (which is now non-existent) and structures that make it possible to take time (now existent as a hampering structures) for entrepreneurial behaviour, is indicated to have the highest

superiority. However, since there has not been the possibility to extensively look into each of the field proven to be our main factors, standing as a limitation of this study, the implications of the internal power structure between the four factors must be strengthened by additional research. Thereby, an implication for further research is to investigate these four factors separately (to gain deeper understanding) as well as in correlating manner. Also, there is an awareness present that other factors might influence and that the conclusions might not be transferable to other context, thereby more studies should be done in a similar fashion to gain a deeper understanding of the potential influencing factors.

Following this, one of the limitations in this study was the choice to focus solely on one of the three dimensions discussed by Wales et al (2011). However, the study has shown great implications concerning the pervasiveness of EO along the two other dimensions discussed by Wales et al (2011). Implications that could serve as areas of interest for further research.

First, following the temporal dimension, the result has a correlation to the lack of time felt by NM, which have resulted in a lower degree of innovativeness and autonomy. This would seem to be a result of the that company are currently undergoing a transformational change showing a connection to the argument by Wales et al (2011) and the need for organisations to change their strategic orientation over time. This implies temporal perspective could prove to be an interesting field of study when looking at how EO pervade an organisation.

When addressing the Horizontal dimension, there are two reasons that show significance for heterogeneous pervasiveness of EO throughout various subunits and functional areas, the discussion of job design and of fit between organisational strategy and business unit characteristics.

The fit between organisational strategy and business unit characteristic became apparent, as the result showed departments, first, not being able to act in an innovative way because of that they were "the treadmill", incurring the lack of time and resources (see A:3:22), second having more operational characteristic (seeA:3:7) lastly hampered by the need to focus on core activities (see A:3:9). This give implication for further research studying the correlation between business unit characteristics and the degree of EO, since the results indicate that working within a business unit focusing solely on core activities show correlation to a lower the degree of autonomy.

Further, the results have shown implication for future research on the relation between job design and pervasiveness of EO, a recommendation based on an indication in the result shown the importance of what you include in your job description, and has for example proven to change the attitude towards the need for rewards as an incentive to behave in manner correlating to EO (see A:4:22).

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APPENDIX A: Illustrative Quotes

In the table below, all quotes and references to primary data from interviews will be found. The table show the position of the interviewee, the english translation used in the thesis as well as the original versions in Swedish. A reference such as (A:1:2) refers to table one, quote 2 in this appendix A.

Table 1 - Illustrative Quotes Proactiveness

NR	Position in vertical dimension	Quote Translated (English)	Quote in original language (Swedish)
1	Top-manager (CEO)	A clear example of how we try to deal with the media change is that we have sold a product for 150 years. We cannot continue like that, we must qualify ourselves higher up in the food chain, we must be more of an advisor and less of a sell. In a long term perspective we might need to sell others products to create trustworthiness in our role as a media consultant.	Ett tydligt exempel på hur vi försöker hantera medieförändringen är att vi har varit en org. som har sålt en produkt i 150 år. Vi kan inte fortsätta så utan vi måste kvalificera oss högre upp i näringskedjan, vi måste bli tydligare som rådgivare och mindre som säljare. VI måste kanske på sikt sälja andras produkter för att kunna skapa trovärdighet i vår mediakonsultativa roll.
2	Top-manager (CEO)	It is a sort of a dilemma here, because then they say 'but he can't know where we are going', no that I can't. 'But tell us where we are going', yes but I don't know that.	Det är ett slags dilemma här, för då säger de men han kan inte veta vart vi är på, nej det kan jag inte. Ja men tala om vart vi ska då, ja men det vet jag ju inte.
3	Top-Manager (CEO)	I have no trustworthiness if I am too explicit.	Jag har inte trovärdighet om jag är för tydlig.
4	Top-Manager (CEO)	And if I don't point out a goal then that is perceived as strange too.	Och om jag inte pekar ut ett mål så uppfattas det också som konstigt
5	Manager	That is why it is so important to take the opportunity to organise not according to what is logical here and now, but according to a belief of where we are going. This is linked because we think it needs to be linked, not because it might be linked right now.	Det är ju därför det är så viktigt att ta chansen att inte organisera om utefter vad som är logiskt här och nu utan med en tro om vart vi är på väg. Det här hänger ihop för att vi tror att det behöver göra det, inte för att det kanske gör det just nu.

6	Manager	But we do it partly because we believe in building proactively for the future, we see that we have to work differently.	Men vi gör det ju med tanke på dels att vi tror på att proaktivt bygga för framtiden, vi ser att vi måste jobba annorlunda.
7	Top-Manager (CEO)	We can see in the innovation department in the same way. Lift it out to make the decision making go faster. But then shall we include to the sale to that to make a change and find a way for them forward.	Vi kan se på innovationsavdelningen på samma sätt. Lyft ut för att det ska gå fortare och kunna beslut. Men sen lyft in för att försäljningen ska ändras och hitta ngt framåt.
8	Top-Manager (CEO)	Innovation [department] has the vision to be a little bit ahead and push the development forward. So maybe that could lead to that the sales have a better tempo forward.	Innovation hade visionen att ligga lite framför och driva på utvecklingen. Så kanske detta kan leda till att försäljningen har lite bättre tempo framåt.
9	Top-Manager (CEO)	Generally everything I do and think, is about the future. All our challenges are about what we are there. Not where we stand right now. We put a lot of effort and time on what we have right now, but now the only challenge we have is what's in the future.	Om framtiden handlar generellt allt jag gör och tänker. Alla våra utmaningar handlar om vad är vi där. Inte var vi står just nu. Vi lägger mycket kraft och tid på vad vi har just nu nu men den enda utmaningen vi har är vad finns i framtiden.
10	Manager	A bit more proactive concept development, so it does not need to be concentrated to a specific customer or it could be an industry too. But there are no clear boundaries there.	Lite mer proaktiv konceptutveckling, så det behöver inte bara vara koncentrerad kring specifikt en hel kund utan det kan vara en bransch också. Men det finns inga skarpa gränsdragningar här.
11	Manager	I think that the difference is that this time we don't do the transformation process because we are utterly forced to, we do it because if we don't do it now we will find us in the future in a situation when we are urgently forced to do it.	Det jag tycker är skillnad den här gången är att vi inte gör förändringsarbetet för att vi har inte kniven på strupen, utan vi gör det för att vi ser att gör vi det inte nu så kommer vi i framtiden att vara i ett läge då vi har kniven på strupen.
12	Manager	The change that we have made now is that we are actually influencing what products we will offer in the future too.	Förändringen vi har gjort nu är att vi faktiskt driver vad vi ska ha för produkter i framtiden också.
13	Non-Managerial Employees	I said to [the innovation manager] that it is very fun that you want us to work with these kind of projects, but right now there are no structures to do so, because I get to fix all the loose strings. Should we do this kind of things in the future there must be clear structures and incentives for us to do it. I can promise that no other sellers will take on a project like this again because they have seen that I have not had time for	Jag sa till [the innovation manager] att det är skitkul att ni vill att vi jobbar i såna här projekt men just nu finns inte strukturen för att göra det, för jag får fånga alla lösa bollar. Ska vi göra sånt här i framtiden så måste det finnas tydliga strukturer och incitament för att vi ska göra det. Jag lovar att ingen annan säljare här kommer ta ett sånt här projekt igen för de har sett att jag inte har haft tid med någonting annat.

		anything else.	
14	Non-Managerial Employees	You want to be proactive. Sometimes I feel how should I do with this customer? We really can not find any good way forward. Well, then I would like to talk to someone who suggest that I could offer this and this. Combining the different channels because then you get this range of reach. Such solutions, I would like to do with every customer but that time I don't have and then I would like to have a team to discuss it with. And that was what I was hoping for from innovation. But over time I have realized that they do more coding in the systems etc.	Man vill gärna vara proaktiv. Ibland känner man hur ska jag göra med den här kunden? Vi kan verkligen inte hitta något bra sätt. Jamen, då skulle jag vilja tala med någon som säger erbjuda det här och det här. Kombinera de olika kanalerna för då får du den här räckvidden. Sådana lösningar skulle jag vilja göra med varje kund men den tiden finns inte och där skulle jag vilja ha ett team att diskutera det med. Och det var det jag hoppades på av innovation, men med tiden har jag förstått att de mer sitter och knappar grejer med system etc.
15	Non-Managerial Employees	We have contact with so many different companies everyday,it would be fun to find synergies between them and us.	Vi är i kontakt med så otroligt många företag dagligen och det vore kul att hitta synergier mellan oss och dem.
16	Non-Managerial Employees	We want to change this view, that we are not only a print medium. I think that we have so many customers and so many contacts,who we could connect.	Vi vill ju ändra den här synen, att vi inte bara är printmediet, jag tänker att vi har så sjukt mkt kunder och så jättemkt kontakter, som vi kan koppla ihop.
17	Non-Managerial Employees	[...] we do not really know what innovation does. I mean, [product 1], come on, what is that? And then they lecture us, "why are you not selling", because we don't have anything to sell!	[..]Men jag menar vi vet inte riktigt vad innovation gör. Jag menar [product 1], kom igen, vad är det är det? Och sen skäller de på oss, varför säljer ni inte, för att vi inte har ngt att sälja på!
18	Non-Managerial Employees	I have no idea whatsoever about what innovation does I can honestly say.	Jag har ingen aning alls vad de gör på innovation kan jag vara ärlig att säga.
19	Non-Managerial Employees	We are so controlled by making money and then we have worked with a product for one year that doesn't even have a business model yet. If this is a product that has got the potential for the future it would be interesting to hear at the general staff meetings what innovation is doing, and then we'll know.	Vi är så styrda med att dra in pengar och då har vi jobbat med en produkt i ett år som inte har en affärsmodell än. Om det då är en produkt som har potential för framtiden vore det intressant att höra på personalmötena vad innovation sysslar med och då vet vi det.
20	Non-Managerial Employees	Then we get new stuff all the time from innovation, which they say out and sell it here, and where we say directly that no, that will	Sen får vi nya grejer hela tiden från innovation, där de säger ut och sälj på det här, och där vi säger direkt att nej det där kommer inte sälja.

		not sell.	
21	Non-Managerial Employees	Better info about what the idea is, what is the objective. Should we earn money in 3 years or 5 years, or next week?	Så bättre info om vad tanken är, vad är målet. Ska vi tjäna pengar om 3 år eller 5 år, eller nästa vecka. Vi vet ju inte det.
22	Manager	[...]besides, they hate that someone has come up with an app called [product 1]on which it's not even possible to sell ads. Why do we have it then?	dessutom hatar ju de att det är ngn som har hittat på en app som heter [product 1] som inte ens går att sälja annonser i. Varför har vi den då?
23	Non-Managerial Employees	I have not understood really how it should work. We have completely different values.	Har jag inte förstått riktigt hur den kommer funka. Vi är på helt olika värden
24	Non-Managerial Employees	There is no one who says 'this is where we are going, this is the goal, this is the vision'.	Det finns ingen som säger att hit ska vi, det här är målet, det här är visionen.
25	Non-Managerial Employees	Every company has got goals and vision. Tetra Pak has 'how we should parcel all of the world's fluids', it is a utopia.. But we do not have anything like that at all, someone need to set that vision for us.	Mål och vision har ju alla företag. TetraPak har vi ska paketera all flytande föda, det är en utopi. Men vi har inte alls något sånt, den visionen måste ngn ju sätta för oss..
26	Non-Managerial Employees	What should we cooperate about? Shall we take them with us at meetings? What is the purpose? What should we use them for?	Vad ska vi samarbeta om? Ska vi ta med dom på möten? Vad är syftet? Vad ska vi ha dom till?
27	Non-Managerial Employees	We are not there yet, we have not snatched it. We do not really know how the way of working should be.	Vi är inte där än, alla har inte snappat den. Vi vet inte riktigt hur arbetssättet ska va.
35	Non-Managerial Employees	We've had a lot of workshops, me [and my three colleagues]. We have spent hours to sketch and talk.	Vi har haft massa workshops jag, [och mina tre kollegor]. Vi ägnade timmar åt att skissa och snacka.
36	Non-Managerial Employees	The idea that we work with solutions for the client has always existed. But now we need to involve the client and become their partner.	The Idea that we work with solutions for the client has always existed. But now we need to involve the client and become their partners.
37	Non-Managerial Employees	Today, we sell a product who no one really wants.	Idag säljer vi en produkt som ingen egentligen vill ha.

Table 2 - Illustrative Quotes Risk-taking

NR	Position in vertical dimension	Quote Translated (english)	Quote in original language (Swedish)
1	CEO	We do not know where we are going, but we are functioning anyhow.	Vi vet inte riktigt var vi är på väg, men vi funkar ändå.
2	CEO	I think we are heading in the right direction. But there is room for improvement. For example, I had no idea that [product 3] would start with events and start organising seminars. But it is totally according to our overall strategy, so go for it! If we are to succeed in this change so we have to do 10 things, 8 goes wrong, the 9th goes ok, and the 10th will be a success. If we don't do these 10 things we will not find the success either. [Non Managerial Employee] think it's better to do something and then ask for permission. It is totally correct.	Jag tror vi på väg åt rätt håll. Men det finns förbättringspotential. Exempelvis hade jag ingen aning om att [product 3] skulle börja med events och göra en seminariesatsning. Men det är helt rätt med det stora övergripande målet, kör för tusan kör. Någonstans om vi ska lyckas med den här förändringen så får vi göra 10 saker, 8 går åt skogen, 9e går ok, och 10e blir succé. Om vi inte gör de här 10 sakerna hittar vi inte succén heller. [Non-managerial employee] tycker det är bättre att göra ngt och sen be om lov. Det är helt rätt.
3	Manager	We launched the products and it was not perfect and I have received some hate emails from clients where everything has gone wrong. And then we have the support and production who come to me and complain, with all right to do so. But in general it has been great, the app is there and it works, and users find it very good.	Produkten lanserade vi och den är inte perfekt, och det har varit vissa hatmail från kunder där allt blir fel. Och då har vi supporten och produktion som kommer och klagar hos mig med all rätt. Men på stora hela har det gått jättebra, appen ligger där, och den funkar, och användarna tycker att den är bra.
4	CEO	I wish more people dared to do. It is not just about people, it's obviously about the culture you have. How we acknowledge people who take the initiative. It is quite ok, but could be better.	Det skulle man önska att fler vågade göra. Det handlar inte bara om medarbetare, det handlar givetvis om vilken kultur man har. Hur vi uppmörksammar människor som tar initiativ. Det är helt ok, men kan bli bättre.
5	Manager	I'm trying to work it in, but the group is generally anxious about taking their own decisions. Historically, they have been totally liberated from responsibility, and have never had direct contact with the customer or so. They don't want the responsibility and they want to have a boss present to take the decisions.	Jag försöker jobba in det, men det är gruppen generellt oroliga för att ta egna beslut. Historiskt sett har de varit helt befriade från ansvar, har aldrig haft direktkontakt med kund eller så. Man vill inte ha ansvar och man vill att chefen är med och säger det.
6	Manager	Yes, there is such an fear which has been around since long that I have tried to get	Ja det finns en sådan gammal rädsla som jag har försökt få bort. Men det lever kvar

		away. But it lives on since many year to ask whose fault was it?	sen gammalt, att vem var det som gjorde fel?
7	Manager	A concrete example is [project 1] and we saw that it could be a combined business opportunity. The management said no no.. And we thought yes yes. And we proceeded with it. And then we carried on and finalised it. A concrete example where we didn't have all the facts but we thought, yeah, this is good enough. Then it's important to know that you can start a project, and then afterwards not feeling humiliated and diminished.	Konkret exempel är [project 1] och vi såg att det kunde bli en affär för båda. Ledningen sa nänä. Och vi tänkte jo jo. Och vi fortsatte iaf. Och sen rullade det på och vi satte det i hamn. Ett konkret exempel där vi inte hade alla hästar hemma men att vi trodde att ja det här blir nog bra. Sen är det viktigt att känna att man kan dra igång ett projekt och sen efteråt inte få stå med mössan i handen och nedtryckt i skorna
8	Non-Managerial Employees	Yes, I would have just taken the risk. Maybe I would have told it to [manager]. But for him, it feels like it would be ok.	Ja, jag hade bara tagit den risken. Kanske hade jag sagt det till [manager]. För honom känns det som att det skulle vara ok.
9	Non-Managerial Employees	Everything we do is a risk in everything we do is a risk and we take risks all the time. Then sometimes you can get small projects when you think that it is very much time spent for little money.	Varje grej vi gör är en risk, allt vi gör är risk och vi tar på oss risker hela tiden. Sen ibland kan man få små projekt dä man tänker att det är för mkt tid för pengar.
10	Non-Managerial Employees	When I started this, we had no sales manager, it was only [manager]. But he made it clear that we were not to make any money out of this, instead we should look at it as a case that we need internally and externally.	När jag drog igång detta hade vi ingen försäljningschef, det vara bara [manager]. Men han va tydlig med att vi inte skulle tjäna några pengar på det utan det är ett case som vi behöevr internt och extern.
11	Non-Managerial Employees	Well that's how we think now. [Project 1] is a good example. We know that in the long run we will earn from it, and we have to work in that way.	Jo det är ju så vi tänker nu. [Project 1] är ett bra exempel. Vi vet ju att i längden kommer vi tjäna på det, och vi måste jobba så.
12	Non-Managerial Employees	Yes, you lose money because you can't reach your budget. [Manager] has been very good to encourage me in this, he said 'we know that you have a lot to deal with now, and that it is not only something that we expect'.	Ja, du förlorar ju pengar för att du inte klarar din budget. [Manager] har varit väldigt bra att uppmuntra mig i detta, han har sagt att jag vet att du får ta mkt nu, och att det inte bara är ngt som vi förväntar oss.
13	Non-Managerial Employees	It takes a lot of time but you don't earn anything extra from it. You don't get and budget cuts or so. Then we must help each other to develop these kinds of ideas.	Det tar ju mkt tid men man tjänar inget extra på det. Man får inga budgetavdrag eller så. Sen måste vi hjälpas åt med att utveckla såna här idéer.
14	Non-Managerial Employees	The magazine is one part of a large project. [Project 1] came to us last summer and wanted to do something, and my bosses	Bilagan är en del i ett stort projekt. [Project 1] kom till oss i somras och vill göra ngt, och mina chefer då drog ut på det

		then delayed it and didn't want to do anything and said there was no money in the project. [...] And they were super talented guys who had worked at media agencies, so my bosses had made the wrong assessment of them.	och ville inte det och sa att det inte fanns några pengar i det. [...] Och de var superduktiga killar som jobbat på mediebyråer, så mina chefer hade gjort helt fel bedömning av dom.
15	Non-Managerial Employees	I saw that it was perhaps not very much money in the deal, but that there were other values in the project, which is super important to us right now.	Så jag såg att det kanske inte var jättemycket pengar i affären, men det finns andra värden i projektet som är superviktiga för oss just nu.
16	Non-Managerial Employees	It is not always we earn a great money at it, but we are seen in other contexts, and we are innovative and those customers who have signed up to this have been very pleased. It has resulted in a new way of thinking.	Det är inte alltid vi tjänar jättebra pengar på det, men vi syns i andra sammanhang och vi är innovativa och de kunder som har vart med på det har varit jättenöjda. Det har lett till ett nytt tänk.
17	Non-Managerial Employees	I do not understand it. But there are so few who work with it, there is hardly any investment except those sitting and do the coding. So the actual financial risk is not astronomical. But then there is a question, 'to be or not to be', should you really spend time on the project? There is no one at sales who understands it or see that a client can get any benefit from it. And there is no one who has told us about what we should sell in it. There is no one from business who was in the project from the beginning. The project is a project from the inside and out. And if you see it like that there are some warning bells ringing. It is enough if one from sales is present when you sit down and develop something.	Jag förstår den inte. Men det är så få som jobbar med den, det är knappt några investeringar förutom de som sitter och knackar koden. Så den själva ekonomiska risken är inte astronomisk. Men sen finns det en fråga, vara eller icke vara, ska man verkligen lägga tid på det projektet? Det är ingen på försäljning som förstår det eller ser att en kund kan överhuvudtaget ha nytta av det. Och det finns ingen som har sagt ngt om vad vi ska sälja i den. Det finns ingen från affär som va med i projektet från början. Det projektet är ett innifrån och ut projekt. Och ser man det så ringer lite varningsklockor. Det räcker ju att en från försäljning är med när man sitter och gör ngt.

Table 3 - Illustrative Quotes Innovativeness

NR	Position in vertical dimension	Quote Translated (English)	Quote in original language (Swedish)
1	CEO	The employee survey showed that the sales department felt that [the company] does not have a climate that encourages new ideas. This must change! If 3 out of 10 ideas can fly it is great. But many didn't know who to take them to. And it is something that I will work a lot to change.	Medabetarundersökning som visade att säljavdelningen ansåg att [the company] inte har ett klimat som främjar nya idéer. Det här måste vi ändra! Kan 3 av 10 idéer flyga är det jättebra. Men många tyckte att vem ska vi ta dem till. Och det är ngt som jag kommer jobba mycket med att förändra.
2	CEO	We must create a climate in which you feel that to you can come up with an idea at any time of the day. What I do is to talk about things like this at the weekly meetings.	Vi måste skapa ett sånt klimat för att man när som helst på dygnet kan komma med en idé. Det jag gör är att prata om sånt här på veckomötena.
3	CEO	I think we should start with creating the climate. Then maybe it is up to me to reward people who come up with an idea even if it is not realised.	Jag tror vi ska börja med att skapa klimatet. Sen kanske det kommer på mig att premiera att folk kommer upp med en idé även om den inte blir förverkligad.
4	CEO	I think it's really important that we show to everyone that we are an organization that is open and showing support to new ideas.	Jag tror att det är jätteviktigt att vi visar för alla att vi är en organisation där vi är öppna och visar att vi stöttar nya idéer
5	Manager	I have the worlds best idea but still say: 'I do not know, what do you think' and then they have to come up with it themselves and in that way I involve them and make them feel that it is they themselves who have come up with it and therefore they do it.	Jag har världens bästa idé men säger ändå, "jag vet inte, vad tycker du" och så får de själva komma på det och på det sättet involverar jag dem och får dem att känna att de själva har kommit på det och därför gör det.
6	Manager	The third is, as previously said, to stop working with simply optimizing the business we have, which actually is decreasing and start creating a new kind of business that can grow.	Den tredje är som sagt att sluta jobba med att bara optimera de affärerna vi har som vi faktiskt minskar och börja skapa en ny typ av tillväxtaffär.
7	Non-Managerial Employees	In my world, I think it's fun if you have a project when you can collaborate. But often we are so focused and our job is very stressful with tight deadlines. A lot is about only extinguish the fires. But I would say that we are not very flexible or very creative, instead we are good at work, work, work and solve problem so people will be happy. The flexibility and creativity is lacking quite tremendously.	I min värld tycker jag att det är kul om man har ett projekt där man kan hjälpas åt. Men ofta är vi så fokuserade och det är ett stressigt jobb med korta deadlines. Mycket släcka bränder. Men jag skulle vilja säga att vi inte är jätteflexibla eller jättekreativa, utan bra på att mata, mata, mat och lösa problem så att folk blir nöjda. Flexibiliteten och kreativiteten saknas rätt kraftigt.

8	Manager	Then we have an innovation group who thinks exactly the opposite; 'there are money, there is time', while we have no time, we just need to solve things.	Sen har vi en innovationsgrupp som tänker precis tvärtom, här finns pengar, här finns tid, medan vi har ingen tid, bara löst det
9	Manager	But we are quite tight there today and cannot really take that kind of job. And it is limiting some creative people who are creative and who want to move forward. Now we need to focus on the core business and what we are supposed to do. So we don't get to tight deadlines, so we can keep them, plus that we charge for it.	Men där är vi rätt tighta idag och kan egentligen inte ta såna jobb. Och det stryper lite de kreativa människor som är kreativa och som vill framåt. Nu får vi fokusera på kärnverksamheten och det vi ska göra. Så vi inte får för tighta deadlines, så att vi kan hålla dem, plus att vi tar betalt för det.
10	Manager	Not working method but an attitude, which I think is extremely important. It is important that you want to move forward, and have a will to help one another. I have noticed as a leader that the word self-awareness is very difficult to comprehend and that is something that not always exist. We have many different types of groups here in [the company]. It is easy to think that this is our group and we do this, and that's someone else's job.	Inte arbetssätt men en attityd, som jag tycker är oerhört viktigt. Viktigt att man vill framåt och att man vill hjälpas åt. Jag har märkt som ledare att självinsikt är ett ord som är väldigt svårt att förstå och som inte alltid finns. Vi har många olika typer av grupper här på [the company]. Det blir lätt så att detta är vår grupp och det gör vi, och det där är någon annans jobb.
11	Manager	We have a lot of freedom, and the best method wins. I think people feel they have the freedom to solve their tasks in the way they think is the best. They are creative and I think there is a climate where they feel they can do things differently.	Vi har stor frihet och den bästa metoden vinner. Jag tror folk upplever att de har frihet att lösa sina uppgifter på det sätt som de tycker är bäst. De är kreativa och jag tror att det finns ett klimat där de känner att de kan göra saker på olika sätt.
12	Manager	Internally we've had competence and pride. The biggest obstacle is the perception of what is each person's job. What brand and what role do you identify yourself with?	-Internt har vi kompetens och stolthet. Största hindret är uppfattningen om vad som är varje persons jobb. Vilket varumärke och vilken roll identifierar man sig själv med?
13	Non-Managerial Employees	That's very double. From the company's perspective on how we secure advertising sales, the idea is completely correct. But it is done a little at the expense of what was the original idea of the innovation department. It has two sides to it. This innovation department that sits in the middle of the company that provides business editorial- and technical skills. We were in the process of building up something that was very good. Which we are not proceeding with now but we do anything else instead. And the other thing is very good too and important, certainly, but it will be a bit different from	Det där är väldigt dubbelt. Ur företagets perspektiv om hur vi säkrar annonsförsäljningen så är tanken helt rätt. Men man gör det lite på bekostnad av det som var tanken med innovations-avdelningen från början. Det är ganska så tveeggat det där. Den här innovationsavdelningen som sitter mitt i företaget som innehåller affärs-redaktionell- och teknisk kompetens, så vi var i färd med att bygga upp något som var väldigt bra. Som vi nu inte går vidare med utan gör något annat. Och det andra är väldigt bra och viktigt,

		what the idea was earlier. It was a short-lived venture.	verkligen, men det blir lite annorlunda mot det som var tänkt tidigare. Det blev en kortlivad satsning.
14	Non-Managerial Employees	But when I went into the new organisation and became engaged in the innovation department, it was a fantastic kick. Finally I got an outlet for my creativity and met many new people and could develop.	Men när jag gick in i den nya organisationen och blev inkopplad på innovationsavdelningen var det en fantastisk kick. Äntligen får jag utlopp för min kreativitet och möta många nya människor, och utvecklas.
15	Non-Managerial Employees	Sometimes it feels like they don't understand or listen. I think we still lack an important aspect of fashion and to create a digital platform with that. I don't want to create something that generates ads, really, but it would be a different type of interaction.	Ibland känns det som att de inte fattar eller lyssnar. Jag tror vi fortfarande saknar en viktig aspekt att nå mode och skapa en digital plattform där. Jag vill inte skapa ngt som genererar annonser egentligen, utan det ska vara en annan typ av interaktion.
16	Non-Managerial Employees	So we began to sketch out what we could do together. And we also need to get that kind of customers who are like them, different, who we historically have not worked with so that we can use them as a case towards other customers.	Så vi började skissa på vad vi kunde göra tillsammans. Och vi behöver också få in såna kunder som är som dom, annorlunda, som vi inte jobbat med historiskt sätt o som vi kan använda som case mot andra kunder.
17	Non-Managerial Employees	I feel that [the manager] encourages me to be creative.	Jag känner att [managern] uppmuntrar mig till att vara kreativ.
18	Non-Managerial Employees	Right now, everything is about putting out fires.	Just nu handlar allting om att släcka bränder.
19	Non-Managerial Employees	There's no time to be creative.	Det finns inte tid att vara kreativa
20	Non-Managerial Employees	It's so much to do, I can't even handle the customers the way I want.	Just nu är det så mycket så jag kan inte ens hantera kunderna på det sättet jag vill.
21	Non-Managerial Employees	We need to be more involved, and that we actually say something. We can just as well go over there [to innovation] and say 'damn it, the customers want this. Can't you do that instead? But if you have 150 customers it is hard to have time for all parts.	Vi måste vara mkt mera delaktiga, och att vi faktiskt säger till. VI kan ju lika gärna gå bort dit och säga att va fan, kunderna efterlyser det här. Kan ni inte göra det ist? Men har man 150 kunder är det svårt att hinna med alla delar.
22	Manager	Because we are the treadmill and it is rarely we get the chance to come with new cool solutions. Sometimes customers have come	För vi är ekorrhjulet och det är sällan som vi får komma med nya fräcka lösningar. Ibland har kunder kommit och

		and asked if we could do this or this, and it is usually so that it dies down because we don't have the time or the resources to do it.	frågat om vi kan göra detta eller detta, och det ebbar ofta ut för vi har inte tiden ellr de grejerna att göra det.
23	Non-Managerial Employees	Last year I pushed a lot for a project, but now I don't have the energy for it.	Jag drog mkt förra året men nu är jag så trött, jag orkar inte dra ngt.
24	Non-Managerial Employees	If I do a project I believe I will have to do a lot by myself, and it depends on how much energy I have.	Om jag gör ett projekt tror jag att jag skulle behöva dra mycket själv, och det beror på hur mycket jag orkar.
25	Non-Managerial Employees	Right now I'm so tired and I don't want to do anything extra.	Fast just nu är man bara trött och vill inte göra någonting extra.
26	Non-Managerial Employees	But right now I have no idea where I would go. That is what it is. I tried to take it to [manager] and it didn't give anything.	Men just nu har jag ingen aning om vart jag skulle gå. Det är ju det. Jag försökte ta det t [manager] och det gav ingenting.
27	Non-Managerial Employees	But sometimes it can take some time and sometimes you can run into some kind of wall also when coming up with something new. I have some ideas which I have mentioned to a customer and they have been interested in it but when I came back here, I have received a no to it.	Men ibland kan det ta tid och ibland kan man stöta på lite vägg också när man kommer med ngt nytt. Jag har en del idéer som jag har lyft fram till en kund som de har varit intresserade av men när jag har kommit tillbaka hit har jag fått nej på det.
28	Non-Managerial Employees	When you look at [competitor] and their magazine, and see the demand for it there but it doesn't get any attention here I can be a bit, not bitter but, when new products who no one wants are produced, while we are screaming for something that customers want, and no one listens to us,it is frustrating.	När man ser [konkurrent] i den bilagan och att det efterfrågas men inte får något gehör kan jag känna mig inte bitter men, när det kommer nya produkter ingen vill ha, men att vi står och skriker efter något som kunderna vill ha så får vi inget gehör så är det frustrerat.
29	Non-Managerial Employees	I feel that when I took it to [manager] it died, and sometimes I had the feeling that she did something on the side.	Jag känner att när jag drog det t [manager] så dog det bara ut, och ibland fick jag känslan av att hon drog ngt vid sidan av.
30	Non-Managerial Employees	Eg. When we moved here we were going to decorate a room. Then I wanted to have a creative space where we could brainstorm with a playground of balls or something crazy. And then it ended up with a wall was blue, one was green, one was yellow. We must dare to think a little bit outside the box sometimes.	Ex. När vi skulle flytta hit skulle vi få inreda ett rum. Då vill jag ha ett kreativt rum där man kunde få brainstorma med bollhav eller ngt galet. Och då slutade det med att en vägg blev blå, en blev grön, en blev gul. Vi måste våga tänka lite ur boxen ibland.
31	Non-Managerial Employees	Before you have not had anyone to bounce ideas with, and you have almost known that it almost becomes harder for you if you have an	Innan har du inte haft ngn att bolla idéer med, och du har nästan vetat att det blir nästan jobbigare om du har en idé för då

		idea because then it is up there and then it comes back in six months and then it's too late. So you have almost dropped it because it only gets harder for yourself because there are no structures or processes for it.Then it is not surprising that they get the worst score on the employee surveys for it. I think there are a lot of good idea generators in this company, but they are not really listened to. Due to these long decision paths, indirectly you have just dropped an idea if you've had one. As a seller you try to be creative all the time because that makes you do better business. But often you've had to just let it go because it is too heavy work and try to focus on something else instead. And it is a shame because it had probably done that we might have had even more good products to sell	ska den upp där och sen tillbaka om ett halvår och då är det försent. Så du har nästan skitit i det för det blir bara jobbigare för dig sj för det finns inga strukturer eller processer för det. Sen är det inte så konstigt att de får sämst på medarbetar-undersökningar på det. Sen tror jag att det finns sjukt mkt idésprutor på det här företaget, men man har verkligen inte lyssnat och genom de här långa beslutsvägarna har man indirekt bara släppt det. Som säljare försöker man ha det kreativa tänket hela tiden för det gör att man får in fler affärer men det är ofta man släppt det för det är för tungrott och så fookuserar man på ngt annat ist. Och det är synd för det hade gjort att vi kasnke hade haft ännu fler bra produkter att sälja.
32	Non-Managerial Employees	No, I don't know. Maybe I would send an email to [Manager], I don't know. Then I know that it takes such a time. (...) When you see that it takes such a long time it is not encouraging to come up with something. We work under quite a bit of time pressure as well, so then you have to focus on the things you have to do.	Jag kanske skulle skicka ett mail till [Manager] jag vet inte. Sen vet jag att det tar sådan tid. (...) När man ser att det tar sån lång tid så är inte det uppmuntrande att komma med ngt. Vi jobbar ganska tidspressat också, så då måste man fokusera på det man har att göra.
33	Non-Managerial Employees	[...]. I am so tired of this traditional way, that people just do editorial attachments, it's not what we're supposed to be doing, it's not the vision of the [company] any longer. We should show the direction of the strong brand into the future. I think that innovation is old-fashioned in its thinking. And I mean, hallo, what are you then doing ?! It's not what you should do.	[...]. Jag är så trött på det här traditionella, att folk bara gör bilagor, det är inte det vi ska göra, det är inte visionen med [företag] längre. Vi ska visa det starka varumärket in i framtiden. Jag tycker att innovation är gammaldags i sitt tänk. Och ja menar hallå, vad håller ni då på med?! Det är inte vad ni ska göra.
34	Non-Managerial Employees	If we had the chance to be involved in the thinking from the beginning it had been super-appreciated and I think everyone would feel more together too.	Om vi hade fått vara med i tänket från början hade det varit jätteuppskattat och tror jag alla skulle känna sig mer vi tillsammans också.
35	Non-Managerial Employees	I think it's very important to involve the sales early because it is with us in the end it ends up. I think the communication between us, both from innovation to us but also sales to innovation is important.	Jag tror att det är jätteviktigt att man involverar sälj tidigt för det är hos oss det till slut det hamnar. Jag tror kommunikation emellan, både från innovation till oss men även sälj till innovation är viktigt

36	Non-Managerial Employees	This [product 2] they have talked about for two years and it has not been launched yet, has it? When you see that it takes such a long time, is not it encouraging to come up with anything. We work under time pressure too, so then you have to focus on what you have to do.	Den här [product 2] har det pratats om i två år och den har väl inte lanserats än?När man ser att det tar sån lång tid så är inte det uppmuntrande att komma med ngt. VI jobbar ganska tidspressat också, så då måste man fokusera på det man har att göra.
37	Manager	We have no problem with the idea part. In many organisations you work with processes to come up with ideas. That's no problem here, we have a very large amount of ideas here	Vi har inga problem med idé delen. I många organisationer jobbar man med processer för att komma fram till idéer. Det är inga problem här, det finns hur många idéer som helst
38	Employee	Med innovation känns som de säger åt oss vad vi ska sälja, fast det borde vara vi som säger till dom vad kunderna vill ha.	With innovation is feels like they're telling us what to sell, when it should be us telling them what the customers want

Table 4 - Illustrative Quotes Autonomy

NR	Position in vertical dimension	Quote Translated (English)	Quote in original language (Swedish)
1	Manager	Well, I have the possibility to put forward my own thoughts and ideas about how I want things to be and then find the right team to do it with.	Jag har ju fått möjligheten att driva mina tankar och idéer i hur jag vill ha det och sen hitta team att bygga det med.
2	Manager	In terms of responsibility, a general managerial position is theoretically always easier because then you have the overview but do not need to make decisions concerning the whole organisation. But it becomes clearer and clearer to me how everything is about politics and personal relations, which I had not thought before. It sounds logical if you put it like that, but there is always someone above you, no matter how high up you get.	Ansvarsmässigt en övergripande roll vilket teoretiskt alltid är enklare för då har man kollen och har möjligheten att fatta beslut som rör helheten. Men det blir tydligare och tydligare hur mycket som handlar om politik och personliga relationer, vilket jag inte hade tänkt innan, vilket låter logiskt om man säger det så, men det finns alltid någon ovanför oavsett hur högt upp man kommer.
3	Manager	One example is [non-managerial employee] and [project 1] and where [non-managerial employee] has pushed it and committed all other sellers. I can then take the shit and all the hard decisions. But I let everything happen	Ett exempel är [employee] och [project 1] bilagan och där har [non-managerial employee] drivit det och engagerat alla andra säljare. Jag kan sen ta skiten och alla svåra beslut. Men jag låter allting hända och så finns jag i periferin och ser till att vi är på rätt

		and in that way I only exist in the periphery and make sure we are on the right track.	väg.
4	Manager	There have not been individual meetings during reorganisation, but it will now be scheduled. But then it is important to know that you can always get time with me.	Det har inte varit individuella möten under omorganisationen men det kommer det vara nu, schemalagda. Men sen är det viktigt att man känner att man alltid kan tid med mig.
5	Manager	I'm trying to work it in, but the group is generally anxious to take their own decisions. (...) So no, they are not really independent. And it comes in with the creativity, too, that I say 'you might could do like that instead or make two different proposals, but then they say 'it doesn't say anywhere'.	Jag försöker jobba in det, men det är gruppen generellt oroliga för att ta egna beslut. (...) Så nej, de är inte jätte-självständiga. Och det kommer med kreativiteten också, att man säger att man kanske skulle göra så ist eller göra två olika förslag, men då säger de att det står inte någonstans.
6	CEO	We must be very clear that it exists a right of initiative, an opportunity to be involved and to realise something that is outside of their job. (...) I wish more people would dare that. It is not just about people, it's obviously about the culture too. How we pay attention to people who take the initiative. It is quite ok, but could be improved.	Där måste vi vara tydliga med att där ligger en initiativrätt, en möjlighet att få vara med och förverkliga någonting som är utanför sitt jobb. (...) Det skulle man önska att fler vågade göra. Det handlar inte bara om medarbetare, det handlar givetvis om vilken kultur man har. Hur vi uppmärksammar människor som tar initiativ. Det är helt ok, men kan bli bättre.
7	Last manager	I think we should start with creating the climate. Then maybe it will be up to me to reward people who come up with an idea even if it is realised.	Jag tror vi ska börja med att skapa klimatet. Sen kanske det kommer på mig att premiera att folk kommer upp med en idé även om den inte blir förverkligad.
8	Employee	I think there are a many people at sales who are not that tight with [manager]. There is no criticism. It's just an honest present situation.	Jag tror att det är många på sälj som inte är så tighta med [manager]. det är ingen kritik. Det är bara ett ärligt nuläge.
9	Non-Managerial Employee	As soon as [manager] came it was so much easier to talk to him. He is always there and if I wonder if I could do this or that with this customer, he says just go for it.	Så fort [manager] kom in så är han så mkt lättare att prata med. Han är alltid där och känner jag att du kan jag göra detta eller detta med den här kunden så säger han att kör, bara kör.
10	Non-Managerial Employee	It is completely free. [Manager] is encouraging to do that kind of thing. But it takes time to create something new. In the end it is your responsibility.	Där är det helt fritt. [Manager] uppmanar mkt till sånt. Men det tar tid att skapa ngt nytt. Men där är det eget ansvar.
11	Non-Managerial Employee	For example we did a calling race with all the salespeople and I thought they would shoot me, but everyone just did it	Tex körde vi ett ringrace med alla säljarna och jag trodde de skulle skjuta mig men alla bara gjorde det och vi sålde slut på den, och

		and we sold out of it, and then I felt wow, what the hell has happened! Six months ago, they had just gone home. [Manager] is a contributing factor and we have a respect for him which we have not had for long for our managers. Our last boss never said hello to anyone.	då kände jag wow, vad fasen har hänt! För ett halvår sen hade de bara gått hem. [Manager] är en bidragande faktor och vi har respekt för honom som vi inte haft läng för våra närmsta chefer. Vår förrra chef sa aldrig hej till ngn.
12	Non-Managerial Employee	Directly when [Manager] came in he came on board with the [project 1] and I have discussed a lot with him and he has been a great support for this. I know that he always has the time for the sellers, it is his priority all the time. We have waited for him for a long time. And it feels like the management has listened to us and picked one who is great.	Direkt när [Manager] kom in kom han med i [project 1] och jag har bollat mkt med honom och han har varit ett bra stöd för detta. Jag känner att han alltid har tid för säljarna, det är hans prio hela tiden.. Honom har vi väntat på länge. Och det känns som att lednigen har lyssnat på oss och tagit in en som är grym.
13	Non-Managerial Employee	We believe that [manager] will be the link up in the organisations that we needed. Because in the past I have brought something up and then I have recieved an answer 3 months later. But now I have brought something up with [manager] and the morning after he has checked it and say 'we do like this'. And I was just wow, it went too fast. You will feel that you get feedback and that makes you feel that you want to do it again. Because if you need to wait a long time, it feels like they have swept it under the carpet o they don't care.	Vi tror att [manager] blir länken uppåt som vi har behövt. För tidigare har jag ju tagit upp ngt och 3 månader senare har jag fått svar. Men nu har jag tagit upp ngt med [manager] och morgonen efter har han kollat detta och vi gör så här. Och jag bil bara wow, det gick alldeles för snabbt. Man kommer känna att man får återkoplling och att man kommer vilja göra det igen. För får du vänta ör länge så känns det som att de har sopat det under mattan o de skiter i vilket.
15	Non-Managerial Employee	It is up to you, and there is no problem, it is our job after all. Then we get a lot of support from [Manager], like for example with [project T].	Det är upp till en själv, och det är inget problem, det är vårt jobb ju. Sen får vi mkt stöd från [manager], som med den här [project T] grejen.
16	Non-Managerial Employee	No, nothing that is communicated. It takes time but we don't earn any extra from it. You don't get any budget cut or so. Then we must help each other to develop these kinds of ideas.	Nej, inget som är utkommunicerat. Det tar ju mkt tid men man tjänara inget extra på det. Man får inga budget-avdrag eller så. Sen måste vi hjälpas åt med att utveckla såna här idéer.
17	Non-Managerial Employee	You lose money now because you can't reach your budget.	Ja, du förlorar ju pengar för att du inte klarar din budget.
18	Non-Managerial Employee	Yes of course, they say that it's not money that drives you, but of course it is money that drives. What I think is that it is sad that at this company we	Ja asså självklart man säger ju att det inte är pengar som driver, men det är klart som fan att det är pengar som driver. Det jag tycker är tråkigt på det här ftg är att vi har ett tak på vårt

		have a limit of our bonus system. It's difficult to reach that limit but once you do it then 'oh yes'. (...). All vendors have addressed that we should do something about this. So yes, bonuses, contests, that's very fun. Then it's not just the money. I said before I started here that I only want to climb higher all the time. (...) I do not like to be comfortable. I don't want to have a limit. I just want to continue to develop.	bonussystem. Det är svårt att bestiga det här taket men när man väl gör det då jävlar. Om du har en budget på 1 och så säljer du 2, men taket tar stopp redan vid 1,5. Alla säljare har tagit upp det här att ngt måste vi kunna hitta på. Så ja, bonusar, tävlingar, skitkul. Sen är det inte bara pengar. Jag sa innan jag började här att jag bara vill klättra iuppåt hela tide. Jag är yngst bland säljarna iaf. Jag gillar inte att vara bekväm. Jag vill inte ha något tak. Jag vill bara fortsätta att utveckla.
19	Manager	If there was a reward it might would have been different, today, you don't get anything for it.	Om det fanns en morot hade det kanske vart annorlunda, idag får du inget för det.
20	Non-Managerial Employee	And it has been good to show it in front of the others too and the I have understood that many other sellers have thought that ok, 'they like when you do things like this', and they have said that then I want to do it too, only to get the appreciation for it. It is also an incentive, to get appreciation. It doesn't have to be so advanced.	Och det är oxå skönt att de vet det, och att jag kämpar och gör så gott jag kan. Och han har vart bra för att lyfta det inför de andra oxå oh då har jag förstått att många andra säljare har fattat att ok de gillar att man gör såna här grejer, och att de har sagt att då vill jag oxå, bara för att få beröm eller credd. Det är oxå ett incitament, att man får uppskattning. Det behöver inte alltid vara så avancerat.
21	Non-Managerial Employee	No [reward stystems], but rather internal motivational admiration.	Nej, [inget belöningssystem] isf intern motivation, uppskattning.
22	Non-Managerial Employee	But I see this as my job, this is my weekday, so I do not see it as I need to a reward.	Men jag ser det här som mitt jobb, det här är min vardag så jag ser det inte som att jag behöver ngn belöning.
23	Non-Managerial Employee	Yes, we have the possibility to something that we call skunk works, which is that we will be able to have a project on the side, which does not actually have to lead to anything, or be related to anything. There you have free space to lab work for what you want. If there is a business or a technical solution does not matter. It's new, it was launched at Christmas, but it is running.	Ja vi har ju möjlighet till något som vi kallar skunkworks om att vi ska kunna ha ett projekt vid sidan om som egentligen inte behöver leda till någonting, eller vara relaterat till någonting. Där har man fritt utrymme att labba till vad man vill. Om det är en affärsidé eller en teknisk lösning spelar ingen roll. Det är nytt, det sattes igång vid jul, men det är igång.

Table 5 - Illustrative quotes Competitive aggressiveness

NR	Position in vertical dimension	Quote Translated (English)	Quote in original language (Swedish)
1	Non-Managerial Employee	The city here in [city name] have in principle died and we have lost tons. [...] So then we came up with this idea, 'but why arent we doing [regional] Fashion or something like that which is targeted on [city name]'. Because here we are gigantic, we would have killed [competitor].	Staden här i [city name] har ju i princip dött och vi har tappat jättemkt. [...]Så då kom vi fram till den här i idén, men varför kör vi inte [regional] Mode eller något sådant som är just inriktat på [city name]. För här är vi gigantiska, vi hade ju dödat [competitor].
2	Non-Managerial Employee	But today we do not sell in the same way, we sit down with the customer and discuss their needs and try to come up with campaigns.	Men idag säljer inte vi på samma sätt, vi slår oss ner med kunden coh diskuterar behov och försöker komma fram till kampanjer.
3	Non-Managerial Employee	Today there are so many different media choices, so that we will find the products that the customer wants, I don't think so at all. We must ask the customer what they want and start from there.	Idag finns det så otroligt många medieval idag så det här med att vi ska hitta på produkter som kunden sen vill ha, det tror jag verkligen inte på. VI måste fråga kunden vad de vill ha och utgå från det.
4	CEO	To understand what we are. Understanding the organisation what our readers want, and it's very different. That we can walk in the same pace as the readers. Terribly difficult, the most difficult issue. Because it means that we will have to make decisions that should have been taken 4 years ago, and we will have to make decisions that we should take in 3 years, today. Because we have to react.	Att vi förstår vad vi är för något. Förståelse i organisation om vad våra läsare vill ha och att det är väldigt olika. Att vi kan gå i takt med läsarna. Fruktansvärt svårt, den allra svåraste frågan. För det innebär att vi kommer behöva fatta beslut som skulle ha fattat för 4 år sen, och vi kommer behöva fatta beslut som vi borde fatta om 3 år, idag. För vi måste reagera

APPENDIX B: Interview Guides

In this appendix you will find the two interview guides that have been used for this study. First the guide for the interviews with the managers and the non-managerial employees are presented in English. Then follow the original versions presented in Swedish.

1. Interview Guide in English for Managers

General Questions

Name

How long have you been working at [the company]?

Explain your working position.

Reorganisation

1. Has your role changed after the reorganisation?

    1a. The fusion of [the company]?

    1b. The fusion of the sales organisation and the innovation department?

2. What do you think the purpose of this reorganisation is? What is it that should be achieved?

3. If you would describe [the company] with one word (one now and one how you see the future), what would it be?

4. Is there any indication of a changed mindset after the reorganisations?

5. Is there anything in the working habits at your department that you would like to change?

6. Is there any constraints that you experience at your department?

7. How would you describe the climate / culture at your department?

Proactiveness

1. Is there a current trend spotting on [the company]?

    1a. Is it something that the employees have access to and make use of?

2. How do you the communicate with - and how does the employees communicate between them?

3. Do you think that everyone at your department has knowledge of all the different "media spaces" that [the company] offers?

Innovativeness

1. Has any of your employees come up with an idea?

      1a. Which response did you give them?

2. Do you think that there is a climate at your department where employees dare to raise new thoughts and ideas?

      2a. Give an example?

      2b. Have some of these ideas "moved on"?

3. Do you encourage "your" employees to come up with new ways of working and to be creative in their professional capacity?

      3a. If so, how?

4. Do you think people know how to realise an idea?

Autonomy

1. How independent are the employees at your department? How much do they need to anchor with you you?

1a. How much do they anchor?

1b. And how much do you as chief anchor "upwards"?

2. How much freedom do they have in taking their own decisions?

3. Do you think that everyone at your department know how much freedom they have to formulate a unique offer for customers?

4. How much freedom do the employees have to take their own decisions?

5. Is there support to get if they want to go ahead with an own project?

6. Is there a reward system to encourage employees to invest in their own projects?

7. Do you encourage employees at your department to work independently?

8. Do you think that the employees feel that there is a culture that allows them to take their own decisions and work independently?

Risk-taking

1. Is there an opportunity for employees to invest in a project even though there is no assurance that the project gives return in the short term?

2. Do you think [the company] promotes and encourages risk-taking?

Competitive Aggressiveness

1. How much do look at how your competitors are working and developing?

2. Do you think [the company] is actively working to meet increased competition and future challenges?

      2a. How?

2. Interview Guide in English for Non Managerial Employees

General Questions

Name

How long have you been working at [the company]?

Explain your working position.

Reorganisation

1. Has your role changed after the reorganisation?

      1a. The fusion of [the company]?

      1b. The fusion of the sales organisation and the innovation department?

2. What do you think the purpose of this reorganisation is? What is it that should be achieved?

3. If you would describe [the company] with one word (one now and one how you see the future), what would it be?

Proactiveness

1. Is there a current trend spotting on [the company]?

      1a. Is there anywhere in your role where you can access and use benchmarking or trend spotting?

2. How do you work towards your customers? Eg. do you call them or do they call you?

3. Do you feel that you have knowledge of all the different "media spaces" that [the company] offers?

Innovativeness

1. Have you ever had a new idea generated in your work?

1a. Which response did you get?

2. Do you feel you have the opportunity to raise your own business ideas at [the company]?

    2a. Can you give us an example?

    2b. Have some of these ideas "moved on"?

3. Do you feel that [the company] encourages you to be creative, come up with new ideas or new ways of working?

    3a. How? Give examples.

4. If you have an idea, do you know how you should proceed to implement it?

    4a. Are there any official "paths" to submit ideas?

    4b. What do these look like?

    4c. If not, what are used instead?

Autonomy

1. Do you feel that you have the freedom to design a unique offer for your customers?

2. Do you feel that there is a culture at [the company] that promotes and supports you if you want to run your own, new, product or project?

3. Is there a reward system to promote this?

4. Are there specific processes that can help and support you if you run a new project or take care of a new project?

5. Do you have knowledge of what / how much you are able to offer a customer?

Risk-taking

1. Do you think there's an opportunity for you to try a project even if there's no security that the project will be profitable in the short term?

2. Do you think [the company] promotes and encourages risk-taking?

Competitive Aggressiveness

1. How is the relationship with competitors today?

2. Do you think [the company] is actively working to meet increased competition and future challenges?

    2a. How?

3: Interview Guide in Swedish for Managers

General Questions

1. Namn
2. Hur länge har du arbetat på [the company]?
3. Beskriv din tjänst

Omorganisering

1. Hur ändrades din roll efter ihopslagningen?
2. Hur ser du på omorganisationen rent generellt?

    2a. Ihopslagningen av [the company]?

    2b. Hur ser du på sammanslagningen av försäljningsorganisationen och
innovationsavdelningen?

3. Vad tror du syftet med denna omorganisation är? vad vill uppnås?
4. Om du skulle få beskriva [the company] med ett ord? Vilket skulle det vara?
5. Finns det någon antydan till ändrat tankesätt efter de olika omorganisationerna?
6. Finns det något i det arbetssätt ni har på _____ som du skulle vilja ändra?
7. Vilka utmaningar finns framöver på _____delen av affärsavdelningen?
8. Hur skulle du vilja beskriva klimatet/kulturen inom _____delen av affärsavdelningen?

Proactiveness

1. Finns det en löpande trendspaning på [the company]?

    1a. Är det något som medarbetarna har tillgång till och använder sig av?

2. Hur arbetar ni mot kunder?
3. Hur ser kommunikationen ut mellan dig och de anställda på _____ och hur ser
kommunikationen ut mellan de anställda?
4. Anser du / tror du att alla på _____ har kunskap om alla olika "medieutrymmen" som [the
company] erbjuder?

Innovativeness

1. Har du haft några av de anställda som kommit till dig med ideer? Både nya sätt att arbeta som gäller er på _____ specifikt, som gäller generellt på företaget eller om nya ideer som kan leda till nya affärer för [the company].

   1a. Vilket gensvar gav du dem?

2. Tycker du att det finns ett klimat hos er på _____ där medarbetare vågar lyfta nya tankar om ideer? Ex. om nya sätt att arbeta eller andra ideer.

3. Anser du att de anställda på _____ känner att det finns en möjlighet att lyfta egna idéer angående nya "affärer" för [the company]?

   3a. om inte, varför?

   3b. Ge ett exempel?

   3c. Har några av dessa idéer "gått vidare"?

4. Uppmuntrar du "dina" anställda att komma på nya sätt att arbeta på och att vara kreativa i sin yrkesroll?

   4a. Och i så fall, på vilket sätt?

5. Tror du att folk vet hur man ska gå tillväga om man har en idé? Om exempelvis en ny produkt eller liknande.

Autonomy

1. Hur självständigt jobbar de anställda på _____delen av affärsavdelningen? Hur mycket behöver de förankra med dig?

   1.a Och hur mycket måste du som chef förankra "uppåt"?

2. Anser du / tror du att alla på ____vet hur mycket frihet de har för att själv utforma ett unikt erbjudande för kunder?

3. Hur stor frihet har man att ta egna beslut?

4. Finns det stöd att få om man vill gå vidare med ett eget projekt?

5. Finns det något belöningssystem för att främja de anställda att satsa på egna projekt?

6. Försöker du uppmuntra de anställda på_____ delen av affärsavdelningen att arbetar självständigt?

7. Tror du att de anställda känner att det finns en kultur som tillåter dem att ta egna beslut och jobba självständigt?

Risk-taking

1. Hur ser du på risktagande?
    a. 1a. Finns det en möjlighet för de anställda att satsa på ett projekt även om det inte finns någon säkerhet i att projektet ger så hög avkastning på kort sikt?
2. Hur tror du synen på detta är genrellet i [the company]? Dvs. att det går att få satsa på ett projekt även om det inte är det mest lönsamma i kort sikt men visar på någon slags payback i långsikt? Så som kanske en strategisk nytta?

Competitive Aggressiveness

1. Hur mycket arbetar du med att titta på hur konkurrenter arbetar och utvecklas ?
2. Tycker du att [the company] arbetar aktivt för att möta ökad konkurrens och framtida utmaningar?
3. 2a. På vilket sätt?

4. Interview Guide in Swedish for Non Managerial Employees

General Questions

1. Namn
2. Hur länge har du arbetat på [the company]?
3. Beskriv din tjänst

Omorganisering

1. Hur ändrades din roll efter ihopslagningen?
2. Hur ser du på omorganisationen rent generellt?

    2a. Ihopslagningen av [the company]?

    2b. Hur ser du på sammanslagningen av försäljningsorganisationen och innovationsavdelningen?
3. Vad tror du syftet med denna omorganisation är? vad vill uppnås?
4. Om du skulle få beskriva [the company] med ett ord? Vilket skulle det vara?

Proactiveness

1. Finns det en löpande trendspaning på [the company]?

2.   1a. Är det något som du i din roll får tillgång till och använder dig av?

3. Hur arbetar du mot dina kunder? Ex. ringer du dem eller ringer de dig?

4. Känner du att du har kunskap om alla olika "medieutrymmen" som [the company] erbjuder?

5. Har du kunskap om vad/hur mycket du har möjlighet att erbjuda en kund?

Innovativeness

1. Har du haft några nya idéer som har dykt upp i din yrkesroll?

    1a. Vilket gensvar fick du?

2. Känner du att du har möjlighet att lyfta egna idéer du har/får angående nya "affärer" för [the company]?

    2a. Ge ett exempel?

    2b. Har några av dessa idéer "gått vidare"?

3. Känner du att [the company] uppmuntrar dig att vara kreativ, komma på nya idéer eller nya arbetssätt?

    3a. På vilket sätt? Ge exempel

    3b. Hur känner du själv att du bäst uppmuntras till att vara kreativ? Vad krävs?

4. Om du har en idé, vet du hur du ska gå tillväga för att förverkliga den?

    4a. Finns det några officiella "vägar" att gå för att lägga fram idéer?

    4b. Används dessa?

    4c. Om inte, varför?

    4d. Vad används istället?

Autonomy

1. Hur mycket frihet känner du att du har för att själv utforma ett unikt erbjudande för dina kunder? Ex. Event.

2. Känner du att det finns en kultur i [the company] som främjar och stöttar dig om det hade varit så att du hade kommit på och velat driva en egen (ny) produkt eller projekt?

3. Finns det något belöningssystem för att främja detta ?

4. Finns det specifika processer som kan hjälpa och stödja dig om du skulle driva ett nytt projekt eller ha hand om en ny produkt?

Risk-taking

1. Känner du att det finns en möjlighet för dig att få satsa på ett projekt även om det inte finns någon säkerhet i att projektet ger så hög avkastning på kort sikt?

2. Om inte just du i din position har möjlighet att göra detta, finns detta synsätttet generellt i [the company]? Dvs. att det går att få satsa på ett projekt även om man inte vet att det kommer bli lyckat eller har vetskap om vad konsekvenserna kan bli?

3. Tycker du att [the company] främjar och uppmuntrar risktagande?

Competitive Aggressiveness

1. Hur ser relationen ut med konkurrenter idag?

2. Tycker du att [the company] arbetar aktivt för att möta ökad konkurrens och framtida utmaningar?

       2a. På vilket sätt?

APPENDIX C: Definitions of Main Concepts

Concept	Definition
Corporate Entrepreneurship	"the development and implementation of new ideas into the organization"
Entrepreneurial Orientation	"EO refers to the processes, practices, and decision-making activities that lead to new entry' as characterized by one, or more of the following dimensions: 'a propensity to act autonomously, a willingness to innovate and take-risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities"
Innovativeness	"A willingness to introduce newness and novelty through experimentation and creative processes aimed at developing new products and services, as well as new processes"
Proactiveness	"A forward-looking perspective characteristic of a marketplace leader that has the foresight to seize opportunities in anticipation of future demand"
Risk taking	"Making decisions and taking action without certain knowledge of probable outcomes; some undertakings may also involve making substantial resource commitments in the process of venturing forward"
Autonomy	"Independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through completion"
Competitive Agressiveness	"An intense effort to outperform industry rivals. It is characterized by combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace"
The pervasivenss of EO	"the manner and degree to which EO attitudes and behaviours are manifested throughout an organization" (Wales et al, 2011, p.897)
Entrepreneurial spirals	"an enduring, deviation-amplifying relationship between the entrepreneurialness of the manager's mindset and the organization's culture" (Shepherd et al p. 60)
Entrepreneurial mindset of an individual	"the ability and the willingness of individuals to rapidly sense, act, and mobilize in response to a judgemental decision under uncertainty about a possible opportunity for gain"(Shepherd, et. Al, 2010, p.62)
Entrepreneurial	According to Ireland et. al's (2003, p. 970) definition, as "one in

organisational culture	which new ideas and creativity are expected, risk taking is encouraged, failure is tolerated, learning is promoted, product, process, and administrative innovations are championed, and continuous change is viewed as a conveyor of opportunities
Entrepreneurialness	"how entrepreneurial either an individual's mindset or an organization's culture is—the higher the entrepreneurialness, the more entrepreneurial the mindset and culture, respectively." (Shepherd, et al, 2010, p.60)
Strategic context	"encompasses the activities through which middle level managers question the current concept of strategy and provide top management with the opportunity to rationalize, retroactively, successful autonomous strategic behaviour"Burgelman (1984a, p.156)
Structural context	"aimed at keeping strategic behavior at operational levels in line with the current concept of strategy. Structural context refers to the various administrative mechanisms which top management can manipulate to infiuence the perceived interests of the strategic actors at the operational and middle levels in the organization. It intervenes in the relationship between induced strategic behavior and the concept of strategy, and operates as a selection mechanism on the induced strategic behavior" (Burgelman, 1984a, p.154)

APPENDIX D: Tables

Table 2.1: Definitions of the five EO dimensions

Dimensions of Entrepreneurial Orientation

Dimension	Definition
Autonomy	Independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through to completion.
Innovativeness	A willingness to introduce newness and novelty through experimentation and creative processes aimed at developing new products and services, as well as new processes.
Proactiveness	A forward-looking perspective characteristic of a marketplace leader that has the foresight to seize opportunities in anticipation of future demand.
Competitive aggressiveness	An intense effort to outperform industry rivals. It is characterized by a combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace.
Risk-taking	Making decisions and taking action without certain knowledge of probable outcomes; some undertakings may also involve making substantial resource commitments in the process of venturing forward.

Table 3.1 Questions for managers to consider when implying EO.

Enhancing a firm's entrepreneurial orientation: Issues to consider

Autonomy
- Does your firm consider developing independent work units such as "skunkworks" to enhance creative thinking?
- When using autonomous work units, does your firm ensure adequate coordination to minimize inefficiencies and duplication of efforts?
- Does your firm have a proper balance between patience and tolerance for autonomous groups and the forbearance to reduce or eliminate initiatives that are not succeeding?
- Does your firm implement necessary structural changes such as small, autonomous groups to stimulate new ideas?
- Does your firm foster the necessary culture, rewards, and processes to support product champions?

Innovativeness
- Does your firm encourage and stimulate technological, product-market, and administrative innovation?
- How does your firm stimulate creativity and experimentation?
- Does your firm properly invest in new technology, R&D, and continuous improvement?
- Are your firm's innovative initiatives hard for competitors to successfully imitate?
- Does your firm "safeguard" investments in R&D during difficult economic periods or are they generally the first area where significant cuts are made?

Proactiveness
- Does your firm continuously monitor trends and identify future needs of customers and/or anticipate future demand conditions?
- Does your firm strive to be a "first mover" to capture the benefits of being an industry pioneer?
- Is your firm aware of the downside of being a first mover, such as customer resistance to novel ideas and bearing the costs associated with unforeseen technological problems?
- Does your firm effectively use the following methods to act proactively: introducing new products and technologies ahead of the competition and continuously seeking out new product or service offerings?

Competitive Aggressiveness
- Does your firm effectively use an aggressive posture to combat industry trends that may threaten your survival or competitive position?
- Does your firm enhance its competitive position by entering markets with drastically lower prices, copying the business practices or techniques of successful competitors, or making timely announcements of new products or technologies?
- Does your firm know when it is in danger of acting overly aggressive and avoid such actions which can lead to erosion of firm reputation and retaliation by competitors?

Risk-taking
- Does your firm foster and encourage a proper level of business, financial, and personal risk-taking?
- Does you firm enhance its competitive risk position by researching and assessing risk factors in order to minimize uncertainty?
- Does your firm enhance its competitive risk position by applying techniques and processes that have worked in other domains?
- Overall, does your firm carefully manage risks and avoid taking actions without sufficient forethought, research, and planning?

(Dess & Lumpkin 2005, 153)

Table 4.1. Degree of Proactiveness

Position in vertical dimension	Degree of proactiveness
CEO (Top management)	Medium-High
Managers	High
Non-managerial employees	Low

Table 4.2: Degree of Risk-Taking

Position in vertical dimension	Degree of Risk-Taking
CEO (top management)	Personal: High Business: high Financial: Low
Managers	Personal: High Business: High Financial: Low
Non-managerial employees	Personal: Low (medium spec. individual) Business: Low (medium for spec individual) Financial: Medium

Table 4.3: Degree of Innovativeness

Position in vertical dimension	Degree of Innovativeness
CEO	Medium
Managers	High
Non-managerial employees	Medium

Table 4.4: Degree of Autonomy

Position in vertical dimension	Degree of Autonomy
CEO	Low
Managers	High
Non-managerial employees	Low to Medium

Table 4.5: Degree of Competitive Aggressiveness

Position in vertical dimension	Degree of Competitive aggressiveness
CEO	Low to medium
Managers	Low
Non-managerial employees	High

Table 4.6: Summary of Result

	CEO (Top management)	Managers	Employees
Proactiveness	Medium-High	High	Low
Risk-Taking	Overall: Medium-High Personal: High Business: high Financial: Low	Overall: Medium-High Personal: High Business: High Financial: Low	Overall: Low-Medium Personal:Low (medium spec. individual) Business: Low (medium for spec individual) Financial: Medium
Innovativeness	Medium	High	Medium

Autonomy	Low	High	Low - Medium
Competitive Aggressiveness	Low-Medium	Low	High