



LUND UNIVERSITY
School of Economics and Management

Better together

The Role of Leadership on Radical Innovation Implementation

by

Caio Zen Petisco Fiore

Rita Vagos Gomes Portovedo Lousa

May 2019

Master's Programme in Entrepreneurship and Innovation

Supervisor: Joakim Winborg
Examiner: Sotaro Shibayama

Abstract

Innovation implementation is the process in between the decision to adopt an innovation until its full routinization in the organization. Based on literature gaps found on the correlation between leadership and innovation implementation, but also between leadership and radical innovation (Denti & Hemlin, 2012), the authors aim to understand “How does leadership play a role in radical innovation implementation?”.

The study followed a qualitative multiple case study, with comparative design, on which one of the cases was successful, and the other failed on being implemented. The research followed an abductive stance, and analysis was conducted following the recommendations of Eisenhardt and Graebner (2007) and Gioia, Corley and Hamilton (2013).

Literature was reviewed in the fields on innovation implementation, radical innovation and organizational leadership, with special focus on leadership for innovation. Innovation generation and innovation adoption concepts were reviewed in order to understand the empirical setting of the study.

Concluding, research on leadership and innovation implementation must consider the interplay of both as more dynamic and symbiotic. Two leadership levels – team and unit – revealed four major roles for radical innovation implementation. Influencer and Champion, in the field of leadership as content, symbolize the need for a strong source of motivation and drive on implementation. While, Enabling and Ambidextrous leadership as process point out to collaboration and balancing the two units to overcome resistance, ultimately achieving integration.

Keywords: Radical Innovation; Innovation Implementation; Leadership; Innovation Adoption; Enabling Leadership; Champion; Influence; Ambidextrous Leadership

We would like to thank our supervisor Joakim Winborg for his valuable support throughout this thesis.

We also would like to thank our mentors from the case company for fostering this research and by giving us access and independence. Thank you to our interviewees for their cooperation and candidness.

To our classmates, our appreciation for all the support, not only during the development of this thesis, but also the companionship over the last months.

Last, but not least, we want to thank our families and friends for the unconditional love throughout this adventure.

We couldn't have done it without you.

Thank you!

Caio and Rita.

Table of Contents

ABSTRACT	2
LIST OF FIGURES.....	7
LIST OF TABLES.....	8
LIST OF ABBREVIATIONS	8
1.INTRODUCTION.....	9
1.1. BACKGROUND	9
1.2. PROBLEM FORMULATION.....	10
1.3. RESEARCH PURPOSE	12
1.4. CASE COMPANY	12
2.LITERATURE REVIEW	14
2.1. INNOVATION-GENERATION AND INNOVATION-ADOPTION	14
2.2. RADICAL INNOVATION.....	15
2.3. INNOVATION IMPLEMENTATION	16
2.3.1. INNOVATION IMPLEMENTATION AS PART OF THE INNOVATION PROCESS	17
2.3.2. INNOVATION IMPLEMENTATION DYNAMICS	21
2.3.3. CHALLENGES ON INNOVATION IMPLEMENTATION.....	22
2.4. LEADERSHIP ON RADICAL INNOVATION IMPLEMENTATION	23
2.4.1. LEADERSHIP AS CONTENT	24
2.4.2. LEADERSHIP AS PROCESS	26
2.4.3. PROPOSED FRAMEWORK FOR LEADERSHIP IN RI IMPLEMENTATION	27
2.4.4. NOTES REGARDING LEVELS OF LEADERSHIP	28
3.METHODOLOGY	30
3.1. RESEARCH APPROACH AND STRATEGY.....	30
3.1.1. EPISTEMOLOGY AND ONTOLOGY	30
3.1.2. RESEARCH DESIGN	30

3.1.3. RESEARCH PROCESS	31
3.2. DATA COLLECTION	32
3.2.1. SAMPLING AND DATA SOURCES	32
3.2.2. CASE STUDIES	33
3.2.3. INTERVIEWEES SELECTION	35
3.2.4. INTERVIEW GUIDE DESIGN	36
3.2.5. INTERVIEW PREPARATION	39
3.3. DATA ANALYSIS	40
3.4. CONSIDERATIONS ON VALIDITY AND RELIABILITY	41
<u>4.ANALYSIS.....</u>	<u>43</u>
4.1 LEADERSHIP ROLE IN SUCCESSFUL INNOVATION IMPLEMENTATION	43
4.1.1 SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP, WITH HIGH ENABLING SUPPORT.....	43
4.1.2 PROJECT LEADERSHIP AS LIAISING AND CHAMPIONING AMBIDEXTROUSLY	46
4.1.3 TEAMS AS CROSS-UNIT ENTITIES WITH EMERGENT AND DISTRIBUTED LEADERSHIP.....	49
4.1.4 UNITS INTEGRATION WITH ALIGNMENT AND COLLABORATION	51
4.2 LEADERSHIP ROLE IN UNSUCCESSFUL INNOVATION IMPLEMENTATION	53
4.2.1 SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP WHILE LOW ENABLING SUPPORT.....	53
4.2.2 FUZZY PROJECT LEADERSHIP IN NEED OF CHAMPION BEHAVIOUR	56
4.2.3 TEAM AS SOLE-UNIT ENTITY WITH DISTRIBUTED LEADERSHIP	57
4.2.4 UNITS SEPARATION WITH RESISTANCE TO IMPLEMENTATION.....	59
<u>5.DISCUSSION.....</u>	<u>62</u>
5.1. CASE COMPARISON AND RELATIONS	62
5.1.1. ADOPTION DECISION	63
5.1.2. DISTANT TOP MANAGEMENT AND SENIOR LEADERSHIP’S SPONSOR ROLE	64
5.1.3. SHARED TEAM LEADERSHIP AND THE EFFECT OF A FORMAL PROJECT LEADER.....	65
5.1.4. INTERNAL POLITICS, COMMUNICATION AND UNITS’ SEPARATION VS INTEGRATION.....	66
5.1.5. ADOPTION SENIOR LEADER MOTIVATION AND MANAGERIAL INSTRUMENTS	68
5.1.6. CROSS-UNIT TEAMS AND INNOVATION IMPLEMENTATION FOCUS.....	70
5.2. FINDINGS.....	71
5.3. THE ROLE OF LEADERSHIP ON RADICAL INNOVATION IMPLEMENTATION.....	72
5.3.1. THE ROLE OF LEADERSHIP AS INFLUENCER.....	73

5.3.2. THE ROLE OF LEADERSHIP AS CHAMPION.....	74
5.3.3. THE ROLE OF ENABLING LEADERSHIP	75
5.3.4. THE ROLE OF AMBIDEXTROUS LEADERSHIP.....	76
5.3.5. LEADERSHIP DYNAMICS	77

6.CONCLUSION..... 78

6.1. CONTRIBUTION.....	78
6.2. LIMITATIONS	79
6.3. MANAGERIAL IMPLICATIONS.....	80
6.4. FUTURE RESEARCH.....	81

7.REFERENCE LIST 82

APPENDIX 1. INTERVIEW GUIDE..... 86

APPENDIX 2. QUOTES AND 1ST ORDER CONCEPTS PER INTERVIEWEE..... 90

2.1 INTERVIEWEE A	90
2.2 INTERVIEWEE B.....	96
2.3 INTERVIEWEE C	103
2.4 INTERVIEWEE D	106
2.5 INTERVIEWEE E.....	110
2.6 INTERVIEWEE F.....	112
2.7 INTERVIEWEE G	116
2.8 INTERVIEWEE H	118
2.9 INTERVIEWEE I.....	122
2.10 INTERVIEWEE J	126

List of Figures

FIGURE 1: DATA STRUCTURE FOR SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP, WITH HIGH ENABLING SUPPORT	48
FIGURE 2: DATA STRUCTURE FOR PROJECT LEADERSHIP AS LIAISING AND CHAMPIONING AMBIDEXTROUSLY	51
FIGURE 3: DATA STRUCTURE FOR TEAMS AS CROSS-UNIT ENTITIES WITH EMERGENT AND DISTRIBUTED LEADERSHIP	53
FIGURE 4: DATA STRUCTURE FOR UNITS INTEGRATION WITH ALIGNMENT AND COLLABORATION	55
FIGURE 5: DATA STRUCTURE FOR SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP WHILE LOW ENABLING SUPPORT	58
FIGURE 6: DATA STRUCTURE FOR FUZZY PROJECT LEADERSHIP IN NEED OF CHAMPION BEHAVIOUR	59
FIGURE 7: DATA STRUCTURE FOR TEAM AS SOLE-UNIT ENTITY WITH DISTRIBUTED LEADERSHIP	61
FIGURE 8: DATA STRUCTURE FOR UNITS SEPARATION WITH RESISTANCE TO IMPLEMENTATION	63
FIGURE 9: CASE COMPARISON MODEL WITH THE ROLE OF LEADERSHIP ON RI IMPLEMENTATION	64
FIGURE 10: MODEL OF THE ROLE OF LEADERSHIP IN RADICAL INNOVATION IMPLEMENTATION	75

List of Tables

TABLE 1: DEFINITION OF INNOVATION IMPLEMENTATION ACCORDING TO SCHOLARS.	18
TABLE 2: INNOVATION IMPLEMENTATION FRAMEWORK PROPOSAL FOR THE CURRENT RESEARCH.	21
TABLE 3: PROPOSED FRAMEWORK FOR LEADERSHIP AS CONTENT AND AS PROCESS.	28
TABLE 4: CASE STUDIES	35
TABLE 5: INTERVIEWEE SAMPLING	37
TABLE 6: INTERVIEWS LIST	37
TABLE 7: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP, WITH HIGH ENABLING SUPPORT	46
TABLE 8: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR PROJECT LEADERSHIP AS LIAISING AND CHAMPIONING AMBIDEXTROUSLY	49
TABLE 9: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR TEAMS AS CROSS-UNIT ENTITIES WITH EMERGENT AND DISTRIBUTED LEADERSHIP	52
TABLE 10: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR UNITS INTEGRATION WITH ALIGNMENT AND COLLABORATION	54
TABLE 11: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR SENIOR LEADERSHIP AS MOTIVATION CREATOR AND SPONSORSHIP WHILE LOW ENABLING SUPPORT	56
TABLE 12: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR FUZZY PROJECT LEADERSHIP IN NEED OF CHAMPION BEHAVIOUR	59
TABLE 13: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR TEAM AS SOLE-UNIT ENTITY WITH DISTRIBUTED LEADERSHIP	60
TABLE 14: REPRESENTATIVE QUOTES FOR 2ND ORDER CONCEPTS FOR UNITS SEPARATION WITH RESISTANCE TO IMPLEMENTATION	62
TABLE 15: FINDINGS FROM IN DEPTH CASE STUDY AND CASE COMPARISON	74

List of Abbreviations

IA – Innovation Adoption

IG – Innovation Generation

LMX – Leader Member Exchange

PL – Project Leader/ship

RI – Radical Innovation

SL – Senior Leader/ship

1.Introduction

1.1. Background

“Implementation is the critical gateway between the decision to adopt the innovation and the routine use of the innovation”

(Klein & Sorra, 1996, p. 1057)

The ever-changing environment surrounding companies nowadays presses them to innovate in order to be protected from future threats (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005). In spite of that, 90% of innovations are said to fail due to ineffectiveness during the implementation (Kusiak, 2009).

Innovation implementation is regarded by most scholars as the process between the decision to adopt an innovation and its routinization inside the organization (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Rogers, 2003). Adoption will be considered in this context, as the decision to integrate an internal innovation in the operational processes of a firm. Becoming a routine is considered the fulfilment of such integration (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988a).

Nevertheless, research on innovation implementation is often generic and not focused on the novelty itself. For instance, most radical innovations (RIs) – novel to a determined point of reference - fail towards the end of the innovation process, both on implementation and commercialization, i.e. internal and external adoption (Aarikka-Stenroos & Lehtimäki, 2014). Since this kind of innovations has a high degree of novelty they face uncertainty (Aarikka-Stenroos & Lehtimäki, 2014; McDermott & O’Connor, 2002). Internal implementation is seen as a necessary process for commercialization, and there is potential for further research on RI implementation, unveiling the possible connection between novelties and implementation failure (Klein & Knight, 2005; Klein & Sorra, 1996).

Contrary to the adoption and implementation of external innovations, as it is the focus of many articles (Klein & Knight, 2005; Klein & Sorra, 1996; Pérez-Luño, Wiklund & Cabrera, 2011), this thesis emphasizes the internal adoption of innovations. The underlying principle is that

large organizations may combine generation and adoption activities in different units, and therefore implementation is the process of handing-over and institutionalizing the novelty within the adoption unit (Damanpour & Wischnevsky, 2006). Although there are some variations on their definitions, researchers have a mutual understanding that implementation is a later stage of the innovation process (Chung & Choi, 2018; Crossan & Apaydin, 2010; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996).

1.2. Problem formulation

Whilst many factors interplay on the RI implementation process, people issues - individuals and project teams - seem to arise as crucial (McDermott & O'Connor, 2002). Leadership, in its various forms, is referred consecutively by authors as both an enabler and challenge for the innovation implementation (Chiu, 2018; Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996) and RI process (McDermott & O'Connor, 2002). Specific to RIs, leadership is envisioned by McDermott and O'Connor (2002) as an action of two figures – champions and sponsors. Champions lead the innovation project with high enthusiasm and ownership, striving to overcome barriers, and achieve success (Kuratko, Morris & Covin, 2011; McDermott & O'Connor, 2002). On the other turn, sponsors are senior managers, who strongly believe on the RI and its champion, supporting them with resources, information, and protection from uncertainty (Crossan & Apaydin, 2010; Kuratko, Morris & Covin, 2011; McDermott & O'Connor, 2002).

Johnson (2001) discusses that success on innovation implementation is dependent on the correlation of three factors: innovation's attributes and how they are perceived by employees; the environment for innovation leveraged by middle management through tactics that incentive involvement during implementation; and lastly the innovation framing proposed by top management, which refers to setting up strategies to accommodate innovations. Therefore, both environment and framing are closely dependent on leadership (Johnson, 2001). On one hand, senior leaders (SL) who initiate the adoption process, should diffuse a clear framing and introduce facilitation mechanisms (Chung & Choi, 2018; Crossan & Apaydin, 2010; Johnson, 2001; Klein & Sorra, 1996). While, on the other, the middle management is responsible to create a favourable climate to innovation, translating strategic orientation with operational acumen (Chiu, 2018; Crossan & Apaydin, 2010; Johnson, 2001; Klein & Knight, 2005). The

commitment of these two leader categories to the latter activities will account for the success or failure of innovation implementation.

Still, even though the abovementioned scholars reason about leaders' positive relationship with innovation implementation and RI processes, there is no particular considerations regarding the combination of both. Therefore, no direct relation can be depicted on how leadership accounts for a successful RI implementation process. In addition, the illustrated literature is lacking understanding of leadership levels, or even leadership as process – meaning the function of leadership and activities (Avolio, Walumbwa & Weber, 2009; Bryman, 2013).

In fact, in the meta-analysis of Denti and Hemlin (2012), the authors point out two future research directions which serve as foundation for the present thesis. On one hand, there is a lack of literature in leadership specific for incremental or RI. Current literature expands on different leadership theories beneficial for innovation, but misses to understand the variance within RI regarding complexity, uncertainty and ambiguity (Slater, Mohr & Sengupta, 2014). On the other, there is a need for further exploration on relationship between leadership and different innovation stages – such as implementation. Denti and Hemlin (2012) point out that probably the approach within these later stages is dissimilar from the leadership needed for earlier stages. Interestingly, it was even possible to observe a gap in between literature tackling leadership for innovation and creativity – tapping on initial stages, - and literature tackling organizational leadership, more normative in nature (Bryman, 2013; Khalili, 2017; Mumford & Licuanan, 2004).

With this concern in mind, the present study aims to answer the following research question:

How does leadership play a role on radical innovation implementation?

Our assessment on leadership has a dual perspective on content and process, which enables the study of leaders and leading activities (Avolio, Walumbwa & Weber, 2009; Bryman, 2013). Besides, leadership will be taken as dependent on levels – in this case organization and team (Denti & Hemlin, 2012).

1.3. Research purpose

Having as basis the concept of innovation implementation, this study emphasizes on adding a new layer of specificity, by proposing, first, RI as study focus and, second, by exploring leadership dynamics during innovation implementation. RI implementation becomes, in this way, an addition to the existing literature, building a bridge between implementation and subsequent integration within the company. McDermott and O'Connor (2002) point out that there is need for further research on mechanisms to facilitate operational implementation. Introducing RI also accounts for better comprehension of the process overall, drawing new connections between novelties and implementation outcome.

Furthermore, considering that the context of firms combining innovation-generation (IG) and innovation-adoption (IA) gives the empirical setting to the present research, which allows for more focused observation of phenomena. The abovementioned variables – RI implementation and leadership, - are studied via proposed frameworks that combine and synthesize a large pool of relevant literature. This working format allows for better comprehension and contrasting findings with existent conceptualizations.

Considering that RI implementation is a process that requires great effort from different actors from within organizational levels, understanding how leadership interplays and influences the implementation process advances the academic knowledge base. Moreover, the research also unveils relevant findings for practitioners and leaders who desire to pursue RI implementation successfully.

1.4. Case company

In the present study, the case company is a family-owned large multinational media company. As the media industry is inherently more traditional, and currently facing digitalization, the company vision is to remain competitive by leveraging innovation. With the aim to develop new revenue sources, the company established initiatives to explore new technologies and non-familiar markets. These include both an internal unit for IG and IA of external and internal innovations, with the primary goal of spin into the organization's operational teams, e.g. sales.

Over the past years, the company has been facing recurrent restructuring in the search for long term survival. The innovation-generation unit has been kept separated from the operational

business – either on structural or cultural terms. More recently, this team was transformed into an innovation program, directed at new products and markets exploration.

The program has a long-term strategy, creating products and services for substantial growth. It is viewed as autonomous but contributing to overall company's revenues and success. As well, the program benefits from leveraging the firm's resources. Interestingly, due to the business nature, most pursued innovations are novel in their meaning, and therefore attained as RIs (Verganti, 2008). Concurrently, the program also entails technological RI.

For the current research, the separation between IG and IA units, within the organizational boundaries, and pursuing RIs, allows for ideal conditions to study the RI implementation. Moreover, innovations are pursued as projects with a dedicated project leader or team, which gives an ideal setting for studying leadership with a limited scope of agents.

2. Literature review

The literature review firstly presents literature on innovation-generation and innovation-adoption, which embodies the empirical setting for the study. Secondly, it expands on the definition of RI for the present study, and singularities related to its implementation on organizations. Innovation Implementation is further defined and conceptualized in a framework. As last, literature in Leadership is depicted and exposed, unveiling the dimensions of leadership as process and content.

2.1. Innovation-generation and Innovation-adoption

Innovations are pursued by organizations in different ways. While it is usually perceived that innovative companies are the ones producing novel outcomes, the literature points out that integrating innovations can also be a strategy towards competitiveness (Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997). By definition, a firm's innovativeness is connected to the change it can infuse either to explore or exploit opportunities (Damanpour & Wischnevsky, 2006). Damanpour and Wischnevsky (2006) distance from innovative and non-innovative companies, by presenting the concepts of innovation-generation and innovation-adoption. Innovation-generation is connected to its creation and diffusion, while adoption relates to the internal implementation of innovations (Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997).

According to these researchers, organizations can be generators or adopters, or even in the context of some large firms the configuration can be hybrid combining both activities – generation and adoption - in two separate units within the company's boundaries (Damanpour & Wischnevsky, 2006). In that sense, one unit would be creating change through novelties and the other absorbing them (Damanpour & Wischnevsky, 2006). Larger organizations are more predisposed to create this structure since they have better access to resources and capabilities (Damanpour & Wischnevsky, 2006; Pérez-Luño, Wiklund & Cabrera, 2011). IG and IA units are defined as highly differentiated, weakly integrated and requiring an ambidextrous structure (Damanpour & Wischnevsky, 2006). In order to successfully combine internal IG and IA units, companies should leverage “strategy, structure, culture, leadership and lateral processes, such as communication, interactions, cooperation and coordination” (Damanpour & Wischnevsky, 2006, p.287).

Since the previous discussion relates specifically to internal adoption, via opposition to market adoption of innovations, it revealed to be of interest for the present thesis. For that reason, these concepts – IG and IA – are used as a basis to understand the internal adoption and implementation of RIs within the case company context.

2.2. Radical Innovation

RI has been addressed by several researchers on the past years without major consensus, as for instance presented in the systematic review of Organizational Innovation literature by Crossan and Apaydin (2010). In fact, RI is frequently coined in different terms such as revolutionary, discontinuous or breakthrough (Crossan & Apaydin, 2010). Gopalakrishnan and Damanpour (1997) discuss that innovation might be evaluated on its *magnitude*, which is directly related to novelty degree in regards to a certain *referent*. A *referent* is “the benchmark which defines the newness of innovation as an outcome” (Crossan & Apaydin, 2010, p.1167). Therefore, *magnitude* helps distinguish radical from incremental innovation output (Crossan & Apaydin, 2010; Gopalakrishnan & Damanpour, 1997). However, the *referent* used differs in the literature, for instance in between novel to the firm and novel to the market (Crossan & Apaydin, 2010; McDermott & O’Connor, 2002). Generally, RI is theorized as a profound change trigger, both on the market and for the organization (Crossan & Apaydin, 2010).

Similarly, RI as an outcome has divergent conceptualizations among scholars. According to the review by Crossan & Apaydin (2010), RI is perceived as more often connected with business model innovation. On the contrary, most authors relate this kind of innovation with technology novelty (Aarikka-Stenroos & Lehtimäki, 2014; Burcharth & Ulhøi, 2011; McDermott & O’Connor, 2002). On the other hand, Verganti (2008) considers that design-driven innovations, those that change fundamentally the meaning of a product or service, have analogous behaviour than technological RIs in terms of complexity and changing the face of the market. Regardless, there is a mutual understanding that RIs are built on uncertain environments, with markets, technologies, organizations, and teams changing rapidly in ambiguous ways (Aarikka-Stenroos & Lehtimäki, 2014; Marvel & Patel, 2018; McDermott & O’Connor, 2002; Utterback, 1971).

This ambiguity drives complexity on RI development and implementation, which is often challenging for larger firms (Leifer, O’connor & Rice, 2001). For this reason, several researchers defend that organizations should focus on building up a RI capability (Leifer, O’connor & Rice, 2001; O’Connor & DeMartino, 2006; Slater, Mohr & Sengupta, 2014).

Slater, Mohr and Sengupta (2014) map out the components of a dynamic radical product innovation capability – SL, Organizational Culture, Organizational Characteristics, Radical Product Innovation Process and Product Launch Strategy. Interestingly, SL plays out as the motor of the process, culture and characteristics. Several findings of this meta-analysis study are of relevance for the present dissertation. On one hand, the authors conclude that the organization's structure must combine institutionalized mechanisms and organic explorative efforts, to allow for clear communications and information as well as stimulus for creativity (Slater, Mohr & Sengupta, 2014). Also, the later stages of the innovation process are more connected with capturing value – i.e. exploitation skills - and having team-based processes enhances speed and iteration which are crucial to navigate on RIs complexity (Slater, Mohr & Sengupta, 2014) On the other, leaders must articulate a strategic intent aligned with RI exercise, and be supportive with resources, metrics and rewards (Leifer, O'connor & Rice, 2001; Slater, Mohr & Sengupta, 2014). Lastly, O'Connor and De Martino (2006) identify leadership ambidexterity in the business unit as beneficial for RI capability, meaning that leaders must have the ability to seize operational outcomes effectively and be open to exploration towards future out of the core opportunities. This exercise could be either conducted by one manager combining future vision and operational focus, or more than one if they are aligned with each other.

2.3. Innovation Implementation

During the innovation process, unpredictability poses diverse challenges to RIs until their diffusion into the market, i.e. external adoption. On the commercialization of RIs, by penetrating on unexplored markets and dealing with untapped technology, the strategic approach should be considered in two phases (Aarikka-Stenroos & Lehtimäki, 2014; Marvel & Patel, 2018; Moore, 2014). Firstly, the effort should lie in the early visionary market – similar to the early adopters defined by Rogers (2003). With this tactic, it is possible to get feedback, improve the RI, and gain successful cases repertoire (Moore, 2014). By having this proof, it will be easier to disseminate the RI on a later stage on the conservative early market – corresponding to the early majority segment by Rogers (2003). To accomplish this diffusion, the RI should already be integrated on the company's main business – which can be recalled as the innovation's implementation (Aarikka-Stenroos & Lehtimäki, 2014; Moore, 2014). As

such, implementing an innovation internally – the focus of the present thesis – is a fundamental step to assure its diffusion into the external market.

Nevertheless, the literature found on implementation is very generic regarding the *magnitude* of innovation (Choi & Moon, 2013; Chung & Choi, 2018; Crossan & Apaydin, 2010; Gopalakrishnan & Damanpour, 1997; Johnson, 2001, 2018; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988b, 1988a), and does not touch upon the specificities of RI. Considering that RIs are fundamental for the growth and sustainability of large firms (McDermott & O'Connor, 2002), it is of relevance to understand how they affect the implementation course.

2.3.1. Innovation Implementation as part of the innovation process

Innovation implementation as a process faces different conceptualizations, not being clear its start and end (Table 1). From the analysis, it was possible to distinguish two separate visions.

Some researchers, such as Rogers (2003), consider implementation as part of the IA phase (Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Rogers, 2003). They regard adoption as part of the diffusion of innovations, meaning that generated innovations are diffused to external entities which adopt and absorb them (Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Rogers, 2003).

According to Gopalakrishnan and Damanpour (1997), by firstly becoming aware of a certain innovation, understanding its fit into the organization and by evaluating it, the firm is *initiating* the adoption. This step will consequently lead to take a decision on its implementation (Gopalakrishnan & Damanpour, 1997). For these scholars, implementation will be started as a trial in order to assess its suitability, and on positive results continue as sustained routine (Gopalakrishnan & Damanpour, 1997).

Similarly, Damanpour and Wischnevsky (2006) consider the same two main phases – initiation and implementation - for IA. However, the first will consider four steps, starting by *recognizing the need* to adopt an external innovation, *becoming aware*, *evaluating* it and *deciding* on its further implementation (Damanpour & Wischnevsky, 2006). Following this stage, the innovation and the organization will endure *adaptation* to one another (Damanpour & Wischnevsky, 2006; Leonard-Barton, 1988b), being *implemented* and further *routinized* (Damanpour & Wischnevsky, 2006).

	->Before Decision Making	Decision	Integration ->
Gopalakrishnan & Damanpour, 1997	Innovation Adoption Phase		
	Awareness	Initiation Formation of Attitude Evaluation	Decision Implementation Trial Sustained
Rogers, 2003	Innovation Adoption Decision Process		
	Knowledge	Persuasion	Decision Implementation Confirmation (2 possible outcomes: Continued Adoption or Discontinuance)
Damanpour & Wischnevsky, 2006	Innovation Adoption Phase		
	Recognition of Need	Search/ Awareness Evaluation	Selection Adaptation Implementation Routinization
Leonard-Barton, 1988b		Adoption Decision	Innovation Implementation Wholehearted acceptance to rejection or sabotage
Klein & Sorra, 1996; Klein & Knight, 2005		Innovation Adoption	Innovation Implementation Innovation Success / Innovation Failure
Johnson, 2001		Adoption Decision	Innovation Implementation 8 possible outcomes
Chung & Choi, 2013		Adoption Decision	Innovation Implementation 4 possible outcomes

Table 1: Definition of innovation implementation according to scholars.

Moreover, for Rogers (2003), the innovation adoption decision process has three initial stages: *knowledge*, where the entity acknowledges and gets informed about an innovation; *persuasion*, where the entity forms a positive or negative attitude towards the innovation; and *decision*, where the entity decides to adopt or reject it. In case the innovation is adopted, it will go through an *implementation* process having two possible outcomes – either continued adoption or discontinuance at the *confirmation* stage (Rogers, 2003).

In contrast, researchers such as Klein and Knight (2005) have a more concise approach, envisioning innovation implementation as starting with the decision to adopt a certain

innovation and being finished when it is institutionalized and completely integrated into the organization (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988a). For these, internal IA is a less resource-intensive process, characterized by higher simplicity than implementation (Klein & Knight, 2005; Klein & Sorra, 1996). Even if a company succeeds in adopting, it might still fail in implementing the same innovation (Klein & Knight, 2005; Klein & Sorra, 1996). Realizing that different outcomes can come out of implementation, the authors defend that its effectiveness will account for the overall innovation effectiveness (Klein & Sorra, 1996).

Finalizing an implementation process might have deviating results, from the intended design of the innovation, ranging from the simplistic approach of Klein and Knight with success and failure (2005) to more complex outcomes (Chung & Choi, 2018; Johnson, 2001; Leonard-Barton, 1988a). Chung and Choi (2018) present in their research a theory that arrives at the conclusion that operational teams, implementing the innovation, will resist the process, while the top management, interested in applying the innovation, will provide facilitators to leverage its routinization. As a balance of forces, depending on the entity that would be able to exert bigger push, four different outcomes are presented: (1) Implementation without change, (2) Modified Implementation, (3) Minimal Implementation, (4) Implementation Failure (Chung & Choi, 2018).

On the other hand, Johnson (2001) encompasses more possible scenarios for the implementation, such as: (1) Success, (2) Forced Success, (3) Squeezed Success, (4) Mandated Failure, (5) Tactical Success, (6) Techno-political Failure, (7) Support Failure, (8) Failure. These results come from the combination of three factors – framing, environment or climate and attributes (Johnson, 2001). The top management is the one responsible for framing, meaning they have to design and convey a strategic message about innovation for their company (Johnson, 2001). This message should be clear, motivating and aligned with corporate strategy, being deployed across the organization (Johnson, 2001). Assuring a good climate for innovation is the task of middle management, which should promote knowledge sharing, creativity, cross-team work, and risk taking (Johnson, 2001). Climate can be taken as “the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization” (Tidd & Bessant, 2014a, p.72). Lastly, how the innovation attributes are perceived by the implementation teams affects directly their motivation (Johnson, 2001).

Leonard-Barton (1988a) proposes a range of possible implementation outcomes, from wholehearted acceptance to rejection, delay or sabotage. These outcomes are directly related to individual behaviour towards innovation implementation, which are accountable for the organization's implementation success (Leonard-Barton, 1988a). The researcher proposes that implementation's success is not only dependent on the technology's inherent attributes or the managerial strategies, but also on the innovation's implementation characteristics – which are correlated to how the innovation is built and designed for diffusion (Leonard-Barton, 1988a). How managers perceive these implementation characteristics and adapt their strategies for implementation, will affect its outcome (Leonard-Barton, 1988a).

Synthesizing from all research, this thesis focus on defining innovation implementation on a closer approach to the last presented vision (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988a). The proposed framework (Table 2) portrays that implementation starts after the decision to adopt a determined innovation (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988a). Considering the emphasis on internal adoption, the decision is understood as a sole point in time, since the innovation project is being developed beforehand, and it is acknowledged by the organization (Leonard-Barton, 1988a). In this gate further efforts on implementation are accepted or declined, marking the process's beginning (Damanpour & Wischnevsky, 2006; Leonard-Barton, 1988a).

The innovation implementation process ends whenever the innovation is fully routinized in the company (Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997). Routinization is perceived as the integration of the innovation and its features into the organization processes (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Johnson, 2001, 2018; Klein & Knight, 2005; Klein & Sorra, 1996). Some authors refer that more than becoming a routine, innovations must become institutionalized throughout the firm, meaning that they become part of the norms and procedures (Gopalakrishnan & Damanpour, 1997; Johnson, 2001, 2018). Realizing that innovation implementation might either result in successful or failure outcomes, the process can stop before routinization (Klein & Knight, 2005; Klein & Sorra, 1996). Therefore, in this research a successful implementation is considered to be ended once the IG unit concludes the hand-over and lays off any further responsibilities on the innovation.

->Before Decision Making	Decision	Integration ->
Framework proposal for the current research	Adoption Decision (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988b)	Innovation Implementation (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988b; Rogers, 2003)
		Routinization and Institutionalization (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996;)
		Implementation

Table 2: Innovation Implementation framework proposal for the current research.

2.3.2. Innovation Implementation Dynamics

Since the 60s, several authors identified different mechanisms that play dynamically throughout the implementation process (Chiu, 2018; Choi & Moon, 2013; Chung & Choi, 2018; Johnson, 2001; Leonard-Barton, 1988b, 1988a; Somech & Drach-Zahavy, 2013; Wang & Miao, 2015). Two main spheres stand out: the innovation and the organization.

When it comes to implementation, the innovation's attributes are acknowledged to contribute to the individual's perception and adoption decision (Johnson, 2001; Leonard-Barton, 1988a; Rogers, 2003). These attributes are inherent to the novelty, referring to its characteristics and accounting for individual behaviours (Johnson, 2001; Leonard-Barton, 1988a). There is an underlying belief that some characteristics are more favourable, attractive and easier to adopt, resulting in faster diffusion into the organization (Dearing, Meyer & Kazmierczak, 1994; Fichman, 2000; Johnson, 2001). Researchers explored a multiplicity of characteristics, however, Rogers' (2003) five attributes - trialability, relative advantage, compatibility, complexity and observability – serve as a basis for most studies (Damanpour & Wischnevsky, 2006; Dearing, Meyer & Kazmierczak, 1994; Fichman, 2000; Johnson, 2001).

Furthermore, Leonard-Barton (1988a) distinguishes between the technology's inherent characteristics and the already referred *implementation characteristics*. The latter focus on the organizational perspective instead of individual behaviours, and imply three main areas – transferability, complexity and divisibility (Leonard-Barton, 1988a). Transferability regards to which extent an innovation is prepared for handover to the organization, by its feasibility and available information (Leonard-Barton, 1988a). Implementation complexity accounts for how

many innovation gates the technology has to pass to be integrated, which can be determined by number of individuals and their different roles (Leonard-Barton, 1988a). Lastly, divisibility, relates to the extent that an innovation can be experimented in stages, and it is based on the amount of trials or associated user benefits (Leonard-Barton, 1988a).

Since implementation characteristics are pre-defined for each innovation, Leonard-Barton (1988a) proposes that managerial strategies should be adapted to them for an increased implementation success. The author explores three strategies previously referred by literature that enhance implementation, namely: user involvement, leadership, and mutual adaptation (Leonard-Barton, 1988a). First, involving targeted users is seen as crucial to create commitment, leverage participative decision-making and influence design (Leonard-Barton, 1988a). Second, leadership manifests through champions, accountable for moving the project forward, and sponsors, who unblock political and resources constraints, that must be assured for each innovation (Leonard-Barton, 1988a; McDermott & O'Connor, 2002). Last, implementation must be regarded as a phenomenon that requires simultaneous change by the organization and technology (Choi & Moon, 2013; Leonard-Barton, 1988b, 1988a).

This last managerial strategy - mutual adaptation - is based on the premise that technology implementation is a complex process which should correct misalignments between the innovation and its environment (Leonard-Barton, 1988b). For Choi and Moon (2013), besides mutual adaptation, three other implementation forms may happen: mechanical implementation, which requires almost no change from any parties; learning, that only implies learning and organizational change; and reinvention, concerning only alterations on the innovation to be implemented. Nevertheless, considering the nature of the innovations being studied in this research – RI which are new to the company, - it may be assessed that it is likely to have a similar complex implementation as perceived by Leonard-Barton with technological innovations (1988b). Therefore, for the current thesis, innovation implementation will be regarded as a process of mutual adaptation.

2.3.3. Challenges on Innovation Implementation

This process is not, however, safe from challenges, which arise at all organizational levels. In the first place, the innovation itself has attributes that can be perceived differently and accepted or refused by the operational employees (Chung & Choi, 2018; Johnson, 2001; Klein & Knight,

2005). Being a RI, the state in which it arrives at the implementation stage is frequently not fully developed or ready to implement (Klein & Knight, 2005; McDermott & O'Connor, 2002). It might be complex, as well, demanding training, learning and behavioural change (Klein & Knight, 2005; McDermott & O'Connor, 2002). The implementation process is, in the end, time-consuming and resource-intensive (Klein & Knight, 2005).

Linearly to Chung and Choi (2018), for Johnson (2001) the interactions between actors are one of the main constraint's triggers. Top management are the decision-makers and often force implementation towards lower levels, altering roles and responsibilities if needed (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005). As a consequence, employees may resist and act against the implementation (Chung & Choi, 2018). Also, top-level managers are accountable for their firms acting as stabilizing forces and being culturally against change (Klein & Knight, 2005), consequently promoting a non-beneficial climate for innovation (Johnson, 2001). Moreover, how middle management attempts either to persuade or assert innovation amongst operations, and its correlation with prior motivations, may enforce negative influence towards implementation (Chiu, 2018).

2.4. Leadership on Radical Innovation Implementation

In order to facilitate implementation and overcome these challenges, most authors in Innovation Implementation refer either to the action of top and middle managers (Chiu, 2018; Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Leonard-Barton, 1988a) or the involvement of champions and sponsors (Leonard-Barton, 1988a; McDermott & O'Connor, 2002). Whilst the latter solution is related to more informal and the first to formal leadership, both depict leaders as individual roles. Regardless, leadership is an evolving field of research, and broader than the study of the leader (Bryman, 2013; Grint, 2011).

Leadership will be considered as an organizational phenomenon, in the context of this thesis. Organizational leadership is characterized by being an influence activity of effecting change and enhancing voluntary compliance through motivation (Bryman, 2013; Crossan & Apaydin, 2010; Kotter, 2001). The focus will lie on understanding its formal and informal components. According to Bryman (2013), informal leadership is not commonly researched. However, Pielstick's (2000) comparative study assesses it as more beneficial than formalized leadership,

revealing its interest for this research. Moreover, Tidd and Bessant (2014a) expand that leadership under uncertain conditions – i.e. related to RI – relies not only on inspiration and building confidence, but mostly on problem-solving and strategic decision-making.

On a different layer of analysis, leadership theories may regard it as *content* – concerned with the leader’s traits, – or *process* – regarding the dynamics inside an organization (Avolio, Walumbwa & Weber, 2009; Bryman, 2013). These two areas allow for broader theoretical scope to comprehend the studied phenomenon. Leadership is viewed as a crucial part of RI, since it triggers the entire process (Crossan & Apaydin, 2010; Slater, Mohr & Sengupta, 2014). Innovation implementation is understood as a later stage of the innovation process, handing over to routinized and normalized organization’s operations. Literature on leadership is commonly associated with the latter, even though there are some more recent directions on leadership for innovation and creative ventures (Denti & Hemlin, 2012; Khalili, 2017; Mumford & Licuanan, 2004; Mumford, Robledo & Hester, 2011; Tidd & Bessant, 2014a). Considering the lack of a specific leadership theory for innovation implementation (Denti & Hemlin, 2012), we base our theoretical grounds on the ones associated positively to innovative ventures.

Following the recent study of Khalili (2017) on “Creative and innovative leadership”, the theories of Transformational, Change-Oriented, Authentic and Champion leadership base the *content* area of our framework. Transactional Leadership is added since some studies question if it could be positively correlated with innovation in specific cases (Mumford & Licuanan, 2004). And Leader-Member Exchange (LMX) theory accounts for the *process*. Adding to *process* leadership, we consider as well Followership (Bligh, 2011), Distributed (Harris, 2008) and Complexity theories (Uhl-Bien & Marion, 2011; Uhl-Bien, Marion & McKelvey, 2007).

2.4.1. Leadership as Content

Leadership as content refers to how leaders relate to others – followers and organizations, - and how their traits influence the firm and innovation implementation in this specific case (Avolio, Walumbwa & Weber, 2009).

Transformational leadership refers to the ability to motivate individuals to overcome expected performance, and act on behalf of the organization’s interests instead of their own (Avolio, Walumbwa & Weber, 2009). It is related to the impact on followers motivations and perceptions

(Khalili, 2017). Transformational leaders are regarded to perform idealized influence, intellectual stimulation, inspirational motivation and individualized consideration (Diaz-Saenz, 2011). There is an acceptance that transformational leadership differs from transactional – where motivation is generated via rewards and management-by-exception (Avolio, Walumbwa & Weber, 2009; Diaz-Saenz, 2011).

On the other hand, even if on a similar fashion to Transformational, Change-oriented leaders are more concerned with organizational processes than effects on followers (Khalili, 2017). Gil et al. (2005) points out that change-oriented leadership is characterized by control over the organization's climate, envision of change, risk-tasking and supportive attitude towards innovative ideas.

Authentic Leadership is regarded as an ethical and positive approach, giving a safe environment for idea-sharing and crediting followers inputs (Avolio, Walumbwa & Weber, 2009; Caza & Jackson, 2011). Authentic leaders have great self-awareness, act with transparency, have moral perspective and balanced processing, allowing for individuals self-development and encouragement (Avolio, Walumbwa & Weber, 2009; Khalili, 2017).

Champions are individuals who lead the project forward by personal drive, enthusiasm and ownership (Jenssen & Jorgensen, 2004; Kuratko, Morris & Covin, 2011; McDermott & O'Connor, 2002). Their actions encompass all RI operationalization, such as lobbying for funding, guaranteeing internal acceptance, and overcoming barriers and resistance (Jenssen & Jorgensen, 2004; Kuratko, Morris & Covin, 2011; McDermott & O'Connor, 2002). The champion appears as extremely accountable for RIs success on the long-run (McDermott & O'Connor, 2002). However, due to the longing process that is normally characteristic of RIs, personnel turnover might create challenges to the survival of these projects (McDermott & O'Connor, 2002).

Concluding, leadership as content, in the scope of this thesis, regards how leaders can motivate and influence followers, creating a safe environment that promotes sharing and collaboration, be transparent, enthusiastic, have ownership and drive to overcome barriers.

2.4.2. Leadership as Process

Leadership as process represents the activities and behaviours that describe the relationships and exchanges between leaders and followers (Avolio, Walumbwa & Weber, 2009; Bryman, 2013). LMX encompasses the leader-follower relationship as a dyad, particular to the two individuals (Anand et al., 2011). Interestingly, the relation is positively affected by empathy, liking and correlation between expectations and reality, being the construction of the dyad an initial reciprocal process that maintains itself more or less stable over time (Anand et al., 2011). On a similar way, Followership regards to the influence of followers over leaders and their importance for the overall leadership exercise (Bligh, 2011).

Moreover, Distributed leadership is intended as a state of shared leadership among members of an organization – e.g. team (Avolio, Walumbwa & Weber, 2009; Harris, 2008). The dynamic process of leadership is unregulated and functions in a self-steering mode, which according to Harris (2008) is more representative of some realities.

Lastly, Complexity Leadership theory is based on the fact that knowledge producing organizations are complex structures which operate in adaptive networks dynamics (Uhl-Bien & Marion, 2011; Uhl-Bien, Marion & McKelvey, 2007). It recons that two major leadership formats interact in companies – Administrative and Adaptative (Uhl-Bien, Marion & McKelvey, 2007). The first represents the bureaucratic and normative leadership, whilst the second goes into the direction of change and need for adaptation to tensions (Uhl-Bien, Marion & McKelvey, 2007). Finally, the concept of Enabling Leadership represents the leadership dynamics that balance the bureaucratic and emergent in the organization (Uhl-Bien, Marion & McKelvey, 2007). This balance is defined as entanglement, which goals are to speed up and put to practice structures that enhance adaptive leadership, “where innovation and adaptability are needed” (Uhl-Bien, Marion & McKelvey, 2007, p.305); and ease the knowledge transfer between adaptive and administrative structures (Uhl-Bien, Marion & McKelvey, 2007).

From all the explored literature, it is possible to conclude that leadership as process may be regarded as an activity that creates a positive relationship in between leaders and members, takes in account followers’ importance, promotes sharing and self-steering, and balances bureaucratic and emergent adaptive leadership.

2.4.3. Proposed framework for Leadership in RI Implementation

The present literature review on leadership and the chosen eight theories serves as basis for sensemaking of further collected data. Based on them, we propose a synthesized Leadership framework (table 3) determined at guiding this dissertation's data analysis.

content	Transformational	ability to motivate individuals	<p>Leadership can be <u>how leaders relate with others</u> (followers and organization). Leaders can:</p> <ul style="list-style-type: none"> ● Motivate; ● Influence; ● Create safe environment; ● Be transparent; ● Promote sharing and collaboration; ● Have enthusiasm and ownership; ● Have drive to overcome barriers.
		impact on followers motivations and perceptions	
		influence, intellectual stimulation, inspirational motivation and individualized consideration	
	Transactional	ability to motivate individuals via rewards and management-by-exception	
	Change-oriented	control over the organization's climate, envision of change, risk-tasking and supportive attitude towards innovative ideas	
	Authentic	ethical and positive	
		safe environment for idea-sharing and crediting followers inputs	
		self-awareness, act with transparency, have moral perspective and balanced processing	
	Champion	personal drive, enthusiasm and ownership	
		lobbying for funding, guaranteeing internal acceptance, and overcoming barriers and resistance	
process	LMX	the relation is positively affected by empathy, liking	<p>Leadership can be an activity that implies:</p> <ul style="list-style-type: none"> ● A positive relation between leaders and members; ● Followers' importance; ● Sharing and self-steering; ● Balancing bureaucratic and emergent adaptive leadership.
		correlation between expectations and reality	
		reciprocal process	
	Followership	influence of followers over leaders	
		importance of followers for the overall leadership exercise	
	Distributed	shared leadership	
		the dynamic process of leadership is unregulated	
		functions in self-steering mode	
	Complexity	(enabling leadership) leadership dynamics that balance the bureaucratic and emergent in the organization	
		ease the knowledge transfer between adaptive and administrative structures	

Table 3: Proposed Framework for Leadership as content and as process.

2.4.4. Notes regarding levels of Leadership

Several of the articles and books reviewed throughout this chapter built their argument on top of roles and levels categorization. In fact, considering the empirical setting of the case company (chapter 1.4.), and how the interviewees referred to the organization's reality (chapter 4), it becomes relevant to take some considerations on leadership actors. In the context of the present thesis, levels of leadership are categories correlated to the organizational structure that allow to identify different leadership's content and process.

The main trigger for both RI capability or innovation implementation is portrayed as the SL (Chung & Choi, 2018; Crossan & Apaydin, 2010; Johnson, 2018; Leifer, O'Connor & Rice, 2001; O'Connor & DeMartino, 2006; Slater, Mohr & Sengupta, 2014). These could be senior or top management, which are characterised as responsible for setting the innovation framing or strategic intent for the company (Johnson, 2001; Slater, Mohr & Sengupta, 2014). SL also play a role as decision-makers (Johnson, 2001; Klein & Knight, 2005), shaping culture and organization's characteristics (Alvesson & Sveningsson, 2003; Slater, Mohr & Sengupta, 2014), as facilitators (Chung & Choi, 2018), sponsors (Leonard-Barton, 1988a), and leveraging appropriate reward and metrics systems (O'Connor & DeMartino, 2006; Tidd & Bessant, 2014a).

Since innovation endeavours are taken in project format at the case company, individuals' configuration is teams. Innovation teams should have clear goals and activities, good balance in roles and behaviours, effective conflict resolution, liaison with organization and an effective team leadership in order to be highly effective (Denti & Hemlin, 2012; Tidd & Bessant, 2014a). While inside the team different individuals may emerge as leaders in different moments, it is also relevant to assure that some leader exerts influence, motivates towards goals and achievements, drives a good team climate and manages to acquire resources and support (Tidd & Bessant, 2014a). This last behaviour may be accounted as being the champion (Kuratko, Morris & Covin, 2011; Leonard-Barton, 1988a; McDermott & O'Connor, 2002). If the team's leadership is appointed formally, then its leader will be regarded as project leader (PL) – since that is the labelling given by the interviewees to represent the above described actor.

Lastly, the context of IG and IA presents the units as a structural aspect that influences the innovation implementation process (Damanpour & Wischnevsky, 2006). Units – i.e. business units – are departments within the company that are separated by performing different types of

work. The present dissertation accounts the IG unit and IA unit as groups of individuals with a inner hierarquical structure, that interact directly with SL, PL and teams, and may affect the outcomes of RI implementation.

3. Methodology

The Methodology chapter presents in depth the research approach, strategy and design. The choice for a Comparative Case Study design is further expanded and sampling as well as data collection are described. Lastly, the data analysis process is explained and considerations on reliability and validity are described.

3.1. Research approach and strategy

3.1.1. Epistemology and ontology

In order to unveil the dynamic interrelationships between leadership as an emergent phenomenon and the process of innovation implementation, a special attention must be given to the organization and its agents. Therefore, by observing the organization, the research focus is the social world and social interactions, assuming the epistemological position of *interpretivism* (Bryman & Bell, 2011).

These interactions and the role of leadership may be also accounted as social constructs, emerging from the organizational world (Bryman & Bell, 2011). Regarding the study's ontological position as one of *constructionism*, phenomena and their meanings are constantly revised (Bryman & Bell, 2011). Social actors are considered as “knowledgeable agents” creating their own conceptualization of the organizational world they are inserted in (Gioia, Corley & Hamilton, 2013, p.17).

3.1.2. Research design

By assuming an interpretivist and constructivist position, this study benefits from following a qualitative approach to research (Bryman & Bell, 2011). According to Bryman and Bell (2011), such a conjugation of positions and qualitative research is tendentially assuming an inductive approach to theory building, meaning that theory is depicted from observations. However, as pointed out by Gioia, Corley and Hamilton (2013), researchers cannot act as totally uninformed actors, since they already have their own constructions and perceptions of the social world to study. Also, contrarily, the deductive approach implies an informed theoretical background, and deducts hypothesis to be confirmed by inquiring and observing the social actors (Bryman & Bell, 2011).

In this sense, applying simultaneously a deductive and inductive approach is advantageous, leading the researchers on an iterative process of acknowledging theory and observing the emergent concepts. Therefore, this study presents an abductive stance to theory forming. On moments of observation, the researchers attempt to comply to a state of semi-ignorance, allowing to have a unbiased view of emergent concepts (Gioia, Corley & Hamilton, 2013).

The present research taps on a broad research area, with an uncommon combination of known concepts. Having interest in unveiling its connections, understanding behaviours and generalizing to a larger audience, the researchers opted for a comparative research design (Bryman & Bell, 2011). The multiple case study is composed by two different cases, successful or failed implementation of RIs, based on the polar types described by Eisenhardt and Graebner (2007). Polar types are extreme sampling of cases allowing for contrasting data patterns (Eisenhardt & Graebner, 2007). This approach led to clear pattern recognition, consequently accounting for improved theory building (Bryman & Bell, 2011; Eisenhardt, 1989; Eisenhardt & Graebner, 2007).

As a way to fully understand the process and interactions over time, these case studies were analysed through a retrospective view (Bryman & Bell, 2011; Leonard-Barton, 1988b). Although Chung and Choi (2018), referred further studies on innovation implementation would benefit from a longitudinal approach, the constrained timeframe on which this research was conducted did not allow for applying such method. In that sense, utilizing a retrospective view was recognized to be a good technique to pursue an historical analysis, understanding how the implementation process rolled out over time (Bryman & Bell, 2011).

3.1.3. Research process

Considering the iterative slant chosen by the researchers, this study initiated with a simultaneous approach to literature review and early unstructured interviews. Both allowed for deepening the understanding of existing literature as well unveiling underlying challenges for the organization. By comparing both, the researchers could consider which observable phenomena could be generalizable to a larger audience, linking with existent literature gaps. This combination of methods is natural of qualitative research (Bryman & Bell, 2011).

After building an interesting Research Question and taking advantage of being immersed into the case company as part of an academic internship, a more structured method was defined. Focusing on a specific aspect – the case study projects – permitted the observation on the short time given (Bryman & Bell, 2011; Wolcott, 1990). On the other hand, and as main source of data, the researchers held semi-structured interviews. Gioia, Corley and Hamilton (2013), believe this method is key for grounded theory forming, since it gives both “restropective and real-time” perspectives (p.19). It also provides a clear focus and understading of each case being studied (Bryman & Bell, 2011). Lastly, company documents were reviewed, what gave a more accurate image of the organization and projects’ state-of-the-art during different points in time (Bryman & Bell, 2011). Throughout the entire process, the literature review was refined and intensified in order to theoretically saturate emerging hypothesis, and support the grounded theory (Bryman & Bell, 2011; Eisenhardt, 1989; Eisenhardt & Graebner, 2007).

3.2. Data collection

3.2.1. Sampling and Data Sources

The case studies were theoretically sampled and purposively chosen considering their magnitude – meaning that they had to be considered novel to the referent case company, and therefore be accounted as RIs (Crossan & Apaydin, 2010; Eisenhardt & Graebner, 2007). In addition, the projects were selected considering they all were meant to go through the implementation process, as defined in chapter 2 (Table 2). Based on the implementation outcome, two case studies were depicted: the successful and the unsuccessful implementation.

Successful implementation refers to projects that went through the entire implementation process (Table 2) and were routinized in the organization (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996). Whilst unsuccessful projects are perceived as the ones that entered the process but have not achieved routinization within the organization (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005).

It was also relevant to sample cases were leadership as a phenomenon could be observable, in order to guarantee relevance for the present study. The assessment was previously conducted via the initial unstructured interviews. As an addition, interviewees were purposively sampled,

by being part of these projects, as leaders or team members, and part of IG or IA units (see chapter 3.2.3 for Interviewee Selection).

Moreover, as Eisenhardt (1989) refers, when conducting a case study-based research it is favourable to apply multiple data collection methods to triangulate evidence and reinforce theory building. For that reason, this research combines initial unstructured interviews, narrative literature review, participant observation, semi-structured interviews and document analysis. But also, triangulation is achieved by tapping into different levels of leadership (as defined in 2.4.4) – the interviewees are either team/unit members, PLs or SL. Consequently, bias is limited in data collection by “using numerous and highly knowledgeable informants who view the focal phenomena from diverse perspectives” (Eisenhardt & Graebner, 2007, p.28).

3.2.2. Case studies

As referred previously, three projects were selected as part of two case studies for the present research (Table 4). All of them were generated by an internal and autonomous innovation unit or innovation program and aimed at being deployed to the current operational teams. The outcomes of implementation varied between success and unsuccess.

The projects and case studies were purposively chosen in order to assure the highest possible level of comparability. The uneven number of projects recalls exactly that concern, since project CABL was the only unsuccessful case that was close to the successful projects in terms of process, novelty and generation. However, some limitations need to be pointed out, because they had to be considered during Data Analysis (chapter 4).

First, the three projects are accounted as RIs, but the degree of novelty may be regarded as slightly higher in CABL, as it encompasses both a new technology and a new selling process for the company. EMPL and MARC imply, respectively, a new technology with a somewhat different selling process or an entirely new sales area and process with low change in technology. Regardless, as all the three projects needed mutual change from the organization and innovation (Leonard-Barton, 1988b), they were considered similar for the present study.

CASE	PROJECT	DESCRIPTION	PROJECT STATUS	NOVELTY TO THE FIRM
Successful Implementation	EMPL	Project targeted at presenting advertisements to passive job seekers, through an algorithm.	This project was implemented as part of the portfolio of one business unit.	It is perceived as a new product for the same customers.
	MARC	Production of creative, native advertising, and storytelling, combining advertising promotion and editorial content.	This project was implemented into the organization, as a product for the sales team. However, it enjoys a slight independence and own business unit.	Was a new product for existing and new markets.
Unsuccessful Implementation	CABL	Targeted advertisement, producing content by crossing customers and companies' user data.	The project was never routinized. A decision was taken to suspend the project.	It is perceived as a new product for new and existing customers.

Table 4: Case Studies

Second, the three projects were generated in different settings. CABL was generated within the context of a company-wide innovation program and had an initial six people cross-functional team with the idea owner as informal leader, while EMPL and MARC were generated within the Case Company innovation department and had an assigned business developer or PL, but no fixed team until the adoption decision (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Leonard-Barton, 1988b). Nevertheless, since the focus is on the innovation implementation process (Table 2), these differences were attenuated after the adoption decision, presenting only contextual limitations.

Thirdly, even though all projects were aimed at being fully integrated into the adoption unit, MARC was integrated in a special format, on which a new support and production team was created within the adoption unit. The project was still chosen for the case since its commercialization is dependent on the adoption unit, and challenges and leadership similarities to the other two projects were found on initial unstructured interviews.

3.2.3. Interviewees Selection

Based on the identified cases, it became necessary to map the individuals to be considered as interviewees (Table 5 and 6). Therefore, as part of the study's purposive approach (Bryman & Bell, 2011), within each case study it is crucial to understand both the innovation generators and innovation adopters. Considering our specific empirical setting, on which the IG and IA units are separated but still within the organizational boundaries, individuals for both units were interviewed (Damanpour & Wischnevsky, 2006). This allowed for a holistic overview, comprehending perceptions from opposite actors in the innovation implementation process.

Since the present study focus on Leadership as an emerging phenomenon, was important to follow research's best practices in order to assure valid outcomes. One of the recurrent sampling examples for leadership studies is an approximation to the 360 degrees evaluation – meaning that the leader is evaluated by its superiors, peers and reporting employees. Due to the short timeframe, personnel availability at the Case Company, and small-sized projects being studied, the researchers opted by selecting a PL and one or two team member per each project, and two top/mid-managers – SL – responsible, respectively, by the IG and IA units.

As they are accountable for different steps of the innovation implementation process, these leaders and team members provided different perspectives of the phenomena. These interviewees are, due to their position, of relevance to provide insights on the role of leadership. This sampling supported researchers understanding in a more holistic way the role of leadership, and its contribution to innovation implementation. Consequently, it sustained concepts' emergence, critical for the present qualitative research (Bryman & Bell, 2011).

In conclusion, for each of the three projects studied, the following individual roles were interviewed – project leaders and team members. At least one of the interviewees was part of both units, generation and adoption, to assure full process overview. Additionally, the IG and IA units' managers, respectively Innovation and Sales directors, were interviewed in order to support the analysis of leadership in higher hierarchies of the case company.

CASE	PROJECTS	GENERATION UNIT	ADOPTION UNIT
Top/Mid managers (SL)		Head of Innovation (interviewee A)	Sales Director (B)
Successful Implementation	EMPL	Project Leader (C)	
			Team member (D)
	Team member (E) – from adoption unit; participated in the innovation’s generation.		
	MARC	Project Leader (F)	
		Two team members (G, H)	
Unsuccessful Implementation	CABL	Project Leader (I)	
		Team member (J) – responsible for team that should implement the innovation; participated in the innovation’s generation.	

Table 5: Interviewee Sampling

INTERVIEWEE	DATE	RECORDED
A	15.04.2019	X
	06.05.2019 (follow-up)	X
	10.05.2019 (follow-up)	X
B	03.05.2019	X
	06.05.2019 (follow-up)	X
C	18.04.2019	X
D	15.04.2019	X
E	23.04.2019	X
F	03.05.2019	X
G	17.04.2019	X
H	03.05.2019	X
I	17.04.2019	X
J	16.04.2019	X

Table 6: Interviews List

3.2.4. Interview Guide Design

As a basis for conducting the semi-structured interviews, an interview guide was developed (Bryman & Bell, 2011; Appendix 1). It is structured in order to follow the stages of the innovation implementation process, as well as accommodate questions related to the eight leadership theories defined in chapter 2. For this research, innovation implementation as a process is initiated by the adoption decision and is finalized when the innovation is fully routinized into the organization (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Gopalakrishnan & Damanpour, 1997; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996; Rogers, 2003). On the other hand, leadership is regarded as an influence activity that affects other’s behaviour as well as enhances their voluntary compliance, being understood from a content perspective – concerned with the leader’s traits – or process perspective – regarding the dynamics inside an organization (Yukl, 1999; Jenssen & Jorgensen, 2004; Mumford & Licuanan, 2004; Uhl-Bien, Marion & McKelvey, 2007; Avolio, Walumbwa &

Weber, 2009; Bryman, 2013; Khalili, 2017). This framework serves as sensemaking grounds for the interview guide, since it allows for easier follow up and connection with relevant theory.

Considering that the present study follows a retrospective stance (i.e. historical view), dividing the interview guide in different stages allowed for easier follow-up from the interviewee side (Bryman & Bell, 2011). On the other hand, with the purpose of giving space for emergence of concepts, leadership-related questions were introduced throughout the guide, and explored deeper during the implementation discussion (Gioia, Corley & Hamilton, 2013).

It is relevant to refer that the interview guide questions were not fixed for all interviewees. During the interviews, the researchers managed the interview guide in order not to pose questions for which answers were already given. One example could be that on questions “*Did you feel motivated to achieve ‘Project A’ goals?*” and “*Did you play any role in motivating others?*”, the interviewee response was already reflecting the answer to the question “*How was the motivation of the team towards the project? Was anyone particularly enthusiastic about ‘Project A’?*”. In that case, the latter would not be questioned. This approach was relevant to allow interviewees to expand freely on their own line of thought, while assuring consistency throughout the interview.

On the other hand, some questions were adapted to mirror empirical pre-understanding of the studied projects. An example could be “*Could you describe how was it decided that ‘Project A’ would be integrated to ‘Case Company’?*”, on which the integration into the Case Company could be substituted by a specific event referenced earlier by the interviewee – that was consistent with the adoption decision defined in the innovation implementation framework (Table 2). To conclude, the interview guide was use as a flexible tool to gather, on an intelligent manner, all the necessary data.

3.2.4.1. Interview Topics

The first interview guide topic – Introduction– is aimed at filling the interviewee in the formalities of the process, while assuring correct handling of personal data and research. It also introduces the concept of leadership in a broader sense, in order to incentivize the interviewees’ responses. Next, the Background topic poses questions about the interviewees’ connection to the case company and deepens the discussion about the project prior to the adoption phase.

These two topics serve as contextualization for further exploration on the implementation process. Thus, the third heading explores the Adoption Process, since preparations for decision-

making, until implementation starts. Afterwards, emphasis is given to the Implementation Process, which is the most explored in the interview guide. The topic encompasses the moment after adoption decision up to innovation institutionalization. Additionally, questions bounded to the leadership theories, previously discussed, as content - formal versus informal, change-oriented, transactional versus transformational, champions, and authentic - and process - LMS and followership, distributed, and complexity - are introduced through its key aspects in order to understand how leadership manifests during implementation (Yukl, 1999; Janssen & Jorgensen, 2004; Mumford & Licuanan, 2004; Uhl-Bien, Marion & McKelvey, 2007; Avolio, Walumbwa & Weber, 2009; Bryman, 2013; Khalili, 2017). Finally, the interview guide leads into Routinization questions revolving around project's integration into the case company.

To conclude the interview, two sections were created – Leadership and Closing. The first explores leadership holistically throughout the process, whilst the latter focus in thanking the interviewee and giving space for doubts and comments.

3.2.4.2. Interview Questions

Throughout the implementation process-related topics - Adoption, Implementation, and Routinization - on the interview guide, questions were elaborated in order to sustain three different perspectives, namely, understanding the process, its drivers - both beneficial and detrimental, - and lastly leadership manifestation.

Understanding the Process

To unveil the process followed, and how it was perceived by interviewees, introducing explorative questions were undertaken for each stage, giving space for personal reflection. These are aimed at setting up the climate for the following questions. One example question could be:

“Could you describe how was it decided that ‘Project A’ would be integrated to ‘Case Company’?”.

Understanding the Drivers

After discussing the process, the interviewee was led into reflection over which drivers accounted for it. These questions, mainly correlated with initial direct questions concerning process phases, intend to open for better understanding of the dynamic mechanisms affecting

innovation implementation (Chung & Choi, 2018; Johnson, 2001). This can be illustrated by the following question:

“What factors would you say supported the decision?”

Leadership Phenomena

Lastly, a broad spectrum of leadership-related questions was applied throughout the interview. On an attempt to skip leading the interviewee, questions are often generic and related to process activities, asking for interviewees reflection and perception (Bryman & Bell, 2011) at the same time they are deeply connected to leadership theories (Yukl, 1999; Jenssen & Jorgensen, 2004; Mumford & Licuanan, 2004; Uhl-Bien, Marion & McKelvey, 2007; Avolio, Walumbwa & Weber, 2009; Bryman, 2013; Khalili, 2017). As an example, for the LMX and Followership:

“How was the interaction between the team members of ‘Project A’? And how were the team’s interactions with the project leader?”

3.2.5. Interview Preparation

The interviews were conducted face-to-face, which allowed researchers not only to consider verbal communication, but also non-verbal, i.e. body language (Bryman & Bell, 2011). On an attempt to improve reliability, researchers took turns in leading the interviews. Whereas one had an active role, engaging directly with the interviewee and following the interview guide, the other had a passive role, mainly taking deep notes of the discussion, and following-up on questions that could be further explored (Bryman & Bell, 2011).

All interviews were carried-out in English, since researchers and interviewees presented good domain of the language, not risking the research’s results. Additionally, an informal tone was used in order to make interviewees more comfortable and pave the way for richer answers (Bryman & Bell, 2011). Interviews were recorded, with prior interviewees’ consent, and later transcribed (Bryman & Bell, 2011).

Most interviews were conducted at the Case Company offices, which did not constrain the study, since the interviewees appeared to be comfortable about answering work-related questions within their corporate environment. The interview setting was a silent room, previously scheduled for a sufficient amount of time, in order not to have interruptions and

avoid unplanned interferences. One interview had to be conducted at a public space. However, similar conditions were assured by the researchers.

3.3. Data Analysis

In order to analyse the data collected from the interviews, the researchers decided to combine two methodologies: building theory from case studies (Eisenhardt, 1989; Eisenhardt & Graebner, 2007) and the grounded theory model from Gioia, Corley and Hamilton (2013). The decision to pursue the combination of the two relied on the fact that the visualization frameworks of Gioia, Corley and Hamilton (2013) are useful when analysing a large pool of data, aiming at transparency of process, but as Eisenhardt and Graebner (2007) discuss, grounded theory models lack on visualizing the overarching patterns of multiple case studies. Therefore, combining them allows for strong and robust theory building.

The primary analysis conducted was the one from Gioia, Corley and Hamilton (2013), concluding with 4 aggregate dimensions for each case, 102 first order concepts and 16 second order concepts for the successful case; 65 first order concepts and 12 second order concepts for the unsuccessful case. When firstly approaching the data, the researchers understood that interviewees named several actors as being leaders or conducting leadership activities. Assuming interviewees as knowledgeable agents and realizing some of the actors represented levels of leadership underlying the previously studied theory (chapter 2.4.4), the researchers decided to use them to group first and second order concepts. In that way, all data about one level is grouped together allowing for an overarching analysis. The aforementioned method allowed for a thick description of each case, developing a in depth interpretation of leadership as content and as process.

Second, based on this analysis, a comparative model was built showing the dynamic relations between SL, PL, teams and units for each case (consult chapter 2.4.4). The above model illustrated the case comparison, using Eisenhardt's methodology (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). Six major lenses were used to contrast patterns, namely: the Adoption Decision; Distant Top management and Senior Leadership's sponsor role; Shared Team Leadership and the effect of a formal Project Leader; Internal politics, communication and units' separation vs integration; Adoption Senior Leader motivation and managerial

instruments; Cross-unit teams and innovation implementation focus. The lenses arose by understanding which patterns were more unexpected from the data.

Third, utilizing the case comparison format allowed for discovering which leadership content and processes were certainly affecting the outcome of RI implementation. Some factors were similar in both cases not allowing for a clear-cut interpretation, and therefore were used as contextual factors – without them the rest of the factors cannot be assured, but their relationship with RI implementation's success needs further study. Finally, a generic model was represented, showing how is leadership playing a role in RI implementation. It was divided in the stages: adoption decision, implementation and routinization, as shown in the innovation framework in chapter 2 (table 2). Also, it divides the role of leadership in content and process as the leadership framework presented in chapter 2 (table 3).

3.4. Considerations on Validity and Reliability

The advantage of building theory from cases and contrasting polar type cases, is that it improves the generalizability, accuracy and allows the theory to be better grounded (Eisenhardt & Graebner, 2007). In addition, analysing each case with Gioia, Corley and Hamilton (2013) framework, provided a clear and explicit in-depth interpretation, grounded in informants data and emergent concepts. The choice for a comparative design in this case, can still suffer some criticism. Foremost, due to the difference in number of projects and interviewees in both cases the amount of data collected had disparities. As explained before, to assure comparability in between the cases, it was only possible to choose one project within the case company, with required characteristics, that had been unsuccessful. However, the researchers believe that using this project elevated the findings' reliability by unveiling which patterns are indeed relevant for the role of leadership in RI implementation. Moreover, a more deductive approach on labelling aggregate dimensions was used in order to allow to compatibility between the two cases. Although there might be a belief that it could reduce openness to empirical data, the researchers pursued this deductive stance in a reasonable way, still maintaining a purely inductive mindset when analysing the data set for first and second order constructs.

Following the framework of Lincoln and Guba (1985), this research complies with the four principles of trustworthiness. First of all, its *credibility*, i.e. internal validity, is assured through triangulation and negative case analysis. The former – triangulation - is achieved by using

several data collection methods, a multiple case study approach, having interviewees from different levels and focal points, and by having two researchers (Bryman & Bell, 2011; Eisenhardt, 1989; Eisenhardt & Graebner, 2007; Lincoln & Guba, 1985). As the two analysed cases are opposite from each other, the unsuccessful accounts for having a negative case analysis (Lincoln & Guba, 1985).

The study can be also considered *transferable*, i.e. having external validity, since it is built upon a grounded theory model and thorough cases analysis, also accountable as thick description (Bryman & Bell, 2011; Gioia, Corley & Hamilton, 2013). Furthermore, *dependability*, i.e. reliability, is assured by an overlap or triangulation of methods – grounded theory model and building theory from multiple cases (Eisenhardt, 1989; Eisenhardt & Graebner, 2007; Gioia, Corley & Hamilton, 2013). Likewise, by having seminar discussions, and peer auditing throughout the research, it can be consider beneficial for both the dependability and *confirmability* (i.e. objectivity) criterion (Bryman & Bell, 2011; Lincoln & Guba, 1985).

4. Analysis

The following chapter presents the findings from data collection and the application of Gioia, Corley and Hamilton (2013) method. First, the analysis is divided between the case studies, successful and unsuccessful innovation implementation. Second, within each case the perspective different organizational levels are used to provide an understanding how leadership in those stances played a role in innovation implementation. Interestingly, during data collection it became apparent the existence of 4 organizational levels where leadership manifests. These levels were identified as senior leadership, project leader, team and units and will be further discussed throughout this chapter.

4.1 Leadership Role in Successful Innovation Implementation

4.1.1 Senior leadership as motivation creator and sponsorship, with high enabling support

The collected data identified the SL as the roles responsible for Generation and Adoption units. These individuals directly shape the implementation process, from the adoption decision to its full implementation within organizations. This influence takes place through acts of leadership not only related the process, but also to different organizational levels. Adding to the fact that these leaders are accountable for different units, both play different and important roles towards the implementation process. While the Generation SL is much involved with the adoption decision and early stages of the implementation process, the Adoption SL is important for allocating resources, keeping the units motivated throughout the process and managing its deliveries. For this reason, both were analysed separately.

2nd order concept	Representative quotes from data collection
Generation Senior Leader as sponsor	<p>(1) "I think top management (...) [was responsible for] paving the way and, and opening doors."</p> <p>(2) [When asked about top management] "[MARC] was a top management decision to start (...) [but] I didn't really notice top management within our department so much."</p> <p>(3)"[senior leader - generation unit], was very important to... just making sure that this project was still a priority, and that we had funding that we needed... even though we didn't always have the funding that we would have needed, but that that was like he is responsible."</p>
Generation Senior Leader facilitates implementation with resources, funding and mandate	<p>(4) [when asked about additional resources after adoption decision] "we also had help from [name 2] was focusing on the backend development, we also had help from (...) our in-house developers, [name 3] and [name 4]."</p> <p>(5) "we decided in the management team [top management and generation senior leader] (...) to increase our efforts and hire new people (...) then this implementation started."</p> <p>(6) "[generation senior leader] has not been so involved in this (the project), I think he puts a lot of trust into [project leader] (...)", "every product owner or business developer, has a leading role, and that's the mandate that I give to the project."</p>
Adoption Senior Leader facilitates implementation with resources, collaboration, communication, and by influencing change	<p>(7) [when asked about additional resources after adoption decision] "we hired [name] for a time, we had also a salesperson who was working part time (...) also the sales support team."</p> <p>(8) [discussing about senior leader adoption unit] "I think he listened he definitely understand the problems that we're facing. (...) And tried, on my knowledge, the very best he could to get those things done, 'who do we need to talk to get this done?'"</p> <p>(9) [discussing about senior leader adoption unit] "he was the guy we went to first and said '[name], this doesn't work, we need to improve this' and next weekly meeting, or if it was very urgent, we might [go] over to development team."</p>
Adoption Senior Leader influences through managerial instruments	<p>(10)"[adoption senior leader] was following very closely because he's responsible for the money, so that's why and in the beginning, he was looking into it often, and when nothing happened here, he started up the this weekly in meetings and so on."</p> <p>(11)"I know that we run some competition with the ones booking most meetings with MARC, (...) which motivates people. Sometimes sales reps are afraid of bringing a colleague along since they think (...) 'I have this special relation with my client, it will be strange if you come along', but people are getting over it and getting better."</p> <p>(12) [when asked about a leadership figure in EMPL] "But also (...) from a sales perspective, [adoption senior leader] was very important to get the sales staff up and running. Because he was the one who was the manager, of and responsible for the sales team, but not the for the product."</p>
Adoption Senior Leader was motivated and enthusiastic about the project	<p>(13) "So, I [adoption senior leader] think I really gave this project a lot of love. I also held these meetings myself every week. And that was the only sales group I had weekly meetings with."</p> <p>(14) "I think that the [adoption senior leader] was really happy about the new product that could prove itself in a declining market."</p> <p>(15)"So I [adoption senior leader] think I really gave this project a lot of love. I also held these meetings myself every week. And that was the only sales group I had weekly meetings with."</p>

Table 7: Representative quotes for 2nd order concepts for Senior leadership as motivation creator and sponsorship, with high enabling support

4.1.1.1 Generation Senior Leader as sponsor

The Generation SL is important for building a bridge between the project team and top management in order to give visibility to the project. The top management is the most important stakeholder, especially during decision points (1). In both cases, top management was not directly involved in the project (2). This shows the importance of the Generation SL in guaranteeing top management buy-in and ensuring the right resources to proceed with implementation (3).

4.1.1.2 Generation Senior Leader facilitates implementation with resources, funding and mandate

During the implementation process, the Generation SL was responsible for channelling resources to the project (4), in both cases that was generally represented by human and financial resources (5). Simultaneously, the Generation SL was directly related to the amount of independence and mandate for Project Leader and Project teams received to implement innovation (6).

4.1.1.3 Adoption Senior Leader facilitates implementation with resources, collaboration, communication, and by influencing change

The analysis identified that, in the same way as the Generation SL, the Adoption SL shaped the implementation process by, first, allocating resources to the project (7). Second, by being a bridge between Adoption unit and project team (8). Finally, the Adoption Senior, as the main responsible for the project after its implementation, was directly involved in adaptation needed (9).

4.1.1.4 Adoption Senior Leader influences through managerial instruments

It was also observed that the Adoption SL had more responsibilities over the performance of the innovation in a post-implementation scenario, mainly from a financial perspective (10). Therefore, the Adoption SL had to more managerial importance, since it is responsible for setting goals (11), also on setting up the adoption unit to succeed (12).

4.1.1.5 Adoption Senior Leader as motivated and enthusiastic about the project

As discussed previously, the Adoption SL role becomes increasingly relevant as the implementation takes place (13). The enthusiasm and positivity towards the project influenced how adoption team member behave towards the project (14). Therefore, the Adoption SL played a key influencing role (15).

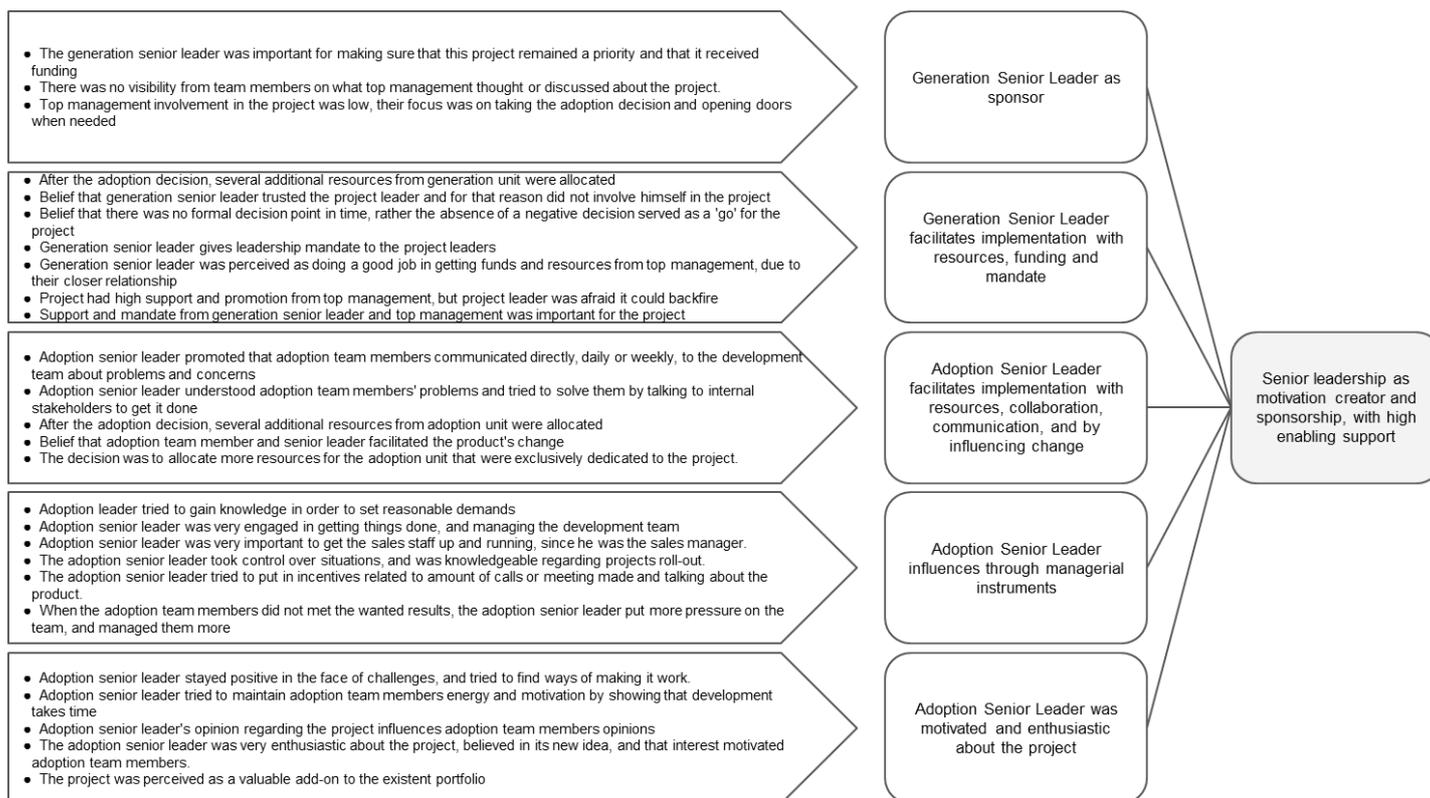


Figure 1: Data structure for Senior leadership as motivation creator and sponsorship, with high enabling support

4.1.2 Project Leadership as liaising and championing ambidextrously

Nevertheless, during data analysis the role of the Project Leader (PL) emerged. The PL was an individual responsible for driving the project forward. This role presented a strong ownership levels for the project, which was understood as the motor for PL to acquire resources and motivate others. Remarkably, it was also identified that this role normally emerges prior to the implementation process, meaning that the PL was also involved in initial stages of the innovation.

2nd order concept	Representative quotes from data collection
Project Leader acts as champion	<p>(1) "I think [project leader] (...) had this burn for the project, where [project leader] was really engaged. [Project leader] really wanted this. I think one can see that it's his baby. So he put a lot of energy into it."</p> <p>(2) "Because I think [project leader]: 'I need to do this. I want to do this. Can we do this? I need this kind of money.' (...) I think [project leader] was most important more than [generation senior leader]."</p> <p>(3) [discussing motivation to achieve goals throughout implementation] "Yes, of course, I was [motivated], but I also saw it as a long-term investment."</p> <p>(4) [when asked about project's enthusiasts] "the founder of the project, [project leader], who ran it from the beginning, who really figured out what we should deliver on and took the project that far."</p>
Project Leader balances generation and adoption activities	<p>(5) [when asked who the formal leader role was] "from my perspective (...) it's my responsibility to be (...) in charge of both how the product is developed, and also how (...) it's marketed."</p> <p>(6) "When you move into operations, and processes in a bigger organization, there's always a prioritization, so you lose that focus. So the one who is focusing on doing the best thing with the product is always the most important person."</p> <p>(7) [when asked about change in goals over time] "It went from like soft to more concrete, business-oriented goals (...) I mean, if you hire three, four people, you have to have a budget."</p>
Project Leader builds a positive and inspiring climate	<p>(8) "[project leader] is strong and positive leader, and I think [the project leader] got the team together quite quickly. And in this exploratory phase, where revenue was growing was quite a positive environment to be in."</p> <p>(9) "But [name project leader] was not the leader, like a leader (...) he was a mentor leader."; "So you have to use every part of your brain to to both inspire but also to be kind of goal-oriented."</p> <p>(10) [Discussing about project leader] "from the beginning, he [always] (...) gave an answer. Maybe not always the answer you want it, but it was a good answer. He was also a calm person, never a stressed or high pitch guy."</p>
Project Leader is a liaison across levels	<p>(11) [when asked about the most important leader of EMPL] "someone who can address all the stakeholders and combine that into the product or project."</p> <p>(12) "I had (...) regular meetings with [name -generation unit leader], and he was responsible for making sure that I had a budget to hire [name 1] and, and get the development working and so on."</p> <p>(13) [When asked about his relation to the project leader] "[in the beginning the project leader] had also to open more doors for me, before I really get to know the others, the sales staff and so on."</p>
Project Leader has a formal role	<p>(14) [When asked about formality of product leader role] "I would say it was formal, [the project leader] was my boss (...) set the framework for our rules of how to work and what to do (...) negotiated salaries (...) all that boss stuff."</p>

Table 8: Representative quotes for 2nd order concepts for Project Leadership as liaising and championing ambidextrously

4.1.2.1 Project Leader acts as champion

The PL emerged as the individual with high levels of engagement and ownership for the project (1). During the implementation process, the PL acquired resources and applied those properly (2), since this individual has a unique perspective of the project's benefit to the organization (3). Moreover, PL's ownership and engagement towards the project motivated SL and team members to contribute (4).

4.1.2.2 Project Leader balances generation and adoption activities

The analysis identified that during the implementation process, PL's activities were something in-between generation and adoption activities (5). The PL was also accountable for giving the right focus to the project as it was implemented (6). Which also meant adapting goals accordingly (7).

4.1.2.3 Project Leader builds a positive and inspiring climate

It was revealed that a positive climate within the project team facilitates implementation. In that setting, the PL became directly responsible for creating a pro-implementation environment (8). By combining rather opposing characteristics such as inspiration with goal-orientation (9), and candidness with cordiality (10). Nevertheless, by creating such positive climate the PL was facilitating the project implementation.

4.1.2.4 Project Leader is a liaison across levels

Another outcome from the analysis was the understanding that PL act as a bridge between the project and all stakeholders (11). One way the PL accomplished that was by having constant touchpoints with SL (12). Another way was by leveraging its skills to navigate the organization to open doors for project team members (13).

4.1.2.5 Project Leader has a formal role

Ultimately, although there's an understanding personal traits of the PL have its influence over others and the process itself, it is important to note that having the PL as a formalized role within the organization gives the PL the mandate needed for conducting the project towards its implementation (14).

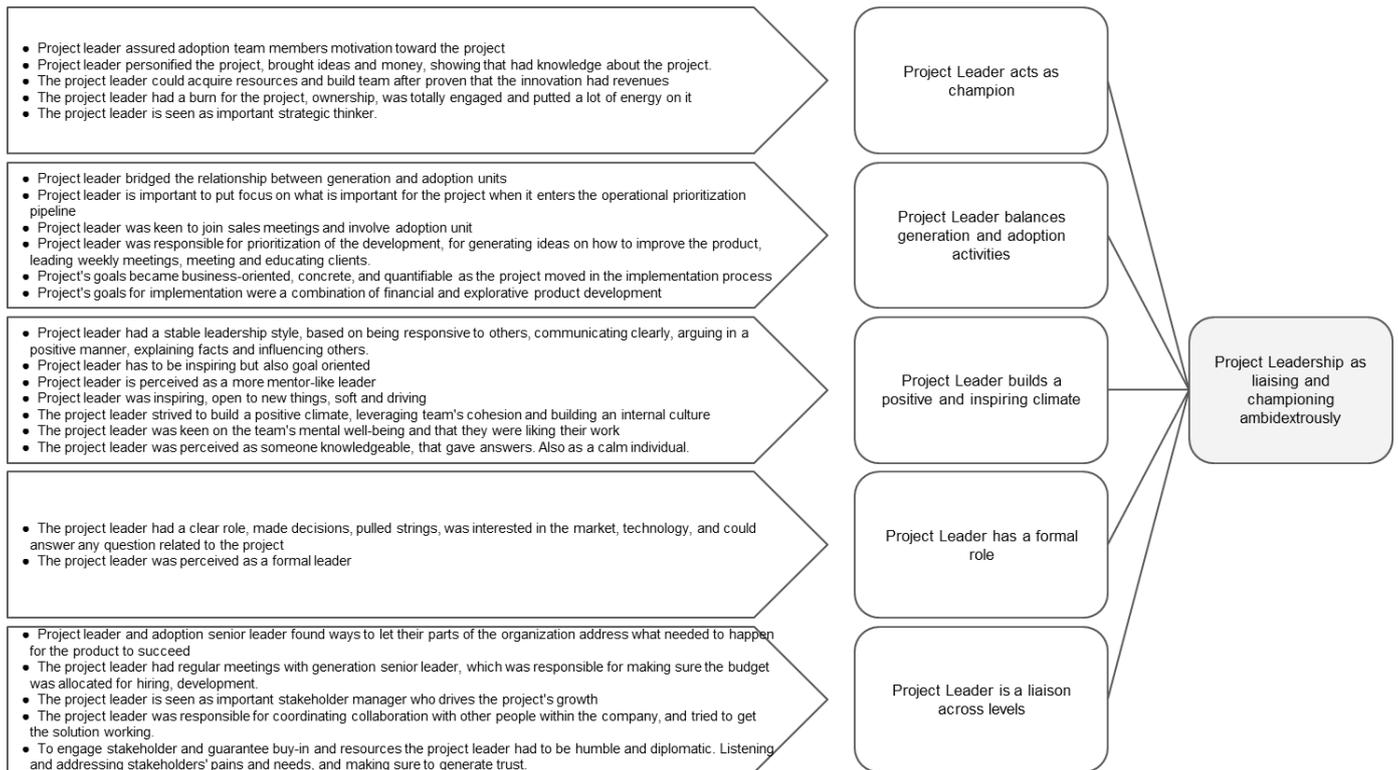


Figure 2: Data structure for Project Leadership as liaising and championing ambidextrously

4.1.3 Teams as cross-unit entities with emergent and distributed leadership

Another level where leadership manifested was within Project Teams. These team were composed by the PL and members from generation and adoption units that complemented each other's skills, and let the project in its different work streams. On the other hand, this also meant different expectation and motivations towards the project, which generated tensions. Despite the PL having a crucial role in harmonizing those tensions, it is important to consider the dynamics within the team and how leadership played during implementation beyond the PL-team discussion and focusing more on the dynamics within the team.

2nd order concept	Representative quotes from data collection
Cross-unit project teams	(1) [discussing about the enlarged team formed by generation-adoption] "What happened was that we hired new staff for that for the sales team as well. So we enlarged the team when we saw that it worked. So new people came in which also meant more buzz around the product, and better resources." (2) "In EMPL we started out with the consultant (...) and worked with that consultant quite a while, and then we got the sale staff (...) to take on this new product and implement (...) so it was different solutions for the product and for the sales process."
Multidimensional team's motivation	(3) "we are today (...) we lost a lot of time in the beginning, but then when we saw that sales was catching on quite quickly, and that meant a lot of energy into the project as well. So it was easy to motivate both in terms of the revenue, but also, we saw that it worked." (4) [when asked about motivation towards project's implementation] " the more that the project lost touch with that innovation department, that it was more incorporated to sales for me, it became less interesting." (5) [When asked about motivation within the team] "That is de-motivating a little bit that this is a big house, there is a lot of hierarchy and structure, and 'this person has to approve this."
Project Team dynamics	(6) "(...) if someone had a bad day, like in I think it's important [to] take help from others (...) So we worked close together, and we motivated each other, it wasn't just me motivating them." (7) "I think it's one of the best teams that I worked in... a lot of respect for each other... not much competition, because everyone, were good at their thing." (8) "I mean, then they became leaders over their expertise area. So I think it was a shared leadership within the group."
Tension between Generation and Adoption team members	(9) [when asked about achieving goals] "it took so long to to negotiate with those types of clients (...) so many people involved (...) and getting them to decide to do the product (...) I think we lost pace. Maybe like six months in when we were from from when we actually started selling it." (10) "sometimes I got the feeling that development [generation unit] didn't want to change certain things, because I think they see it as their little baby 'we don't want to change that because we had an idea with that from the beginning' . "

Table 9: Representative quotes for 2nd order concepts for Teams as cross-unit entities with emergent and distributed leadership

4.1.3.1 Cross-unit project teams

During implementation, the team was an enlarged team around the PL composed by individuals with complementing skills (1). This allowed the project to have leadership taking place in each work stream (2).

4.1.3.2 Multidimensional team's motivation

Another aspect of the project teams that emerged was that motivation for implementing the project came from several sources (3). This motivation was hindered on one hand, as it started to lose touch with generation unit (4) and also with the organizational constraints, as it moved towards integration within the company (5).

4.1.3.3 Project Team dynamics

The way teams worked together was by motivating each other (6), being respectful and allowing team mates to collaborate in proper times(7), meaning these teams presented somewhat shared leadership (8).

4.1.3.4 Tension between Generation and Adoption team members

Furthermore, this diverse aspect of project team created tensions points during the implementation process. From generation unit, related to long sales cycles (9), and from the adoption team related to excessive ownership from the generation members (10). These tensions emerge mainly due to differences in term of expectations, goals, and styles of leadership within each front.

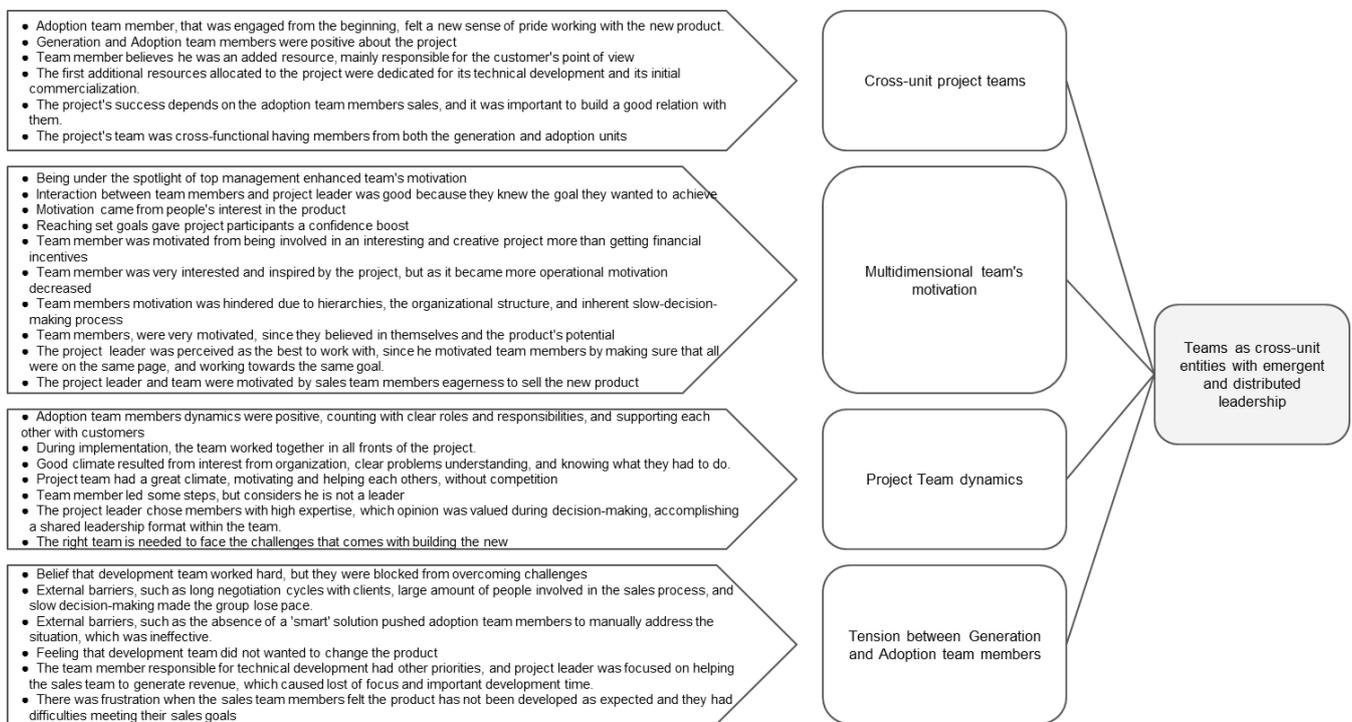


Figure 3: Data structure for Teams as cross-unit entities with emergent and distributed leadership

4.1.4 Units integration with alignment and collaboration

Ultimately, we examine aspects directly related with the dynamics within each unit in order to cope with innovation implementation. We understand that the unit's vision towards the project directly influenced its project implementation. Therefore, gaps in vision between generation to adoption units resulted in resistance regarding the project. We also observed that this was addressed through communication, collaboration and common goal setting.

2nd order concept	Representative quotes from data collection
Need for vision, processes and innovation alignment in between units	<p>(1) "The problem in the beginning was once again, as we had some different visions."</p> <p>(2) [When asked about resistance from sales team] "especially in the start, when nobody actually had worked with this, I think they were a little bit afraid (...) So I think some salespeople were a little bit afraid of risking, and some people was like 'that's what I've been waiting for'."</p> <p>(3) [when discussing the attempt of introducing a different approach to the sales process] "that was really hard to implement with the sales process (...) because, there's no time and they have a provision system that you can't just bypass because then they would earn less money."</p> <p>(4) "what we did was that we actually brought a product that wasn't done yet into the markets. And we're still testing things and building (...) finding the balance between (...) what you want to say, and what you can say."</p>
Overcome adoption unit's resistance through collaboration, integration and communication	<p>(5) "(...) We have to do this together. To to move forward. We need the old money, all the knowledge, and all the clients to put new products to the market. And we need to fund the new ones with our own money. So we had to talk about that a lot."</p> <p>(6) "That's one concrete thing: don't steal, don't become competitors."</p> <p>(7) [when asked about the factors that supported the decision] "we chose to test with the existing sales team, and that seems to work quite fine.(...) [the product was in] quite early stage, but we were showing progress (...) it made more sense to use the existing relations that we had with this staff [salespeople]."</p> <p>(8) "we have trainings and education. We had this weekly meetings. And when we had questions about the product, we always brought [team member] and [project leader] in (...) once a month or something like that. They were on these sales meetings, telling us about how the product developed and things that turned out."</p>

Table 10: Representative quotes for 2nd order concepts for Units integration with alignment and collaboration

4.1.4.1 Need for vision, processes and innovation alignment in between units

Our analysis unveiled initial differences in terms of vision between generation and adoption units (1) which generated a certain level of fear of the new (2). These gaps in vision reflected in different ways of work that potentially hindered the innovation implementation (3). Finally, on a product level these differences created the need to changes the solution along the way (4).

4.1.4.2 Overcome adoption unit's resistance through collaboration, integration and communication

Those resistances were addressed by first understanding innovation implementation as a joint effort (5), and a one-sided push (6). Second, integrating with adoption unit (7). Third, by straightening communication with adoption units (8).

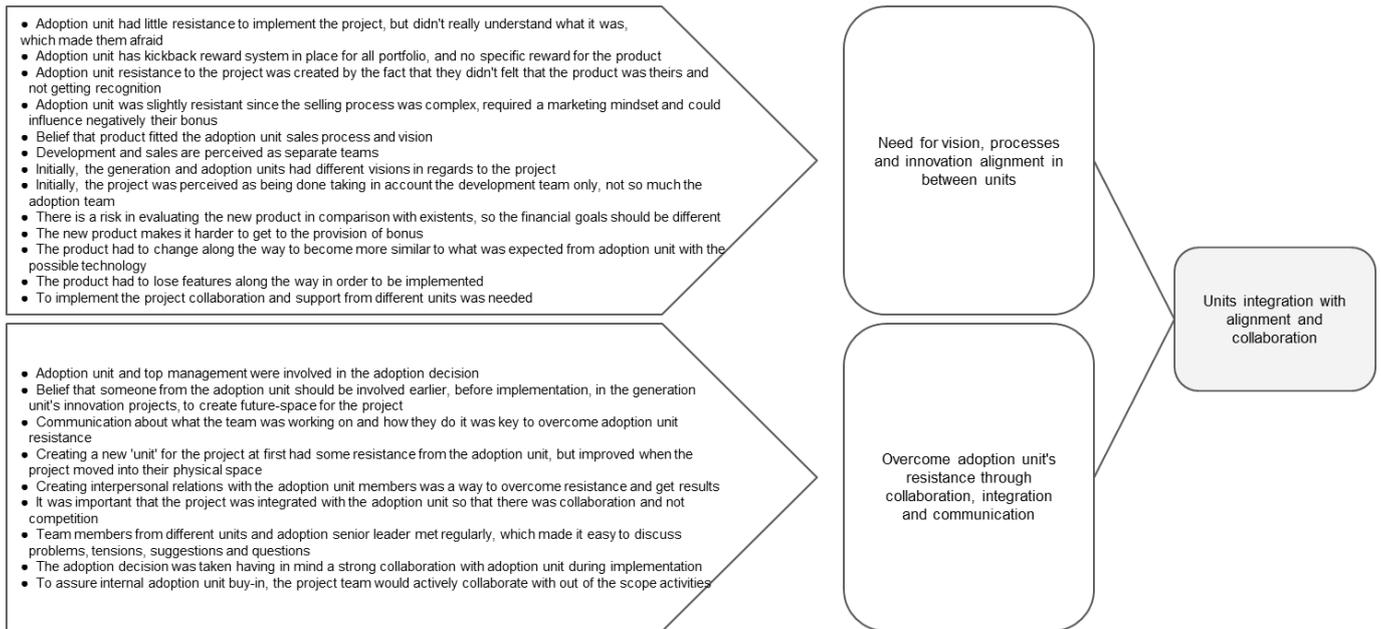


Figure 4: Data structure for Units integration with alignment and collaboration

4.2 Leadership Role in Unsuccessful Innovation Implementation

4.2.1 Senior Leadership as motivation creator and sponsorship while low enabling support

As previously discussed in Section 4.1.1, the Generation and Adoption SL influenced the implementation process differently. Indeed, within the unsuccessful case it was observed that the Generation SL had a more present involvement throughout process. The leader still acted as sponsor, and the SL was more participative in the operationalization of the project. Our understanding is that this more active role resulted from a soft involvement from the Adoption SL, that even though appears to be enthusiastic about the project, was not as present or engaged during implementation.

2nd order concept	Representative quotes from data collection
Generation Senior Leader as sponsor and problem-solver	<p>(1) "I would call myself a sponsor perhaps."</p> <p>(2) "When we asked him (generation senior leader) to join, he is always present. And he, he knows a lot about the projects. And he tried to find ways to work things out."</p> <p>(3) "He sees things from another perspective, (...) has the overview, so he can see how the project fits into the whole [company] portfolio (...)"</p>
Generation Senior Leader facilitated implementation with politics, internal buy-in, and stakeholders management	<p>(4) "The first thing we did was we put together a simplified description of the project, (...) I tested that as a prototype with the CEO and CFO (...) aim was to come up with as little decision basis for decision as possible, both for them to be able to have the time to look at it, but also for us not to produce big presentations and slides (...) the feedback on that one pager led to the final presentation with three customer cases. And more defined time frame or what kind of resource we needed (...) And then based on that feedback, delivering the final presentation."</p> <p>(5) "(...) so [generation senior leader] was important, but I don't see that the top managements were that important. I mean, the decision was important, but it's not like they're really following what's happening within CABL."</p> <p>(6) "I [generation senior leader] was also helping out with the politics that were needed and making way to some of the managers (...) that the product needed attention from, and I was also setting the structure for making the decision, for further investment in the product. And finding the way to to package that information."</p> <p>(7) "The [CABL] team had been asking for more resources for some time (...) it was combination of push from the team to get the decision, and a push back from me to get the results we needed to get the decision. "</p>
Adoption Senior Leader had motivation and enthusiasm	<p>(8) "(...) the formal leaders are to me, [adoption senior leader] and [adoption team member]. They are like really nice, happy persons that are really easy to talk to. And I think especially [adoption senior leader], really understands that we need new products like this. "</p> <p>(9) "I remember, we had these meetings with the whole sales department where I talked about the potential, that we're bringing new products into our portfolio (...) just to give more energy to the reps (...) And CABL was a good match there."</p> <p>(10) "So, yeah, but maybe I didn't sell [internally] CABL every day."</p>
Adoption Senior Leader light support	<p>(11) "there was different agenda (...) they put CABL in [the generation] side. Not the good side of bad side. But the decision was [generation senior leader], and it landed there."</p> <p>(12) "I think [generation senior leader] made that decision. I think. I don't know the background. But I think he made a decision, he had to make a guess. So he made a decision that CABL was supposed to be a product within the [generation unit] (...) I guess."</p> <p>(13) "[after the decision to not put CABL within sales] then I backed off, focusing on other things."</p>

Table 11: Representative quotes for 2nd order concepts for Senior Leadership as motivation creator and sponsorship while low enabling support

4.2.1.1 Generation Senior Leader as sponsor and problem-solver

Through the analysis of the unsuccessful case, we understood that the Generation SL believed to be a sponsor for project (1). But, more than that, the Generation SL had a more active participation and supported the project team by being directly involved in project's implementation (2), helping the project team with its unique perspective over the organization

(3). This intensified participation was mainly explained by the absence of a formal leadership figure in the project team, which will be discussed next.

4.2.1.2 Generation Senior Leader facilitated implementation with politics, internal buy-in, and stakeholders management

Moreover, the Generation SL had a strategic importance for implementation, by being the main touchpoint with top management and bridging the relation with the project (4), and was also seen as the most important leadership figure in the organization for the project implementation (5). Additionally, the Generation SL was directly involved with managing stakeholders (6) and project team in order to get the resources needed (7).

4.2.1.3 Adoption Senior Leader had motivation and enthusiasm

In this case, the Adoption SL was identified as a leadership for the project, and someone who personally believed in the benefits of novelties for the organization (8) and promoted within the adoption unit (9). However, the Adoption SL did not endorsed the project to the rest of the organization (10).

4.2.1.4 Adoption Senior Leader light support

Despite the initial motivation and enthusiasm, our analysis revealed that the Adoption SL did not promoted the project as expected due to the fact of that the decision made was to maintain the project within the generation unit (11). Additionally, this decision was the opposite of what the Adoption SL expected (12), which resulted in a lighter support towards the project implementation (13).

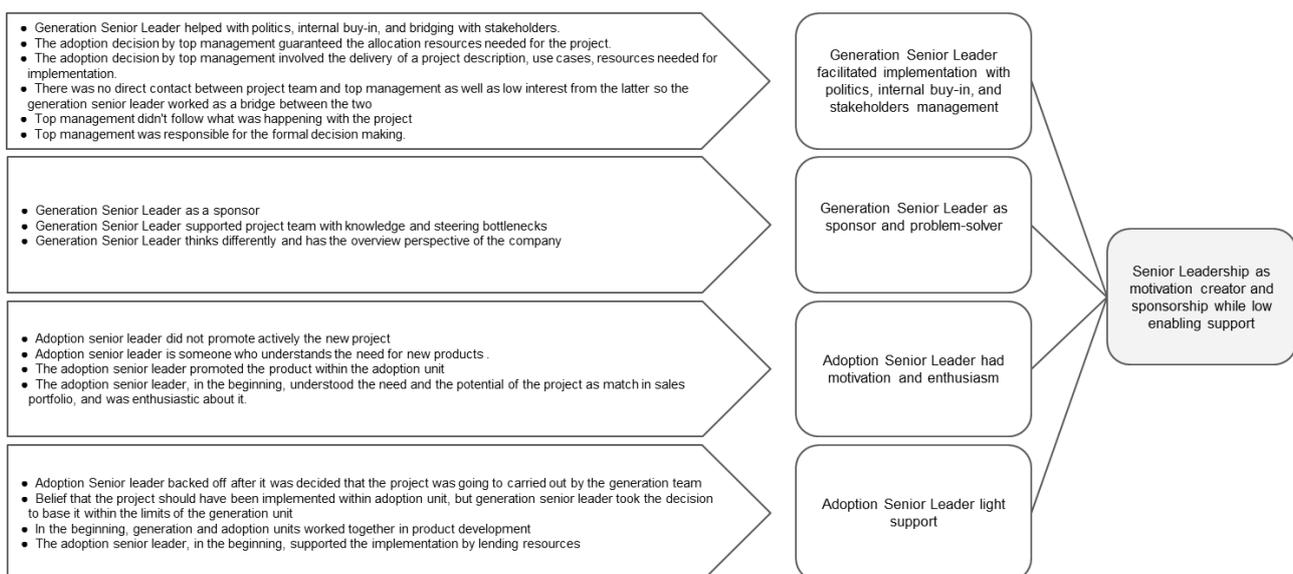


Figure 5: Data structure for Senior Leadership as motivation creator and sponsorship while low enabling support

4.2.2 Fuzzy Project Leadership in need of champion behaviour

Interestingly, the project leadership within the unsuccessful case went through changes. First, the project champion left the organization. Second, the team that became accountable for the implementation had a decentralized format and was shared among team members. From a team perspective, that was beneficial since the leadership was carried out according to specific skills. Nevertheless, that lack of a centralized figure generated confusion, mainly on adoption unit.

2nd order concept	Representative quotes from data collection
Fuzzy Project Leadership	<p>(1) "So when [idea owner] left, I think [project team member] was the one with a lot of knowledge."</p> <p>(2) "[the idea owner] was involved to the end when it's going to be implemented in the sales organization. So he has come with the idea (...) then there were three persons that took over CABL project."</p> <p>(3) "[The] team along the way has been a group of leaders in different ways, and each one of them has taken position in different parts of the process."</p> <p>(4) "(...) we don't have one person that's dedicated chief of this project. There are three persons now. And I don't see anybody that's chief in the different groups (...) it's very unclear"</p> <p>(5) [when asked about different leadership styles in CABL] "somewhere in the journey from the idea to the finished product, you need some formal leader (...) to follow them [pre-established goals] up, question them, and so set the deadline. (...) I don't see one leader that's all the way probably different leaders."</p>
Need for a champion Project Leader	<p>(6) "with everyone being part of leadership, at least, one thing we've defined in our process that we need as a role is the ambassador, the champion."</p> <p>(7) "At that time, [idea owner] made a lot of things to make this work. He met clients, I went with him to [customer company], for example. And a couple of other sales reps also brought [idea owner] out to some clients, talking about CABL and how it everything should work."</p> <p>(8) "He delegates some questions that he follow them up (...) he doesn't stop as until everything was clear. He doesn't like it either when he was unclear. So if he doesn't get the answer (...) he asked you who have the answer (...) and he was [inaudible] the building the presentation for our CEO."</p> <p>(9) "Since [idea owner] (...) left, no one has really taken the champion role. I think it's it's mostly due to the personality of the team. There's not one there with the with the skill sets and personality that makes it natural to take that role (...) that makes it more of a team effort (...) it's always easier for the organization with a clear owner, and someone who's responsible (...) [that] should talk to about this."</p>

Table 12: Representative quotes for 2nd order concepts for Fuzzy Project Leadership in need of champion behaviour

4.2.2.1 Fuzzy Project Leadership

During implementation the project team lost its formal leadership figure, an individual who had carried most of project's knowledge (1). Then, the project team changed its leadership structure to a decentralized format (2) to leverage complementary expertise (3). However, that structure change generated confusion especially from the adoption unit perspective (4). Which also missed a formal role to interact with (5).

4.2.2.2 Need for a champion Project Leader

This lack of formality also can be indicated the lack of a champion role (6), meaning the project missed an individual who championed external and internally the project (7 and 8) was lost after the leadership structure changed. This is may be due to a personality trait of the current project team (9).

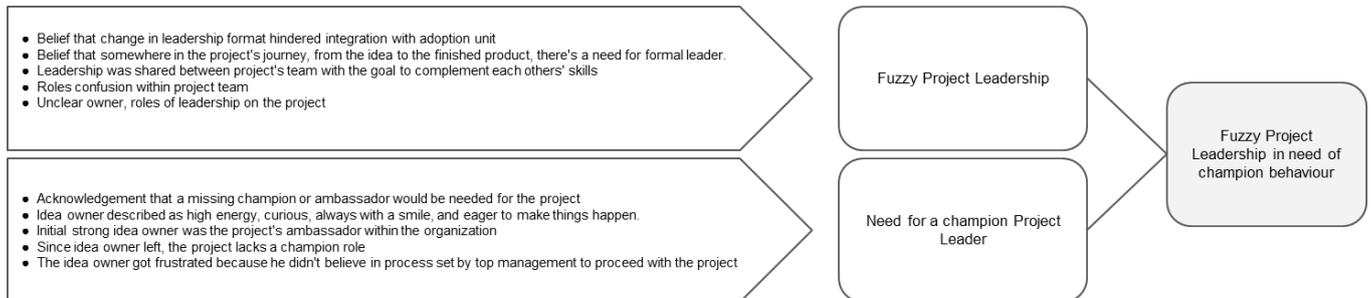


Figure 6: Data structure for Fuzzy Project Leadership in need of champion behaviour

4.2.3 Team as sole-unit entity with distributed leadership

We observed that project team was formed only generation individuals. This resulted in lack of support from the adoption unit, which pushed the project team to pursue its implementation independently. Additionally, since there a missing link to adoption unit, the team struggled with reaching desired goals, and that demotivated the project team.

2nd order concept	Representative quotes from data collection
Project team formed by generation and low support from adoption unit	<p>(1)"So when they [project team] started to work with it, we had no one from the sales department in that group. But I think they would say that, 'but we were asking the sales department all the time, but they didn't take the project out to the market'. So we ended up 'is it our fault or your fault? and nobody's fault'... It wasn't clear enough."</p> <p>(2) "The general response from sales to this tends to be positive, and showing interest, but when nothing happens (...) there could be so many things that are reasons for that. We don't know for sure if they bring the product to the client meeting,"</p> <p>(3) "I don't think they [adoption unit] are [helping driving the project forward]. They don't show it to us. Maybe they talk about it. Give... when they are in a customer meeting, they maybe they talk about CABL for a minute. But I think if they really focused on it, much more would have happened by now."</p> <p>(4) "we did a push. And then we waited for the results of that, and they didn't come. So then we did another push (...) more focused on spending our time on actual client meetings, because we saw that if we could produce sales ourselves, that was good argument to come back to the sales team. With, so 'we handle this, so you should be able to do so'. "</p>
Project team focused on product development and success	<p>(5)[when asked about non-financial goals] "to get the product working,(...) get the legal contracts in place (...) then we had work with the pipeline, where the actual sales is in the end of the pipeline soon, so having a lot of meetings with clients and focusing on where there is interest."</p> <p>(6) "the ambition from the team, they saw a potential in racing this as a product for the whole business area."</p>
Bitter-sweet project team climate	<p>(7)"If a team that believes in something, don't get the results that they expect, that they themselves put up as target for the project. That's demotivating in general (...) the motivation was affected by the results not coming in the pace that they expected."</p> <p>(8) "And some days when we felt like it was hard. And we didn't get the attention that we wanted from customers, then we were... more sad, but we tried to pick each other up and have good days anyway."</p> <p>(9) "Yes, I was very motivated. And I think we motivated each other within the team, because it's a really good and nice team. So we... there was always a good spirit. Nice energy. And we came up with a lot of good ideas."</p>

Table 13: Representative quotes for 2nd order concepts for Team as sole-unit entity with distributed leadership

4.2.3.1 Project team formed by generation and low support from adoption unit

One key aspect observed in this case was that the project team responsible for implementation had no members from the adoption unit (1). This factor hindered the initial enthusiasm for the project (2) and resulted in the lack of support during implementation (3). This pushed the project team to attempt conducting adoption units' activities by themselves (4).

4.2.3.2 Project team focused on product development and success

Since the project team did not had the explicit involvement of adoption members, the project team was clearly making more efforts on product development rather than sales goals (5). Also the team saw the project with potential to be more than just part of the portfolio (6), which distanced even further the relation with adoption unit.

4.2.3.3 Bittersweet project team climate

On top of that, as project team pursued adoption unit's activity of sales, once the goals were not achieved, it created a sense of demotivation within the team (7 and 8). On the other hand, the dynamic among team members allowed them to motivate each other (9).

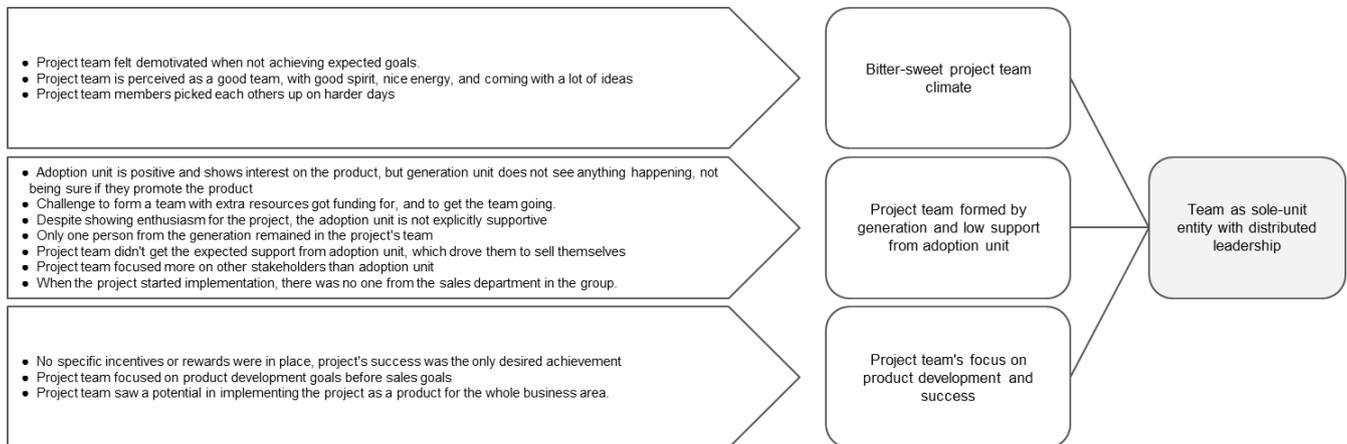


Figure 7: Data structure for Team as sole-unit entity with distributed leadership

4.2.4 Units separation with resistance to implementation

The fact that there was a low involvement of the adoption unit members in the project - soft support from SL and no adoption unit member as part of the project team - which resulted in a lack of involvement by the adoption unit. As mentioned in section 4.1.4 we understand that, for innovation to be implemented within organization, there's a need for supportive structures within the company and a shared vision between units.

2nd order concept	Representative quotes from data collection
Need for support from adoption unit	<p>(1) [implementation team should be from sales] "It was never outspoken, really. But we knew that it has to be something with sales."</p> <p>(2) [when asked about challenges to implement CABL] "to focus on the selling and scaling of the product, and our way to do that was to try influence the sales teams to bring the product to their clients, by providing training and material, information material and also trying to communicate directly with the customers."</p> <p>(3) "I don't know how it should look, but I think if we will just now leave CABL for (...) the sales team and say 'oh, now you have CABL ready, now you have it in your portfolio', I think that CABL would just die, that some customers might ask 'oh, you told us about CABL' but it would be forgotten'."</p> <p>(4) "since then [the adoption decision] we've been looking for the receiver that's supposed to take over the project. And I think I mentioned (...) 'I would like us to have a clear receiver of this project and perhaps even have delivered it into the organization'. So that has been part of their work since then.."</p>
Need for vision, processes and innovation alignment in between units	<p>(5) "it's a product that is more technical complex than most of the products they have (...) the threshold to learn how a new product works, and even if it's a standardized product, it takes some time"</p> <p>(6) [When asked if this CABL was more complex than MARC and EMPL] "if you have a standardized product and add a new feature, then that feature needs to be understood to start with by the team themselves, and to communicated it in a clear way to the next part in line, which is the head of sales, then to the sales team, then to the client, and then to the clients' boss. It's like the whisper game, the more contacts that are needed to get this new product and to get the decision of using the new product the worst this complexity becomes."</p> <p>(7) "it's a product that is more technical complex than most of the products they have (...) the threshold to learn how a new product works, and even if it's a standardized product, it takes some time"</p>
Adoption unit resistance to implementation	<p>(8) "In the beginning, the sales manager [adoption team member], he was really enthusiastic, because he's responsible for the sales representatives with the bigger clients. So I think he really thought that, 'well, this is a great idea, we can make some good money by selling this.' So he was really motivated."</p> <p>(9) "The product hadn't changed, is the same project... the same product for a year ago, or one and a half year ago when I dropped off and [idea owner] dropped it off to somebody else."</p> <p>(10) "I tend to see here the middle management as one of the big obstacles for innovation and bringing new products to markets (...) [because they are] there to deliver on operational goals. So everything that is new, is also a threat to their both existence at some point (...), but mostly for their prioritization to deliver on their existing product."</p>

Table 14: Representative quotes for 2nd order concepts for Units separation with resistance to implementation

4.2.4.1 Need for support from adoption unit

We identified that adoption unit was an important stakeholder to be involved from the beginning (1). Initially their effort to influence the adoption unit into being more engaged in the project (2). At the same time, the project team was worried that the project would not be successful if

it was handed to the adoption unit (3). This triggered an internal struggle in finding a project receiver within the company (4).

4.2.4.2 Need for vision, processes and innovation alignment in between units

The complexity of the project (5) created the need for organization change, in terms of practices (6), but this need in some way to aligned with adoption unit's practices (7).

4.2.4.3 Adoption unit resistance to implementation

Furthermore, what was an initial enthusiasm from the Adoption unit (8) turned into frustration as the project seemed not evolve over time (9). This caused lack of support and priority in Adoption unit and threatened for the project's implementation (10).

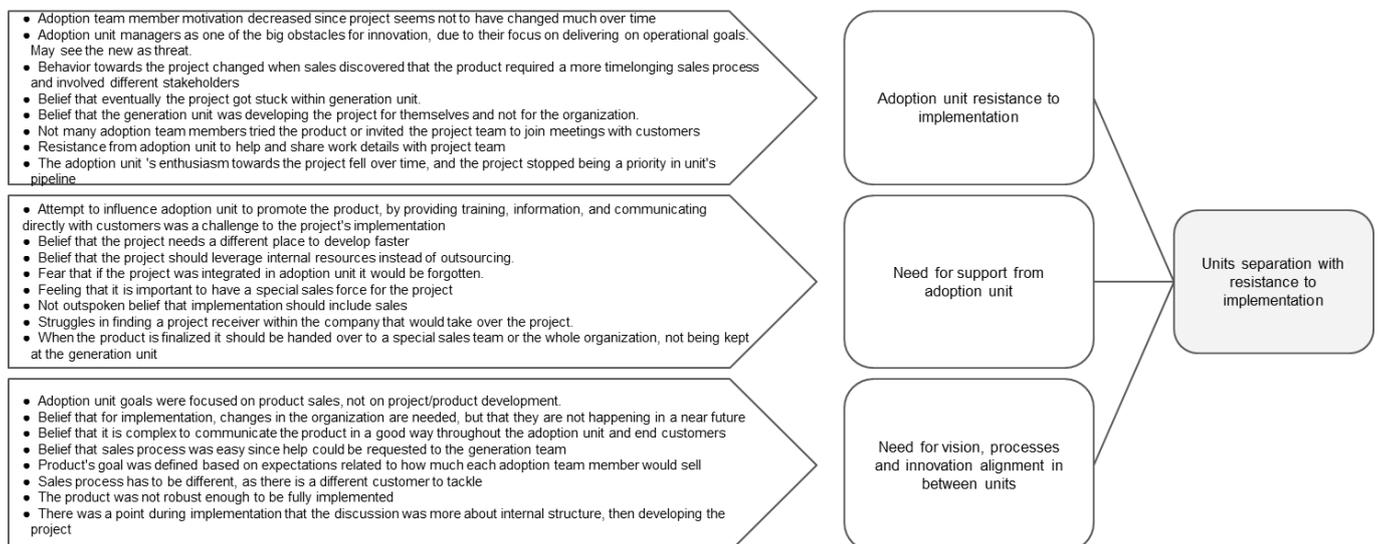


Figure 8: Data structure for Units separation with resistance to implementation

5. Discussion

In the present chapter, first, relations between the two cases are shown, according to Eisenhardt and Graebner (2007) approach. Second, a discussion of the findings and their connection to extant literature is presented, as well as a simplified model of the outcomes of the comparative case study.

5.1. Case Comparison and Relations

Contrasting analysis presented on chapter 4 is possible to depict similarities and differences between the two cases – successful and unsuccessful RI implementation. A high number of conclusions revealed to be unexpected for the researchers, being discussed in detail on the following section. In the good practice of Eisenhardt and Graebner (2007), the cases are compared from different viewpoints in order to assure a cross-assessment of relationships. On figure 9, it is possible to visualize the two cases, and how leadership plays out in the RI implementation process and in the relation between units. The following subchapters are based on the discussion of these dynamics and how can they be translated to generic findings in RI implementation.

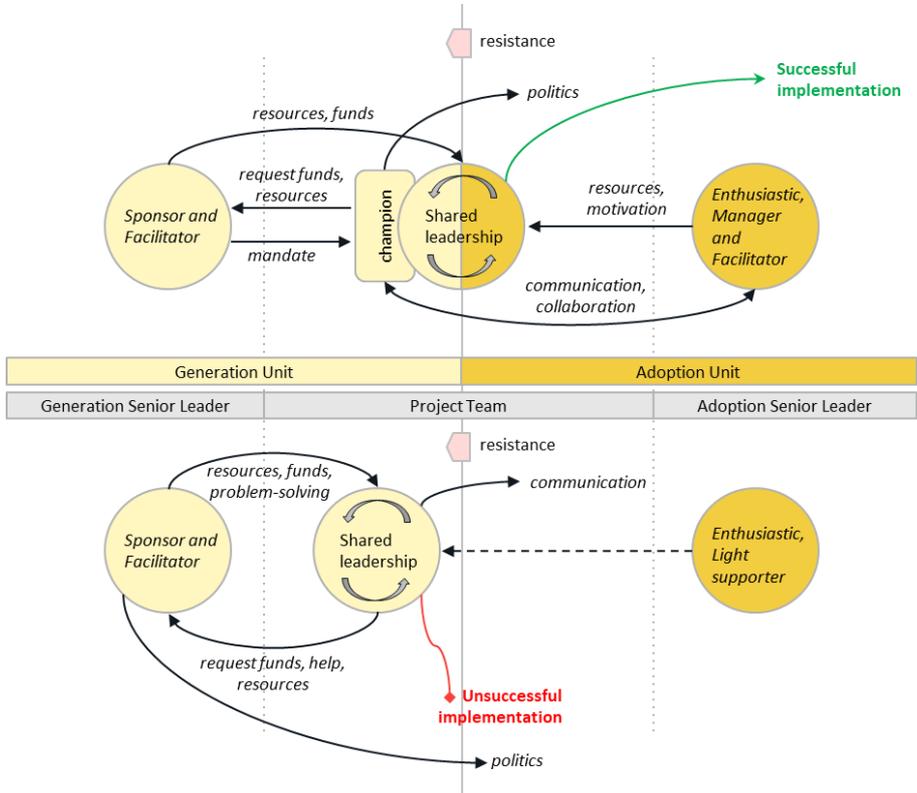


Figure 9: Case Comparison model with the role of Leadership on RI Implementation

5.1.1. Adoption Decision

As referred in the chapter 2 (table 2), the present study uses a framework for Innovation Implementation that determines that the process starts with the Adoption Decision (Chung & Choi, 2018; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996). During the analysis of both the successful and unsuccessful cases, it was possible to understand some similarities between how leadership played out for this decision and during implementation. However, we felt the need to further explore the similarities and differences in between cases for adoption since it is undoubtedly connected with further implementation performance.

Similarly, in all projects the adoption decision was undertaken by top management. Regardless, the level of formality varies between the successful and unsuccessful case. While in the first the decision was perceived as the absence of a negative verdicts, the latter counted with a formal decision based on the assessment of three business cases:

"I don't really remember a formalized decision (...) I think that (...) more like a series of, of decisions (...) there wasn't like one very big key decision, it was more like(...) just going along (...) more like a lack of negative decisions" (C)

"The first thing we did was we put together a simplified description of the project, (...) I tested that as a prototype with the CEO and CFO (...) aim was to come up with as little decision basis for decision as possible, both for them to be able to have the time to look at it, but also for us not to produce big presentations and slides (...) the feedback on that one pager led to the final presentation with three customer cases. And more defined time frame or what kind of resource we needed (...) And then based on that feedback, delivering the final presentation." (A)

"Top management was more the formal decision, they took the decision." (I)

Furthermore, for the successful case, the adoption decision was taken envisioning collaboration between the generation and adoption units during implementation. Whilst on the unsuccessful case, the decision was of driving implementation through a team inside the generation unit – made up of existent and purposely hired resources. The latter created tensions between the units, as the adoption unit leader and members believed the project should be integrated into the adoption unit and got the perception their opinion was not regarded. For that reason, adoption SL got distant from the project:

"(...) at that time, I said, move CABL to the sales department (...) we get this' (...) And I said, '(...) We can develop it." "But there was no opening for that. So, it got stuck with [generation unit]." "(...) then I backed off, focusing on other things." (B)

This decision, on our interpretation, will affect how the implementation proceeded and mainly how the relation between units developed overtime. It will be further explained on 5.1.4. Lastly, another relevant point of the adoption decision is the sourcing of resources and funds for the

projects, enabling a larger structure for implementation. On both cases resources were hired internal and externally, funds were allocated, and goals were set.

5.1.2. Distant Top management and Senior Leadership's sponsor role

Considering the Case company specific setting, the Generation SL, as the head of innovation, is the first contact point with top management. This cannot be generalized for different organizations, and therefore we will analyse it as SL in general. One interesting finding of the cases analysis was that on both situations there was almost no visibility from the project team members on what was the opinion of top management as well as the involvement with such entity was low. Interviewee E points out:

"I didn't see much.... Maybe they [top management] talked about it on their meetings. But didn't see anyone more than [adoption senior leader]."

Also, there is a feeling that SL was more relevant than top management:

"(...) so [generation senior leader] was important, but I don't see that the top management was that important. I mean, the decision was important, but it's not like they're really following what's happening within CABL." (I)

The distance from the team, and consequently the project, to the higher organizational layers could be hindering to the implementation. However, no particular finding was made on this behalf. In fact, interviewees recall that top management was relevant for the adoption decision, giving a distant mandate and opening some doors:

"[MARC] was a top management decision to start (...) [but] I didn't really notice top management within our department so much." (G)

"I think top management (...) [was responsible for] paving the way and, and opening doors." (A)

"(...) also the CEO [and top management], at that time, they weren't down to team level, but it is really important to have the mandate from them" (F)

And that the SL would bridge between teams and top management, collect funds and promote innovation projects:

"I would say, [generation senior leader] made a great job collecting money for this innovation hub, telling the CEO, the importance of putting money into this kind of projects." (B)

"So actually, we reported through [generation senior leader], so we didn't meet top management that much or handed in figures only for CABL that that was more like a bunch of all the projects within [company]. It's not like we've been in constantly dialogue with the top management, it goes more through [generation senior leader] and not [CEO], we only met him once." (I)

"I would call myself a sponsor perhaps." (A)

As a similarity in between the two cases, there is no way of understanding the relevance of high-level sponsorship and the distance between top management and teams to the successful pursuit of RI implementation. Hence, the former relation is considered as contextual – it affects the following relations but cannot be characterized as positive or negative for implementation.

5.1.3. Shared Team Leadership and the effect of a formal Project Leader

Coming to the project team's leadership, on both cases there is a perception from team members that leadership activities are distributed inside the team, and that in different moments, different leaders emerge:

"I mean, then they became leaders over their expertise area. So, I think it was a shared leadership within the group." (F)

"All the people on the team are smart people. They all are leaders (...) I think everybody stepped up and said 'okay, here, I have to take more client responsibility role'." (H)

"Yes, I think so. I think me and [name] (...) we're both leaders" (I)

This configuration of shared leadership, as referred by interviewee F, is portrayed as a facilitator of good climate and environment within the team. However, it is not fully understood by the adoption unit members on the unsuccessful case study.

"(...) we don't have one person that's dedicated chief of this project. There are three persons now. And I don't see anybody that's chief in the different groups (...) it's very unclear" (J)

The difference between the two cases is pertinent since it unveils a need for formalization of leadership for better understanding from the adoption unit. This factor appears to be crucial to leverage a contact point between the adoption and generation units.

"(...) I think everybody thought it was easier to talk about CABL [before]. Because if any questions came up, they could always go to [idea owner] ask. I'm sure [project team member] and [project leader] can answer the question as well. But it just wasn't so clear, so obvious." (B)

[could you ask any of the three team members] "I want to go to one person that knows the answer. And if that person doesn't know the answer, (...) I don't like when it's unclear." (J)

Moreover, there is a clear understanding of both project leaders in the successful case as having a champion behaviour, while there is clearly a lack of this behaviour on the unsuccessful case project team.

"With everyone being part of leadership, at least, one thing we've defined in our process that we need as a role is the ambassador, the champion." "Since [idea owner] (...) left, no one has really taken the champion role. I think it's mostly due to the personality of the team. There's not one there with the with the skill sets and personality that makes it natural to take that role (...) that makes it more of a team effort (...) it's always

easier for the organization with a clear owner, and someone who's responsible (...) [that] should talk to about this." (A)

As interviewee A refers, it would be easier for the organization as a whole, and adoption unit in particular, to have a clear project owner. Taking in account interviewee's constructs, ownership, champion behaviour and formality appear to be relevant for implementation. Whilst it is difficult to take a definite assessment on shared leadership's value for the process.

5.1.4. Internal politics, communication and units' separation vs integration

In the context of this study, implementation is taken as a process of handing over from generation to adoption unit (consult chapter 2). The two units have different activities, settings and goals, as the first strives on developing innovations and the second on getting value out of them. Observing the analysed cases, it was possible to understand that the relation in between units was crucial for the exercise of RI implementation:

"(...) when the sales (...) felt like 'oh, I work my ass off, and the ones getting all the... all the high fives are MARC' they actually have power to work against you." "(...) it was kind of like 'okay, that baby you have over there. It's not my baby'. So that was a challenge to get them [adoption unit] to believe in it." (F)

On one hand, both cases dealt with resistance from the adoption unit towards implementation. On the other overcoming it seems to be better handled on the successful rather than on the unsuccessful one. Internal politics appear dissimulated in interviewees' answers. For instance, successful case PLs conducted efforts to increase adoption unit's buy-in. In one of the described situations, interviewee F guaranteed that adoption unit members would receive monetary bonus for each new product's sale conducted by the project team:

"(...) what was really important was that whatever is sold to this customer, you [adoption team member] get a bonus, a kickback or reward. Because, otherwise, the [adoption team member] will think that I'm stealing his customers." (F)

Also, building interpersonal relationships and supporting ambassadors within the adoption unit was discussed as relevant to tackle resistance:

"I'm not kidding when I say charm, because every salesperson, customer or leader in the organization, it all comes down to relations. So, I mean, yeah, I went on some lunches. I was going to after works. I was talking to everyone, like 'hi, how's everything going with your kids?' at the coffee machine. That's the way to get results also." (F)

"I had some workshops, and stuff like that. But... I think I had few [adoption team members] who were very interested (...) if there's engagement, then you could like, build on that and talk to them. [He would] be my ambassador to take it to the others later." (F)

Many agents in the successful case agreed that it is key not to create competition, but in fact enhance collaboration. This could be achieved either with shared goals, or stimulating regular cross-unit meetings and communication:

"And I would say in the beginning [project leader] goals were set together with the sellers, more like we can do this too. And we can ask the market what should [we] develop." (B)

"I met with them [sales staff] regularly. And I was like a guest on their weekly meetings, and I had (...) training sessions with them(...) to... help sort of ease out those tensions." (C)

"We tried to inform them how we work, and (...) get them to know that we are doing the work." (G)

Nevertheless, on the unsuccessful case several attempts to leverage resistance were taken. Instead of the PLs, the only interviewee acknowledging that was working with internal politics was a SL. Moreover, the team tried to exert influence over adoption unit with training, information material and by having direct communication with customers.

"I was also helping out with the politics that were needed and making way to some of the managers (...) that the product needed attention from (...)” ... "to focus on the selling and scaling of the product, and our way to do that was to try influence the sales teams [adoption unit] to bring the product to their clients, by providing training and material, information material and also trying to communicate directly with the customers." (A)

These efforts were fruitless. In fact, when facing low support and resistance from the adoption, the generation unit implementation strategy relied on tacking sales themselves. There was a belief that by showing that sales were feasible, the project team would regain trust and backing from the adoption unit.

"We have relied on the same organization to help us launch [the] product in the market and spent quite a lot of time to train them and speak to them about the product. So, they all know about it, but they don't really promote it in the way that it's needed in the market. So, every campaign that we brought in has been sold by our team, which is not really the way we should go and use our shared resources." (A)

"We did a push. And then we waited for the results of that, and they didn't come. So, then we did another push (...) more focused on spending our time on actual client meetings, because we saw that if we could produce sales ourselves, that was good argument to come back to the sales team. With, so 'we handled this, so you should be able to do so [too]'. " (A)

Adoption SL points out that the first idea owner, who was responsible for the project prior to the adoption decision, leveraged internal politics and cross-unit communication, which is taken as something non-observable with the new team.

"Well, if we talk about [idea owner] as a leader, he was really fully engaged and really enthusiastic about this product. Coming up to the sales department, like every day, asking questions, and you know, spreading ideas and asking things which [project team member] and [project leader] does not do. [generation senior leader] never did it." (B)

Unexpectedly, the different units had very contrary approaches on what should make the project successful. Generation unit felt that if the projects was handed over to the adoption team it would die, and the opposite feeling for the adoption team.

"I think if you put CABL in different type of place in the organization, then it will be (faster)." [what do you envision as different if CABL was delivered to the adoption unit] "I think the process (...) (would be) much quicker, because (...) we have dialogue with our customers every day." (J)

"I don't know how it should look, but I think if we will just now leave CABL for (...) the sales team and say 'oh, now you have CABL ready, now you have it in your portfolio', I think that CABL would just die, that some customers might ask 'oh, you told us about CABL' but it would be forgotten." (I)

These contradictory perceptions dictate the growing units' separation. From this point of view, the patterns are showing that integration is needed for RI implementation, and that it is the role of leadership to infuse it through internal politics, communication and collaboration.

5.1.5. Adoption Senior Leader motivation and managerial instruments

One factor that was similar in both cases was that the adoption SL showed interest for the innovation ideas. For the SL, products could be favourably explored within their current portfolio and would leverage new revenue streams or more complete sales solutions. Unexpectedly, enthusiasm for the unsuccessful implementation's product appeared to be as high as for the successful case products.

"(...) in the beginning, I was really excited. I had a lot of meetings together with [idea owner] (...) We saw great potential. And I went to a couple of meetings, five or six meetings with different clients, and they were all really interested, with a lot of questions, but really interested (...) I felt like, 'wow, this might be some really good, perfect match for our portfolio'." (B)

Despite the initial motivation, the decision to put the project within the generation unit and what was observed as a slowdown in the project, lowered enthusiasm during time in adoption unit.

"I want CABL to be so much more now (...) it hasn't changed that much (...), and that makes me frustrated because I know that it's really good" "The motivation was from high to medium to low, when don't get the answer (...) and then the energy, motivation, and everything was very low. And it's still low." (J)

Even though, in the successful case some adoption team members felt less motivated over time, especially when facing bottlenecks, the adoption SL strived to motivate them and help unblock arising issues. By being enthusiastic with the projects, the SL could positively influence team members.

"(...) as a leader, [I had to] put some extra energy to the sales rep (...) hanging with their heads. Kept telling them that we have to understand that things are taking time, things develop, happen along the way, etc, etc, let's focus on this." (B)

SL would also use some managerial instruments to promote enthusiasm and drive amongst adoption unit members towards innovations being implemented. On the case company, the adoption reward system is designed to promote sales in a generalized way, and not specific to a pre-determined product. Still, on the successful case it was possible to unveil that SL would endorse meetings and contacts connected to a new product sale through unofficial rewards. Similar did not happen in the unsuccessful case.

"I think, [senior leader adoption unit] try to put in some incentive moneys in if we could reach...(...) But it was more like 'can we get these many calls done?' and talk about our working products. There's an incentive in there for you, but it wasn't connected with a sales figure." (D)

"I know that we ran some competition with the ones booking most meetings with MARC, (...) which motivates people." (B)

Adoption SL concludes that a bigger effort should have been made to support the unsuccessful project, by internal promotion and question often the project's team. While interviewee F recons that adoption SL's opinion is key to influence positive or negatively the adoption unit.

"(...) since [idea owner] left. I have considered CABL as a [generation unit] product (...) and maybe I should have asked more but I haven't." "But about that time [during implementation] (...) the sales department didn't focus as much on it then. To be honest, I don't think we did. We knew that we had it. But we didn't talk about this as a new product as much as we did when [idea owner] was here." "I remember, we had these meetings with the whole sales department where I talked about the potential, that we're bringing new products into our portfolio (...) maybe I didn't sell [internally] CABL every day." (B)

"[Adoption senior leader] has a very important role, because if he believes in something, his organization will: 'okay, so our leader believes in this, then I believe in this'. But maybe even more important, if they can sense that he doesn't think MARC is important, then is really tough." (F)

In fact, interviewee I from the unsuccessful case affirmed that the adoption SL could have facilitated the product's implementation via rewards or added resources:

"If the [adoption senior leader] would say that "you can get extra money to sell new products" or "we will arrange a team of it CABL salespeople", or... then it would be something different. But there were not such initiatives yet, so." (I)

In brief, adoption unit is largely influenced by its SL. Therefore, his opinion or measures may hamper implementation if they are not directed at its success or are inexistent at some point.

5.1.6. Cross-unit teams and innovation implementation focus

Last, the implementation of innovations, especially in the case company context, is mainly conducted by a team, in a project format. As previously discussed in 5.1.1., the adoption decision formatted the two case teams. On the successful case, the project teams were in some way integrated with the adoption unit, whilst on the unsuccessful case, the team was within the generation unit solely. The latter did not include any adoption unit member in its configuration, which was rather different from the project's earlier days where the team was cross-functional.

"So, when they [project team] started to work with it, we had no one from the sales department in that group. But I think they would say that, 'but we were asking the sales department all the time, but they didn't take the project out to the market.'. So, we ended up 'is it our fault or your fault? ...and nobody's fault'... It wasn't clear enough." (B)

As pointed out, there was a mismatch in perceptions of what should be done by the generation and adoption units. While, on one side, the adoption unit felt the project was not under their umbrella, on the other the project team was expecting their thorough support.

"We didn't get the support from the sales organization that we thought we would. We thought that they were going to be enthusiastic and happy to have a new product and that it would be easy to sell it to customers." (I)

However, both parties seem to have a similar opinion – the project would need a special sales force, dedicated to the new product in order to succeed.

[about additional resources] "(...) I think that when you have that project, you must have some dedicated person that's driven." (J)

"And I think it's really important to have special sales force for [the project] (...)" (I)

It is possible to observe that in this unsuccessful case, there is a major focus on product development. Regardless, on the opposite case the focus is distributed between product development and sales, namely the activities of generation and adoption units. Balancing the two streams and assuring progression, without compromising delivery's quality is a task of PLs.

[when asked about transparency between teams] "we often didn't have like meetings with all of us together [generation and adoption units], because I wanted to shield [name] from the input from the sales staff, because (...) they often have like, thousands of ideas(...) And if you have developers sitting there trying to figure out what they want, then it's very easy to lose focus. So, I wanted to be (...) a filter [from] the salespeople"

"from my perspective (...) it's my responsibility to be (...) in charge of both how the product is developed, and also how (...) it's marketed." (C)

One thing that stood out when analysing collected data was that both units feel the urge to change the other's outcome – meaning product and process. Leveraging this change appears as a complicated matter throughout the different projects. On the successful case, however, PLs and SLs managed to infuse this change in some situations. As an example, the product had to become more operational and the adoption unit had to learn a new sales process.

[when discussing changes in the product during implementation] "That was like losing innovation potential and becoming more operational. That was a big change that had to happen in order to fit in." (H)

"(...) it was also something totally different for them [adoption unit] to sell. It was a bit complex, because you don't sell like, millimeters, and paper, you have to sell stories. So, the salesperson has to be much more of a market mind to understand 'okay, your company has this challenge, how can I help you communicate your customers' with just something else than being... just selling ads." (F)

[when discussing the attempt of introducing a different approach to the sales process] "that was really hard to implement with the sales process (...) because, there's no time and they have a provision system that you can't just bypass because then they would earn less money." (H)

Concluding, it is possible to understand that RI implementation brings the need for a dual focus on product development and sales (e.g.) as the activities of IG and IA units. Also, recognising the interviewees as knowledgeable agents allows for the realization that there is a necessity for cross-unit support during RI implementation. Thus, on team level, leadership must provide conditions for collaboration.

5.2. Findings

Combining in-depth case analysis with cross-case comparison it is possible to depict general findings. These will be further used for building the theory model. On table 15 the outcomes of the research are presented leading to generic conclusions that can be applicable to a larger audience. From all findings, shared leadership appears to be the sole that the case comparison did not allowed for a clear-cut view on how its role for RI implementation is. However, since it enhanced the positive team climate it will be taken in consideration for theory building.

Level	Leadership as	Gioia, Corley & Hamilton (2013)		Eisenhardt (1989); Eisenhardt & Graebner (2007)	Findings
		Successful Case Aggregate Dimensions	Unsuccessful Case Aggregate Dimensions	Case Comparison	
Senior Leader	Content	Senior Leadership as motivation creator and sponsorship, while high enabling support	Senior Leadership as motivation creator and sponsorship while low enabling support	<ul style="list-style-type: none"> - SL bridge between teams and Top management - SL filled the gap left by Top management - SL behavior influences how the innovation is implemented - SLs managed to infuse this change in some situations 	Influencer
	Process				Enabling leadership
Project Leader	Content	Project Leadership as liaising and championing ambidextrously	Fuzzy Project Leadership in need of champion behaviour	<ul style="list-style-type: none"> - Dedicated chief & Champion behavior - Leverage a contact point between the adoption and generation units - PLs managed to infuse this change in some situations 	Champion
	Process				Ambidextrous leadership
Team	<i>related to Content</i>	Team as cross-unit entity with emergent and distributed leadership	Team as sole-unit entity with distributed leadership	<ul style="list-style-type: none"> - Leadership activities are distributed inside the team - Distributed focus between product development and sales 	Cross-unit
	<i>related to Process</i>				Shared leadership
Unit	<i>related to Content</i>	Units integration with alignment and collaboration	Units separation with resistance to implementation	<ul style="list-style-type: none"> - Avoid competition, enhance collaboration by shared goals, or stimulating regular cross-unit meetings and communication - building interpersonal relationships and supporting ambassador 	Collaboration
	<i>related to Process</i>				Integration

Table 15: Findings from in depth case study and case comparison

5.3. The role of Leadership on Radical Innovation Implementation

The goal of the present research is to understand how leadership plays a role in RI implementation. After a thorough analysis of two opposite case studies, and their relationships, it was possible to arrive to a simplified model that attempts to capture the dynamics of leadership *per* content and process. RI implementation is shown as a process that is affected by leadership, still, in reality, the interplay between the two – leadership and implementation – was found to be recurrent and iterative.

In the theory model (figure 2) two gear wheels are presented – one represents the RI implementation process, including adoption decision and routinization, and the other represents the dynamics between leadership, teams and units.

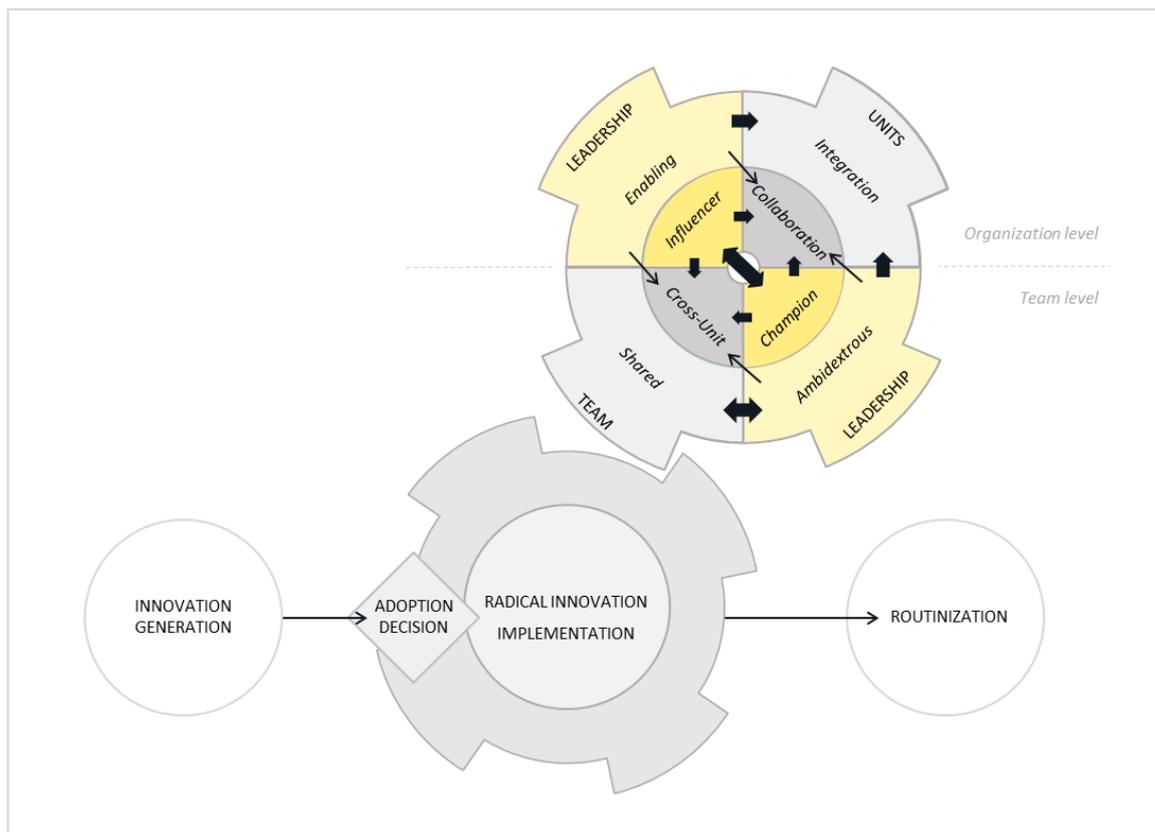


Figure 10: Model of the Role of Leadership in Radical Innovation Implementation

5.3.1. The role of Leadership as influencer

Throughout the study, it was possible to identify that SL influence over followers – PLs, teams and units, – was symbiotic to RI implementation outcome. As presented in 5.1.5, how leaders perceive the innovation and its implementation affects directly followers’ perceptions. Considering the dual unit organization, this means that leadership on both sides can either hinder or leverage the RI integration process. As such, leadership influence may be regarded as coming from the leader’s motivation in the first place.

In line with Johnson (2001) and Chung and Choi (2018), higher level leaders promoting implementation, have a special interest in the novelty, and create a strategic message aimed at motivating lower organizational levels. This top-down process is resisted by a bottom-up detractor movement from operational followers (Chung & Choi, 2018). It is in this environment that influence becomes a strategic asset to be able to conduct implementation and overcome

resistance. Influence was seen as a motor for improved units collaboration and cross-unit teams forming, which in the end allows for lower resistance to change (Leonard-Barton, 1988b).

As a trait commonly associated with transformational leadership (Diaz-Saenz, 2011; Khalili, 2017), influence is perceived as being directed at leveraging followers' intrinsic motivation – e.g. motivation via inspiration and individualized consideration. Correlated to it, from both cases it was possible to learn that motivation and enthusiasm, in particular from the adoption SL, defined how much more influence activity would be directed at intrinsic motivation. In the unsuccessful case for instance, the decreasing enthusiasm resulted in light support and almost none influence over the project from the SL. On the other hand, it was also observable that SL influenced through managerial instruments, such as challenges, rewards, and controlling – which may be accounted as transactional leadership (Avolio, Walumbwa & Weber, 2009; Diaz-Saenz, 2011). These actions were aimed at provoking extrinsic motivation amongst followers and worked well in the context of the adoption unit. Hence, it can be perceived that both transformational and transactional leadership can be beneficial to the exercise of RI implementation, adding to the recent studies on how the two types can be applicable for the overall innovation process (Mumford & Licuanan, 2004).

5.3.2. The role of Leadership as champion

Champions were referred throughout literature, both as important for innovation implementation and for RI (Jenssen & Jorgensen, 2004; Kuratko, Morris & Covin, 2011; Leonard-Barton, 1988a; McDermott & O'Connor, 2002). Their personal drive, enthusiasm and ownership move innovations forward on the process (McDermott & O'Connor, 2002). For that reason, it was expected to find this type of behaviour within the cases. Regardless, it was interesting to observe the difference of having or not a champion between the successful and unsuccessful cases. As explored earlier, the champion PLs were largely better perceived by the adoption unit. The formality of their role accounted for less resistance, or in other words, more acceptance and support. Consistent with Tidd and Bessant (2014b), these actors represented an effective team leadership, which is a success factor for high performance teams.

Also, champions were able to build internal relationships and navigate between different organizational levels, influencing positively collaboration between units and within cross-functional teams. Of extreme importance, the liaison facet of champions in the successful case

related to being able to get funding, unblock bottlenecks, acquire resources and above all create a positive leader reputation. Nevertheless, in the unsuccessful case, almost all interviewees agreed on the need for champion behaviour for improved collaboration. This learning confirms the stance in reviewed literature and adds depth by depicting a positive champion, liaising across levels.

5.3.3. The role of Enabling Leadership

As expanded on chapters 4 and 5.1., SL can play an intermediate role in between the project's team and organizational mechanisms, as it was the case of requesting for funding and decision-making. This kind of activity made it possible for RIs to be implemented and in a way created the basis for the innovation process. If sometimes the abovementioned role can be translated into the concept of sponsor (Leonard-Barton, 1988a; McDermott & O'Connor, 2002), i.e. individuals who support champions with resources, funding and opening doors, it appeared to the researchers that the importance of leadership was beyond mere sponsorship. Truthfully, SL had a major impact on balancing the different units – IG and IA, – and the different levels – from top management to operations, utilizing facilitators.

As in this case there were two SL, one for each unit, enabling leadership was a combination of both leaders' activities. Be it by giving common goals, or aligning the vision, for instance, the SLs were able to balance the bureaucratic with the adaptive leadership in the organization (Uhl-Bien & Marion, 2011; Uhl-Bien, Marion & McKelvey, 2007). This leadership as process happened for both the team and units. On the team, enabling leadership meant creating a beneficial climate for innovation implementation, contrasting the bureaucratic structures in place and giving support on problem-solving (Johnson, 2001; McDermott & O'Connor, 2002).

On the units' level, it meant enabling conditions for acceptance and crossed work. Promoting internally the new products may be regarded as one of possible activities taken in the successful case study, which missed for the unsuccessful. In fact, enabling leadership has a crucial role when dealing with RI implementation. The fact that RI are arriving to implementation stage still in development, plus the fact of being more complex products attains a need for mutual change in the product and organization (Leonard-Barton, 1988b). Change was observed as being an uncomfortable topic – since units expect others to change in order to arrive to a fit

solution. Consequently, enabling knowledge transfer and communication between the two parties is essential for successful implementation.

Moreover, the overall goal of enabling leadership in the context of RI implementation would be units' integration. Creating the bridges and smooth passages between units, seems a bit structural topic, but definitely accounts for the handover. One example could be MARC, which strategy to include the project team within the boundaries of the adoption unit proved to be valuable. As adoption SL referred, it was about collaboration and not competition.

5.3.4. The role of Ambidextrous Leadership

Coming back to leadership at the team level, one of the findings that become more evident as valuable for the current thesis, was the fact that not only individuals or groups, but activities need to be balanced. Having mutual change as the underlying principle of RI implementation, generation and adoption need to happen at the same pace within the project team. Moreover, PLs in the successful case did a great assessment of the different units' team members needs and how they could leverage a better teamwork. In line with the authentic leadership, ambidextrous leadership was accomplished by promoting a safe and positive environment, where individuals correlated with different activities could feel valued (Avolio, Walumbwa & Weber, 2009; Khalili, 2017).

Furthermore, ambidextrous leadership was managed via enhanced levels of trust between project leader and team members, on which the aforementioned climate served as basis for reciprocal process between followers and leaders, both in motivation and knowledge – e.g. PL felt motivated with adoption unit's enthusiasm to sell, - corresponding to tendencies to followership and LMX (Anand et al., 2011; Bligh, 2011). Members said to feel like they led some activities based on their own expertise, for both cases. In fact, this can be depicted as emergent shared leadership (Avolio, Walumbwa & Weber, 2009; Harris, 2008).

Concluding, ambidextrous leadership allowed for an overarching focus on different facets of RI implementation, combining them in a smooth way. As it was not seen in the unsuccessful case, there is more grounded basis to admit that it is a crucial leading activity for implementation.

5.3.5. Leadership dynamics

As a finalizing note for the discussion chapter, the authors would like to emphasize the interplay between team and organizational level leadership. Even amongst different levels leaders' relations exist, which affect the RI implementation process. Not only the relationship sponsor-champion appeared, confirming existent literature (Leonard-Barton, 1988a). But also, a deeper exchange relationship was depicted. PLs, especially in the successful case, built communication, discussion and problem-solving dynamics with SLs. Actually, team leadership, and even teams, only existed from leadership efforts, as e.g. mandate to choose project leader on adoption decision. However, the implementation process seems to require a team format and wide-organizational leadership may not be enough for its exercise. Leadership at all levels is critical for RI implementation.

6. Conclusion

The following chapter will present the conclusions of the thesis. The learnings are further elaborated by, first, presenting the contribution of the thesis to the field of research in RI implementation. Second, we discuss the limitations of the research. Third, managerial implications and practices are proposed. Finally, we recommend paths for future research.

6.1. Contribution

The present study was aimed at unveiling the role of leadership in RI implementation. With the basis of a comparative case study, it was possible to understand how leadership played out in successful and unsuccessful implementation processes. By contrasting patterns in between the two, the researchers were able to find four roles that affect successful RI implementation. Foremost, leadership and RI implementation were found out to have a dynamic and symbiotic interplay, on which, during time, leadership assumes the needed formats. In all cases, motivation and development were changeable throughout the process, for which leadership played different roles.

For the fields of leadership and innovation implementation was pertinent to discover that at least two levels of leadership are relevant and interdependent – on the team and organizational levels (namely, SL and PL, in the context of this study). Since, innovation implementation is an organizational-wide change process, characterizing how structure and individuals in form of leadership affect it becomes crucial. Also, the study fills the gap in leadership literature, in between the leadership for innovation as creation and generation of novelties, and the organizational leadership theories more normative in their core.

Navigating in this mist between IG and IA units, can be facilitated by specific leadership roles as it was found out during the study. One of the most interesting findings was that enabling and ambidextrous leadership, as respectively processes of organization and team levels, allow for balancing of activities and individuals, leveraging collaboration, and ultimately integration. Moreover, tackling change revealed to be an uncomfortable topic that underlines the main resistance to RI Implementation. Confirming the latter as process of mutual change (Leonard-Barton, 1988b), content leadership roles of champion and influencer are especially important. Champions and influencers try to build internal acceptance by influencing change, motivating and showing drive and enthusiasm.

With this research, the researchers were able to contribute to the literature with an in-depth view of the leadership dynamics. In particular, a layer of specificity was added by understanding the differences between content and processual leadership. In that way, not only the traits were depicted but also, and eventually more importantly, the leadership functions (Bryman, 2013; Denti & Hemlin, 2012). Moreover, the study also enhances the study of innovation implementation as an eventual piece in the overall diffusion and commercialization process. By giving greater detail to what leadership must be in place for a successful outcome, it influences positively the basis process of RI implementation in the business unit.

Concluding, the study reveals an overarching need for integration, collaboration and cross-unit constellations, which must be conducted via different leadership roles. It confirms mutual adaptation as the basis for RI implementation, enhancing it with a dynamic and iterative view.

6.2. Limitations

First, a potential limitation for this research was the uneven number of projects considered for the cases - two projects for the successful case and one for the unsuccessful -, as it was the number of interviewees considered for each - eight for the successful case and four for the unsuccessful. This disproportion may cause distortions between cases and is a potential risk for the data analysis. Nevertheless, the researchers' decision was to carry-on the analysis in order to overcome biased patterns that would emerge from the successful case analysis (Eisenhardt & Graebner, 2007).

Second, the researchers couldn't count with top management's input for the research. The interviewees with the highest level were department heads. Even though these individuals were considered high level within the case company, and were closely involved in the adoption decision, these were not the decision-makers. Such limitation prevented the researchers from gaining a thorough understanding of the implementation process, especially over the adoption decision.

Third, as previously defined in chapter 2, routinization is a part of the implementation process and viewed as the integration of the innovation and its features into the organization processes (Chung & Choi, 2018; Damanpour & Wischnevsky, 2006; Johnson, 2001; Klein & Knight, 2005; Klein & Sorra, 1996). However, the researchers couldn't grasp in-depth knowledge

regarding routinization of innovations within the case company, since external factors (e.g. regulations) inferred in some of the project's institutionalization.

6.3. Managerial Implications

From this research, we concluded that the discussion of leadership in RI implementation context is a topic close to what practitioners often face as challenges within organisation. Therefore, we suggest a special attention to the adoption decision, units' resistance to the innovation implementation, and factors beyond organizational boundaries.

First, our research confirms that the innovation adoption decision, as suggested by Klein & Knight (2005), is a less resource-intensive component of the innovation implementation. This decision may be taken in formats - informal or formal - and by different individuals - Top Management or SL. Moreover, our results suggest that the adoption decision triggers resources' allocation - e.g. human and financial -, and most importantly, the setting of goals and expectations from stakeholders.

Second, our findings suggest that during RI implementation there is a certain level of resistance from adoption units. We believe that this opposition is caused by the concern related to changes RIs bring to organizations and daily operations, as pointed out by Leonard-Barton (1988b, 1988a) and Johnson (2001). However, we noticed that, by showing a genuine enthusiasm for the innovation, the SL created a better climate for unit members to accept the innovation. Additionally, we observed that SLs put in place practices that incentivize and facilitate collaboration and a shared environment between the unit and the project, such as training, regular meetings, and involvement of members during the implementation process. These strategies allow employees to adapt better to the innovation, and open space for the innovation to be enhanced in order to become a routine.

Finally, our research takes an internal perspective on how leadership plays a role during innovation implementation. However, we observed that while some innovations are being implemented within the company from IG to IA units, they are simultaneously being adopted and diffused throughout consumer markets (Rogers, 2003). Or being affected by external factors and organizational restructuring (Millar, Groth & Mahon, 2018). Additionally, as suggested by Moore (2014), as innovation progress towards more mainstream markets, they

need adaptations, just as internal do. Therefore, we believe that practitioners should bear in mind that the pressures to adapt innovations may come both from within and outside of company's boundaries. This means that developing an organizational setting which is adaptive becomes an imperative for successful RI implementation.

6.4. Future Research

In brief, we consider the research field could benefit from future research that contemplates different structures, research designs, further explore the different outputs of implementation, and the roles of SLs. First, for future research we recommend a similar study to be conducted within organizations that do not present defined hierarchies and tend to be more collaborative - i.e. 'flat' organization. With that, there's potential for leadership actors to emerge naturally, which would be beneficial for observing its role during innovation implementation.

Second, following the suggestions of Chung and Choi (2018), we recommend that future research on innovation implementation considers a longitudinal research design, instead of retrospective. We believe that this provides researchers with the possibility to observe the process of implementation in-loco, which increases the quality of data collected and mitigates bias within case studies (Eisenhardt & Graebner, 2007; Leonard-Barton, 1988b).

Third, this research considered that innovations were either implemented successfully or unsuccessfully. On the other hand, as discussed in chapter 2, scholars have different interpretations for those outcomes (Chung & Choi, 2018; Johnson, 2001; Leonard-Barton, 1988b). Furthermore, following Klein and Knight (2005) understanding that innovation implementation effectiveness accounts for the overall innovation effectiveness, we believe that research should consider not only the outcome of the innovation implementation, but the changes and adaptations occurred in the product and the organization throughout the process.

Ultimately, we suggest future research to consider both leaders' perspective in order to understand their moderating and mediating roles during innovation implementation. Particularly the Adoption SL, that seemingly had a great impact on how the innovation was implemented and routinized within the adoption unit. Furthermore, we recommend considering inputs directly from top management - a limitation of this research - specially to gain insights regarding adoption decision and their involvement in the overall process.

7. Reference List

- Aarikka-Stenroos, L. & Lehtimäki, T. (2014). Commercializing a Radical Innovation: Probing the Way to the Market, *Industrial Marketing Management*, vol. 43, no. 8, pp.1372–1384.
- Alvesson, M. & Sveningsson, S. (2003). Good Visions, Bad Micro-Management and Ugly Ambiguity: Contradictions of (Non-)Leadership in a Knowledge-Intensive Organization, *Organization Studies*, vol. 24, no. 6, pp.961–988.
- Anand, S., Hu, J., Liden, R. C. & Vidyarthi, P. R. (2011). Leader–Member Exchange:Recent Findings and Prospects for the Future, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Avolio, B. J., Walumbwa, F. O. & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions, *Annual Review of Psychology*, vol. 60, no. 1, pp.421–449.
- Bligh, M. C. (2011). Followership and Follower-Centred Approaches, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Bryman, A. (2013). *Leadership and Organizations*, edited by Kegan Paul, 5th edn, Oxfordshire: Routledge.
- Bryman, A. & Bell, E. (2011). *Business Research Methods*, 3rd edn, New York: Oxford University Press.
- Burcharth, A. & Ulhøi, J. (2011). Structural Approaches to Organizing for Radical Innovation in Established Firms, *Entrepreneurship and Innovation*, vol. 12, no. 2, pp.117–125.
- Caza, A. & Jackson, B. (2011). Authentic Leadership, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Chiu, H. H. (2018). Employees’ Intrinsic and Extrinsic Motivations in Innovation Implementation: The Moderation Role of Managers’ Persuasive and Assertive Strategies, *Journal of Change Management*, vol. 18, no. 3, pp.218–239.
- Choi, J. N. & Moon, W. J. (2013). Multiple Forms of Innovation Implementation, *Organizational Dynamics*, vol. 42, no. 4, pp.290–297.
- Chung, G. H. & Choi, J. N. (2018). Innovation Implementation as a Dynamic Equilibrium: Emergent Processes and Divergent Outcomes., *Group & Organization Management*, vol. 43, no. 6, pp.999–1036.
- Crossan, M. M. & Apaydin, M. (2010). A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature, *Journal of Management Studies*, vol. 47, no. 6, pp.1154–1191.
- Damanpour, F. & Wischnevsky, D. (2006). Research on Innovation in Organizations: Distinguishing Innovation-Generating from Innovation-Adopting Organizations, *Journal of Engineering and Technology Management*, vol. 23, no. 4, pp.269–291.
- Dearing, J. W., Meyer, G. & Kazmierczak, J. (1994). Portraying the New: Communication Between University Innovators and Potential Users, *Science Communication*, vol. 16, no. 1, pp.11–42.
- Denti, L. & Hemlin, S. (2012). Leadership and Innovation in Organizations: A Systematic Review of Factors That Mediate or Moderate the Relationship, *International Journal of Innovation Management*, vol. 16, no. 03.

- Diaz-Saenz, H. R. (2011). Transformational Leadership, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Eisenhardt, K. M. (1989). Building Theories from Case Study Research, *Academy of Management Review*, vol. 14, no. 4, pp.532–550.
- Eisenhardt, K. M. & Graebner, M. E. (2007). Theory Building From Cases: Opportunities And Challenges, *Academy of Management Journal*, vol. 50, no. 1, pp.25–32.
- Fichman, R. G. (2000). The Diffusion and Assimilation of Information Technology Innovations, in R. W. Zmud (ed.), *Framing the Domains of IT Management: Projecting the Future through the Past*, ed. Inc., Cincinnati, OH: Pinnaflex Educational Resources, pp.105–128.
- Gil, F., Rico, R., Alcover, C. M. & Barrasa, Á. (2005). Change-oriented Leadership, Satisfaction and Performance in Work Groups, *Journal of Managerial Psychology*, vol. 20, no. 3/4, pp.312–328.
- Gioia, D. A., Corley, K. G. & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research, *Organizational Research Methods*, vol. 16, no. 1, pp.15–31.
- Gopalakrishnan, S. & Damanpour, F. (1997). A Review of Innovation Research in Economics, Sociology and Technology Management, *Omega*, vol. 25, no. 1, pp.15–28.
- Grint, K. (2011). A History of Leadership, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Harris, A. (2008). Distributed Leadership: According to the Evidence, *Journal of Educational Administration*, vol. 46, no. 2, pp.172–188.
- Jenssen, J. I. & Jorgensen, G. (2004). How Do Corporate Champions Promote Innovations?, *International Journal of Innovation Management*, vol. 08, no. 01, pp.63–86.
- Johnson, J. D. (2001). Success in Innovation Implementation., *Journal of Communication Management*, vol. 5, no. 4, p.341.
- Johnson, J. D. (2018). Symbolic Innovations: Consequences of Convergence of Adoption and of Implementation, *International Journal of Innovation and Technology Management*, vol. 15, no. 06, p.1830001.
- Khalili, A. (2017). Creative and Innovative Leadership: Measurement Development and Validation, *Management Research Review*, vol. 40, no. 10, pp.1117–1138.
- Klein, K. J. & Knight, A. P. (2005). Innovation Implementation, *Current Directions in Psychological Science*, vol. 14, no. 5, pp.243–246.
- Klein, K. J. & Sorra, J. S. (1996). The Challenge of Innovation Implementation, *Academy of Management Review*, vol. 21, no. 4, pp.1055–1080.
- Kotter, J. P. (2001). What Leaders Really Do, *Harvard Business Review*, vol. 79, no. 11, pp.85–97.
- Kuratko, D. F., Morris, M. H. & Covin, J. G. (2011). *Corporate Innovation and Entrepreneurship*, Madison, USA: South Western Publishing.
- Kusiak, A. (2009). Innovation: A Data-Driven Approach, *International Journal of Production Economics*, vol. 122, no. 1, pp.440–448.
- Leifer, R., O’connor, G. C. & Rice, M. (2001). Implementing Radical Innovation in Mature Firms: The Role of Hubs, *Academy of Management Perspectives*, vol. 15, no. 3, pp.102–113.
- Leonard-Barton, D. (1988a). Implementation Characteristics of Organizational Innovations, *Communication Research*, vol. 15, no. 5, pp.603–631.

- Leonard-Barton, D. (1988b). Implementation as Mutual Adaptation of Technology and Organization, *Research Policy*, vol. 17, no. 5, pp.251–267.
- Lincoln, Y. S. & Guba, E. G. (1985). *Naturalistic Inquiry*, Beverly Hills, CA: Sage Publications.
- Marvel, M. R. & Patel, P. C. (2018). Self-Leadership and Overcoming the Time Resource Constraint: Accelerating Innovation for New Products, *IEEE Transactions on Engineering Management*, vol. 65, no. 4, pp.545–556.
- McDermott, C. M. & O'Connor, G. C. (2002). Managing Radical Innovation: An Overview of Emergent Strategy Issues, *Journal of Product Innovation Management*, vol. 19, no. 6, pp.424–438.
- Millar, C. C. J. M., Groth, O. & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations, *California Management Review*, [e-journal] vol. 61, no. 1, pp.5–14.
- Moore, G. A. (2014). *Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers*, New York: HarperCollins Publishers.
- Mumford, M. D. & Licuanan, B. (2004). Leading for Innovation: Conclusions, Issues, and Directions, *The Leadership Quarterly*, vol. 15, no. 1, pp.163–171.
- Mumford, M. D., Robledo, I. C. & Hester, K. S. (2011). Creativity, Innovation and Leadership: Models and Findings, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- O'Connor, G. C. & DeMartino, R. (2006). Organizing for Radical Innovation: An Exploratory Study of the Structural Aspects of RI Management Systems in Large Established Firms, *Journal of Product Innovation Management*, vol. 23, no. 6, pp.475–497.
- Pérez-Luño, A., Wiklund, J. & Cabrera, R. V. (2011). The Dual Nature of Innovative Activity: How Entrepreneurial Orientation Influences Innovation Generation and Adoption, *Journal of Business Venturing*, vol. 26, no. 5, pp.555–571.
- Pielstick, C. D. (2000). Formal vs. Informal Leading: A Comparative Analysis, *Journal of Leadership Studies*, vol. 7, no. 3, pp.99–114.
- Rogers, E. M. (2003). *Diffusion of Innovations*, 5th edn, Free Press.
- Slater, S. F., Mohr, J. J. & Sengupta, S. (2014). Radical Product Innovation Capability: Literature Review, Synthesis, and Illustrative Research Propositions, *Journal of Product Innovation Management*, vol. 31, no. 3, pp.552–566.
- Somech, A. & Drach-Zahavy, A. (2013). Translating Team Creativity to Innovation Implementation, *Journal of Management*, vol. 39, no. 3, pp.684–708.
- Tidd, J. & Bessant, J. (2014). *Strategic Innovation Management*, 1st editio., John Wiley & Sons.
- Uhl-Bien, M. & Marion, R. (2011). Complexity Leadership Theory, in A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (eds), *The SAGE Handbook of Leadership*, Thousand Oaks, CA: SAGE, p.551.
- Uhl-Bien, M., Marion, R. & McKelvey, B. (2007). Complexity Leadership Theory: Shifting Leadership from the Industrial Age to the Knowledge Era, *Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. The leadership quarterly*, vol. 18, no. 4, pp.298–318.
- Utterback, J. M. (1971). The Process of Technological Innovation Within the Firm, *Academy of Management Journal*, vol. 14, no. 1, pp.75–88.
- Verganti, R. (2008). Design, Meanings, and Radical Innovation: A Metamodel and a Research Agenda *, *Journal of Product Innovation Management*, vol. 25, no. 5, pp.436–456.

- Wang, G. & Miao, C. F. (2015). Effects of Sales Force Market Orientation on Creativity, Innovation Implementation, and Sales Performance, *Journal of Business Research*, vol. 68, no. 11, pp.2374–2382.
- Wolcott, H. F. (1990). Making a Study “more Ethnographic, *Journal of Contemporary Ethnography*, vol. 19, no. 1, pp.44–72.

Appendix 1. Interview Guide

Introduction

The present interview will be used for research purposes on the behalf of our master thesis. The interview will be recorded, but names will be anonymized and undisclosed throughout the process, unless for review by the interviewers. You are not obliged to answer any questions you may feel uncomfortable with and you may stop this interview at any time.

We are studying how leadership takes place during the implementation of innovations. We understand leadership as role and as an activity. Our goal is to study the implementation process of specific projects within ‘Case Company’ and how leadership manifested through the process.

Background

Structuring: We like to begin by discussing briefly about your background and ‘Project A’

1. Could you tell us more about your background in ‘Case Company’?
2. Could you tell us more about ‘Project A’?
3. How did ‘Project A’ idea arise?
 - a. Did it have an idea owner?
 - b. Up until what point of the project, was the idea owner present?
 - c. Was ‘Project A’ based on a need expressed by the organization?
4. How was the team composed during the conceptualization of ‘Project A’?
 - a. Was it any different from the team responsible for its operation?
5. Was there a leadership figure in ‘Project A’?
 - a. [if yes] Was it formal?
 - b. Were there any informal figures?
6. What was your role and responsibilities regarding ‘Project A’?
 - a. Were you involved in the early stages of project?
 - b. Would you consider yourself having a leadership role in the project?

Innovation Adoption

Structuring: We will now focus on more specific stages of the “Project A’

7. Could you describe how was it decided that 'Project A' would be integrated to 'Case Company'?
 - a. When was that decision made?
 - b. Who was involved in that decision?
 - c. What was the outcome of the decision?
 - d. What factors would you say supported the decision?
8. Were there any additional resources allocated to 'Project A' after the decision?
 - a. [if yes] Did anyone in particular lobbied or convinced others for those resources?
9. How did you felt when the decision to proceed with 'Project A' was taken?

Implementation process

10. What happened after the decision?
11. Did 'Project A' had any goals to achieve after the decision?
12. What were the challenges for implementing 'Project A'?
 - a. Did someone take initiative to overcome them?
13. Were there any changes needed in the original project in order to facilitate its implementation?
 - a. [If yes] Were these changes facilitated somehow?
14. Did 'Project A' created the need of change in the organization?
 - a. [If yes] Were these changes facilitated somehow?
15. Did you felt motivated to achieve 'Project A' goals?
16. Did you play any role in motivating others?
17. Were there any rewards or incentives in place to achieve 'Project A' implementation?
 - a. [if yes] What were they?
 - b. [if yes] Did you felt motivated by them?
18. Were there any additional resources needed during implementation?
 - a. [if yes] How were they acquired?
19. Did you saw any signs of resistance towards Project A' implementation?
 - a. [if yes] How was it overcome?
20. How was the motivation of the team towards the project?
 - a. Was anyone particularly enthusiastic about 'Project A'?
21. How would you define the team's climate during 'Project A' implementation?
 - a. How was it from a psychological aspect?

- b. How was it from an ethical aspect?
22. How was the interaction between the team members of 'Project A'?
 - a. And how were the team's interactions with the project leader?
 23. Were you leading any activities during the implementation process?
 - a. [if yes] which activities?
 - b. Were there other leaders within the project?
 24. Was the team implementing 'Project A' different from the team receiving it?
 - a. [if yes] How was the relationship between those teams?
 - b. [if yes] Was there any facilitation needed between both teams?
 25. Would you say that the implementation of 'Project A' was successful?

Routinization

Structuring: After implementing, we understand that projects goes through a routinization process within the company. Therefore, we would like to discuss from your perspective on that topic.

26. When was it recognizable that the project had become a routine inside 'Case Company'?
27. Did the team suffer any changes after implementation?
 - a. [if yes] How did it changed?
 - b. Was the leadership the same after implementation?

Leadership

Structuring: Moving away from the implementation process. We would like to ask you some questions related to leadership in a broader sense.

28. Do you see any differences in leadership styles throughout the implementation process?
29. Who was the most important leader of 'Project A'?
 - a. Why?
30. What was the role of top-management (C-level, board members, etc.) and middle-management (Department heads, Team managers, etc.) in the process?
31. Do you see other roles within the 'Case Company' that directly affected the results of 'Project A' implementation?

Closing Questions

32. Would you like to add any further comments or questions?

Thank you for your time and support in this research.

Appendix 2. Quotes and 1st order concepts per interviewee

2.1 Interviewee A

Project	Quote	1st order
EMPL	[when asked about who was involved in the decision to adopt] "sales [adoption unit], of course, to start with (...) we did some presentations for the board. They were very positive and wanted to scale the project in the whole [case company]. So involving, to some extent, but more communicating what we did and getting positive feedback"	Adoption unit and top management were involved in the adoption decision
EMPL	[when asked about sign of resistance] "I think it's one of the few products that really has been greeted by the organization, made sense to a lot of people from the beginning. "	Belief that product fitted the adoption unit sales process and vision
EMPL	[when asked the reason sales was adapting fast to the project] "It fit their process (...) it made sense to them. This was an improvement to what they already sold. So it was easy to them to argue that for the client or the customers."	Belief that product fitted the adoption unit sales process and vision
EMPL	"for management (...) making room for the product in their particular organizations"	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
MARC	"It was implemented in a way that meant that they were their own team running it (...) MARC was a new concept that didn't fit into the existing organization."	Creating a new 'unit' for the project at first had some resistance from the adoption unit, but improved when the project moved into their physical space
EMPL	"every product owner or business developer, has a leading role, and that's the mandate that I give to the the project."	Generation senior leader gives leadership mandate to the project leaders
EMPL	"[project leader] was sort of middle manager and [adoption unit senior leader], sales director as well, (...) they found ways to let their parts of the organization address what needed to happen for the product to succeed."	Project leader and adoption senior leader found ways to let their parts of the organization address what needed to happen for the product to succeed
MARC	"[project leader] started with being a leader on her own, with both selling and everything she did, and also influencing others moving into a point in time where she had a team that reported to her(...) she had the same approach to leading herself and influencing others, that then having a team that reported to her. Always about being responsive to others, and trying to communicate in a clear way. Argue in a positive manner, explaining facts and so on influencing in in a positive way."	Project leader had a stable leadership style, based on being responsive to others, communicating clearly, arguing in a positive manner, explaining facts and influencing others.
EMPL	"When you move into operations, and processes in a bigger organization, there's always a prioritization, so you loose that focus. So the one who is focusing on doing the best thing with the product is always the most important person."	Project leader is important to put focus on what is important for the project when it enters the operational prioritization pipeline
EMPL	"[the project leader] had a more general approach to the project involving sales and so on from the beginning to get their input (...)"	Project leader was keen to join sales meetings and involve adoption unit
EMPL	"in the EMPL case, the revenue incentives were at the sales departments. So we could focus a lot on the actual product and making that better (...) we've been able to focus on the explorative way of working."	Project's goals for implementation were a combination of financial and explorative product development
MARC	"[Project leader have been] making decisions on formats and how we should go about it (...) to be able to deliver to customers, then we use external freelance resources (...) we have built the business and had a revenue coming in (...) all of that went into the decision with the management team to spend more resources on it (...) At that point it was just [project leader]. So they said yes."	Support and mandate from generation senior leader and top management was important for the project
MARC	"we decided in the management team (...) to increase our efforts and hire new people (...) then this implementation started."	Support and mandate from generation senior leader and top management was important for the project
EMPL	[when asked about formalities between generation ad adoption teams] "They were meeting [in] some occasions, of course, the salespeople always wants to be out selling, and not spending time in internal meetings. So we had a few sit downs, discussing the product development and making sure that they had what they needed."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"I think my team has always been quite motivated by the task itself. It's an interesting task."	Team members, were very motivated, since they believed in themselves and the product's potential

EMPL	[when asked about the factors that supported the decision] "we chose to test with the existing sales team, and that seems to work quite fine.(...) [the product was in] quite early stage, but we were showing progress (...) it made more sense to use the existing relations that we had with this staff [salespeople]."	The adoption decision was taken having in mind a strong collaboration with adoption unit during implementation
EMPL	"I think that the [adoption senior leader] was really happy about the new product that could prove itself in a declining market."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"In EMPL we started out with the consultant (...) and worked with that consultant quite a while, and then we got the sale staff (...) to take on this new product and implement (...) so it was different solutions for the product and for the sales process."	The first additional resources allocated to the project were dedicated for its technical development and its initial commercialization.
EMPL	[when asked about additional resources] "We hired a consultant to do the data work behind the algorithm and the product, which was [name] to start out as a consultant. (...) we used the internal resources we had and the teams we had on the sales and tech."	The first additional resources allocated to the project were dedicated for its technical development and its initial commercialization.
EMPL	"what we did was that we actually brought a product that wasn't done yet into the markets. And we're still testing things and building (...) finding the balance between (...) what you want to say, and what you can say."	The product had to change along the way to become more similar to what was expected from adoption unit with the possible technology
MARC	[when asked if MARC was implemented successfully] "I think we lost a few things along the way (...) as you move a project into implementation, and scaling, you need to focus and get rid of some things."	The product had to lose features along the way in order to be implemented
EMPL	" It was fun to see a product that actually got through the process quite quickly. It started out extremely slow (...) this was during a time where we were not as integrated as we are today (...) we lost a lot of time in the beginning, but then when we saw that sales was catching on quite quickly, and that meant a lot of energy into the project as well. So it was easy to motivate both in terms of the revenue, but also, we saw that it worked."	The project leader and team were motivated by sales team members eagerness to sell the new product
EMPL	"Since it started to bring in money, we could also set a budget for a project (...) that meant that we could hire consultants or or what we needed when we needed."	The project leader could acquire resources and build team after proven that the innovation had revenues
EMPL	"Some decisions just happen (...) I think this was one of them, and since we then had the revenue in the product, it was quite easy to argue why we should proceed on invest more in the product as well."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	[MARC] got the opportunity to hire a few people, because we saw a growing revenue, and then we could hire based on that organic growth."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	[when asked about the factors that supported the decision] "[Brand Studio] case it was growing revenue, we could show really clearly that we were making progress in meetings with customers (...) [we realized] that we didn't have the resources to deliver on that revenue."	The project leader could acquire resources and build team after proven that the innovation had revenues
EMPL	[when asked about the most important leader of EMPL] "someone who can address all the stakeholders and combine that into the product or project."	The project leader is seen as important stakeholder manager who drives the project's growth
MARC	[when asked about the most important leader] "the founder [project leader] and driver of the growth of that project product team. And also, actually finding the solution between commercial editorial and tech that the project demanded."	The project leader is seen as important stakeholder manager who drives the project's growth
EMPL	[when asked about project's enthusiasts] "the founder of the project, [project leader], who ran it from the beginning, who really figured out what we should deliver on and took the project that far."	The project leader is seen as important strategic thinker.
EMPL	[when asked about the most important leader of EMPL] "I think the combination (...) [of] operational and strategic thinking around the product is really what needs to happen for these products to succeed."	The project leader is seen as important strategic thinker.
MARC	"[project leader] is strong and positive leader, and I think [the project leader] got the team together quite quickly. And in this exploratory phase, where revenue was growing was quite a positive environment to be in."	The project leader strived to build a positive climate, leveraging team's cohesion and building an internal culture
MARC	"[The project leader] built a new team, bit by bit, and from what I saw she, she had a good process of weekly meetings and getting everyone on board and, and struggling with both giving them clear responsibilities at the same time as they were evolving and developing a product. So I think they were working really closely on building their own internal culture, and finding their ways."	The project leader strived to build a positive climate, leveraging team's cohesion and building an internal culture
EMPL	[discussing about the enlarged team formed by generation-adoption] "What happened was that we hired new staff for that for the sales team as well. So we enlarged the team when we saw that it worked. So new people came in which also meant more buzz around the product, and better resources."	The project's team was cross-functional having members from both the generation and adoption units

EMPL	"we would want to show them growing revenue instead of just margins, for example, because if we compare the new product to an existing product, we could evaluate it in the wrong way."	There is a risk in evaluating the new product in comparison with existents, so the financial goals should be different
EMPL	[when asked if EMPL was implemented successfully] "A product is always a combination of things, and in a big organization, we have different departments handling different aspects of that product(...) sales, technology, content, marketing, and so on."	To implement the project collaboration and support from different units was needed
EMPL	"I think top management (...) [was responsible for] paving the way and, and opening doors."	Top management involvement in the project was low, their focus was on taking the adoption decision and opening doors when needed
EMPL	"[the project leader changes during EMPL] makes it harder also for those who are working with a project: 'who's really in charge of this and you're changing all the time' (...) that has been a challenge specifically with this product"	
EMPL	"the product owner is key of course, the only person who is spending all his personal time and effort to make this product work."	
EMPL	"we had a few up of operational challenges with improving the back end of the system (...) [the project leader left so] someone else got it for while why we hired a new product manager for that. So when he joined he you sort of got for the heritage of of operation, the stuff that has had to be dealt with."	
EMPL	[When asked about different styles of leadership] "I [generation unit senior leader] was more focused internally, in the beginning, (...) as the product grows and matures, the leadership needs to be much more focused on the surroundings of of that project."	
EMPL	[when asked about leadership figures of EMPL] "[Project leader], and of course, the sales manager, [adoption unit senior leader], and we had the head of tech development, [name]."	
EMPL	[when asked of goals for product development] "we had a development plan before that, that was driving the development of that algorithm."	
MARC	"If you don't add the costs to the company, it could be okay if you don't deliver the the same amount that you said that he was supposed to. And if you add costs, according to certain revenue that you're supposed to deliver, and don't deliver that revenue, a of course, makes a difference"	
MARC	"we hoped for the sales department to drive the sales (...) to deliver on that sales, but realized that we need to do the sales ourselves."	
MARC	[When asked about changes in MARC in order to be implemented] "I've learned to deal with that and choose my internal struggles (...) things that haven't yet been implemented, that I believe are going to be a project that we run (...) it's my responsibility to make this work. It always comes back to how I address it and how I sell it and how I promote it in different ways."	
CABL	"with everyone being part of leadership, at least, one thing we've defined in our process that we need as a role is the ambassador, the champion."	Acknowledgement that a missing champion or ambassador would be needed for the project
CABL	"if your responsibility is to bring in revenue. And if you are selling something that doesn't bring in revenue, in the pace that you expect, then it becomes much less interesting"	Adoption unit goals were focused on product sales, not on project/product development.
CABL	"we are very budget oriented and goal oriented in the sales department, constantly looking at the next month, that's our biggest challenge"	Adoption unit goals were focused on product sales, not on project/product development.
CABL	"The general response from sales to this tends to be positive, and showing interest, but when nothing happens (...) there could be so many things that are reasons for that. We don't know for sure if they bring the product to the client meeting,"	Adoption unit is positive and shows interest on the product, but generation unit does not see anything happening, not being sure if they promote the product
CABL	"I tend to see here the middle management as one of the big obstacles for innovation and bringing new products to markets (...) [because they are] there to deliver on operational goals. So everything that is new, is also a threat to their both existence at some point (...), but mostly for their prioritization to deliver on their existing product."	Adoption unit managers as one of the big obstacles for innovation, due to their focus on delivering on operational goals. May see the new as threat.
CABL	[when asked about challenges to implement CABL] "to focus on the selling and scaling of the product, and our way to do that was to try influence the sales teams to bring the product to their clients, by providing training and material, information material and also trying to communicate directly with the customers."	Attempt to influence adoption unit to promote the product, by providing training, information, and communicating directly with customers was a challenge to the project's implementation
CABL	"So they like the new things. What they don't like is long sales cycles (...) when they realized that this sales process took longer time, and it also included	Behaviour towards the project changed when sales discovered that the product required a more time longing sales

	other resources than the client side, than we used to communicate with...something that could be seen as a strength"	process and involved different stakeholders
CABL	"CABL is one of the first products that are really data driven in this way (...) I think changes will be needed for product like this to work, but I think our organization will only change when there is enough products to support that change."	Belief that for implementation, changes in the organization are needed, but that they are not happening in a near future
CABL	"I would like to be able to spend some time and resources on building a digital marketing tool for this part of our business. So we can communicate and inspire clients without having to use the sales staff, both for the sales staff sake, but even more for the product sake."	Belief that for implementation, changes in the organization are needed, but that they are not happening in a near future
CABL	"it's a product that is more technical complex than most of the products they have (...) the threshold to learn how a new product works, and even if it's a standardized product, it takes some time"	Belief that for implementation, changes in the organization are needed, but that they are not happening in a near future
CABL	[When asked if this CABL was more complex than MARC and EMPL] "if you have a standardized product and add a new feature, then that feature needs to be understood to start with by the team themselves, and to communicated it in a clear way to the next part in line, which is the head of sales, then to the sales team, then to the client, and then to the clients' boss. It's like the whisper game, the more contacts that are needed to get this new product and to get the decision of using the new product the worst this complexity becomes. "	Belief that it is complex to communicate the product in a good way throughout the adoption unit and end customers
CABL	"I think that (...) as a company, we should be able to use the resources we have already, the client relations we have already. And that would be the most effective way to get new products into the market."	Belief that the project should leverage internal resources instead of outsourcing.
CABL	[when asked about challenges to implement CABL] "the challenge was to form a team (...) to hire those extra resources that we had got funding for, and to get the team going. "	Challenge to form a team with extra resources got funding for, and to get the team going.
CABL	"I would call myself a sponsor perhaps."	Generation Senior Leader as a sponsor
CABL	"I was also helping out with the politics that were needed and and making way to some of the managers (...) that the product needed attention from, and I was also setting the structure for for making the decision, for further investment in the product. And finding the way to to package that information."	Generation Senior Leader helped with politics, internal buy-in, and bridging with stakeholders.
CABL	"Top management (...) [are] as sponsors of the product. And it's always important that sponsors talk about new products, for them to make their way into the organization."	Generation Senior Leader helped with politics, internal buy-in, and bridging with stakeholders.
CABL	"I didn't need to put in a lot of energy I needed to be there and discussing different solutions and ways forward together with them."	Generation Senior Leader supported project team with knowledge and steering bottlenecks
CABL	"we built the product team around (...) a cross-functional team, with some employees from other parts of the organization."	In the beginning generation and adoption units worked together in product development
CABL	"(...) we had a really strong project owner, and the guy, with the initiative and the original idea, was really eager to get this product going and working. So he was a true ambassador for this cause, and making his own way almost in the organization."	Initial strong idea owner was the project's ambassador within the organization
CABL	"[The] team along the way has been a group of leaders in different ways, and each one of them has taken position in different parts of the process."	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"And eventually, as a group, it became more and more structured. And then project managers stepped up and took more control over the process."	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"different roles have been leading in different ways throughout the project."	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"It has very much been a product team (...) it hasn't been clear that one stands out as a leader (...) they have different roles (...) and how to divide that and make that work."	Leadership was shared between project's team with the goal to complement each other's skills
CABL	[when asked about goals set after the adoption decision] "we put up the goals ourselves, I would say that's part of the decision material. So we said we wanted some some investment for a six month period"	Product's goal was defined based on expectations related to how much each adoption team member would sell
CABL	"We have relied on the same organization to help us launch a product in the market, and spent quite a lot of time to train them, and speak to them about the product. So they all know about it, but they don't really promote it in the way that it's needed in the market. So every campaign that we brought in has been sold by our team, which is not really the way we should go and use our shared resources."	Project team didn't get the expected support from adoption unit, which drove them to sell themselves

CABL	[when asked about the training sales force] "we did a push. And then we waited for the results of that, and they didn't come. So then we did another push (...) more focused on spending our time on actual client meetings, because we saw that if we could produce sales ourselves, that was good argument to come back to the sales team. With, so 'we handle this, so you should be able to do so'."	Project team didn't get the expected support from adoption unit, which drove them to sell themselves
CABL	[when asked about when the project became normalized within the organization] "we've learned along the way that [the only thing] what we can expect from sales is perhaps to open the door and get the first meeting."	Project team didn't get the expected support from adoption unit, which drove them to sell themselves
CABL	"If a team that believes in something, don't get the results that they expect, that they themselves put up as target for the project. That's demotivating in general (...) the motivation was affected by the results not coming in the pace that they expected."	Project team felt demotivated when not achieving expected goals.
CABL	"With CABL we have had targets for revenue, but we haven't met (...) I'm never really satisfied with what we've achieved, because I know, we can always do more. So that's my constant frustration that we haven't produced even better results"	Project team felt demotivated when not achieving expected goals.
CABL	[when asked about product team motivation] "it was also connected with the result (...) [I] saw that when we didn't have a good pace in bringing in the revenue (...) the motivation was a bit less."	Project team felt demotivated when not achieving expected goals.
CABL	"I think it's been a lot of a lot of time has been spent on on trying to make the sales staff more eager to to bring the product to market. Maybe too much, or maybe much too little."	Project team focused more on other stakeholders than adoption unit
CABL	"we've also focused our time and effort on stakeholders upwards in the organization."	Project team focused more on other stakeholders than adoption unit
CABL	"We've done more in relation (...) to the clients than to the sales team."	Project team focused more on other stakeholders than adoption unit
CABL	[when asked about non-financial goals] "to get the product working,(...) get the legal contracts in place (...) then we had work with the pipeline, where the actual sales is in the end of the pipeline soon, so having a lot of meetings with clients and focusing on where there is interest."	Project team focused on product development goals before sales goals
CABL	"the ambition from the team, they saw a potential in racing this as a product for the whole business area."	Project team saw a potential in implementing the project as a product for the whole business area.
CABL	"Since [idea owner] (...) left, no one has really taken the champion role. I think it's it's mostly due to the personality of the team. There's not one there with the skill sets and personality that makes it natural to take that role (...) that makes it more of a team effort (...) it's always easier for the organization with a clear owner, and someone who's responsible (...) [that] should talk to about this."	Since idea owner left, the project lacks a champion role
CABL	"since then [the adoption decision] we've been looking for the receiver that's supposed to take over the project. And I think I mentioned (...) 'I would like us to have a clear receiver of this project and perhaps even have delivered it into the organization'. So that has been part of their work since then.."	Struggles in finding a project receiver within the company that would take over the project.
CABL	"The first thing we did was we put together a simplified description of the project, (...) I tested that as a prototype with the CEO and CFO (...) aim was to come up with as little decision basis for decision as possible, both for them to be able to have the time to look at it, but also for us not to produce big presentations and slides (...) the feedback on that one pager led to the final presentation with three customer cases. And more defined time frame or what kind of resource we needed (...) And then based on that feedback, delivering the final presentation."	The adoption decision by top management involved the delivery of a project description, use cases, resources needed for implementation.
CABL	"we tested different business models before we got the decision to invest more in the project (...) we made changes to the business model along the way."	The product was not robust enough to be fully implemented
CABL	[when asked about the product stage at the adoption decision] "was a working prototype/ MVP [Minimum Viable Product] (...) one of the resources we wanted with a bigger investment was a full time developer. So I saw that the tech was working."	The product was not robust enough to be fully implemented
CABL	"The [CABL] team had been asking for more resources for some time (...) it was combination of push from the team to get the decision, and a push back from me to get the results we needed to get the decision. "	There was no direct contact between project team and top management as well as low interest from the latter, so the generation senior leader worked as a bridge between the two
CABL	"Sales staff in general, like new things, because that gives them something to talk about in sales meetings.(...) if we have something new to present, it's a good reason for, for inviting us."	
CABL	"The CEO asked us to come back with proof that the product worked, (...) so we did that.(...) we then went up for a new executive decision (...) and then we	

were supposed to go out for a new decision(...) and nothing really happened (...) and since we didn't have the meeting booked, the actual decision wasn't made. So [I] made the decision myself to go and to continue to build revenue in that product."	
--	--

2.2 Interviewee B

Project	Quote	1st order
EMPL	"I was quite positive in the beginning. So I always tried to find new ways to reach the set goals. And I remember that we used whiteboards to calculate how many calls did we need to do and what do we need to do to reach those goals (...) So we kept trying."	Adoption senior leader stayed positive in the face of challenges and tried to find ways of making it work.
EMPL	"(...) as a leader, [I had to] put some extra energy to the sales rep (...) hanging with their heads. Kept telling them that we have to understand that things are taking time, things develop, happen along the way, etc, etc, let's focus on this."	Adoption senior leader tried to maintain adoption team members energy and motivation by showing that development takes time
MARC	"I think the idea of having MARC (...) was no problem to implement. I think everybody [thought] 'well, that's a good idea'. But to be honest, everybody was asking, like, 'what are they doing?' And the sales reps asked me a lot, 'where is the business thinking in the ideas?'"	Adoption unit had little resistance to implement the project, but didn't really understand what it was, which made them afraid
MARC	"No, I don't think resistance. I think people are happy to have this department (...) It was more like, questions about what do they do."	Adoption unit had little resistance to implement the project, but didn't really understand what it was, which made them afraid
EMPL	"We always have incentives for reaching the set goals. But they are on a more total level."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
MARC	"We always measure if you sell native advertising. It's called Digital revenue in our reports, and we always give extra money for (...) reaching their digital goals (...) So by selling a lot of native, you will easily reach the digital goal."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
MARC	"We don't run competition, saying the ones selling the most native advertising in May we get this reward. We don't say that. Yeah, the reason is: we want to sell native advertising when it's right for the client."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
EMPL	"[generation senior leader] has not been so involved in this (the project), I think he puts a lot of trust into [project leader] (...)"	Belief that generation senior leader trusted the project leader and for that reason did not involve himself in the project
EMPL	"(...) what we need to have from the beginning is we need (...) someone from the department who is supposed to sell this product, in the end, to be part of it from the beginning. Not on a daily basis, maybe not on a weekly basis. But someone needs to be in the project from the beginning."	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
EMPL	"(...) when it's developing someone who is supposed to sell the product, (...) needs to be part of the project. From the beginning."	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
EMPL	"Let's say (...) the [Generation unit] gets an idea. They do some things, small things. And then we have this startup meeting with all the stakeholders having part in it. So if (...) when we're done with this project it should end up within the sales department, then we early in the project need some people from the sales department to be part of it."	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
EMPL	"We should have had this startup meeting before part zero (...) 'Hey, this is an idea. This is our vision, this is what we want to do. We want the money to come from here. We want to do this. Can everybody sign up on this project? Can we do this? Let's have a new meeting in three months. Let's see how far we came.'. We didn't have that and I think that would have helped us when we came to the point of implementation."	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
MARC	"I keep coming back to this idea where you have to set a group early, where stakeholders from each department which are supposed to work with the result of the project should be part of it early, just maybe, maybe just once a month, once every second month, where we're the ones working with the idea, start by saying 'this is how far we reached since last time. And our idea is that you are going to sell it (...) So that I can say 'well, how is that supposed to work? It doesn't fit in my organization today. So we need to work with this and this and this if I should take over the product in here' and sometimes I think we miss that (...)"	Belief that someone from the adoption unit should be involved earlier, before implementation, in the generation unit's innovation projects, to create future-space for the project
EMPL	"I think [generation senior leader], he did a good job (...) from his position where he was closer to the CEO."	Generation senior leader was perceived as doing a good job in getting funds and resources from top management, due to their closer relationship

EMPL	"I would say, [generation senior leader] made a great job collecting money for [Generation unit], telling the CEO, the importance of putting money into these kind of projects."	Generation senior leader was perceived as doing a good job in getting funds and resources from top management, due to their closer relationship
MARC	"The problem in the beginning was once again, as we had some different visions."	Initially, the generation and adoption units had different visions in regard to the project
MARC	"(...) now it's much better when we have this product leaders within our studio, that go to the same client meetings as traditional sales reps. So we do something together, and we make business together. Back then it was more like, okay, 'we're sitting here together, but what are you doing and what do you expect from me?'"	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
MARC	"(...) We have to do this together. To to move forward. We need the old money, all the knowledge, and all the clients to put new products to the market. And we need to fund the new ones with our own money. So we had to talk about that a lot."	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
MARC	"Back in the days (...) it was more like, [project leader] wanted to do something for the project's team. And the sales department was over here, not together."	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
MARC	"So we don't want to fight about the same clients, we go to the client together. That's how we become more valuable to the client. So for MARC absolutely included in the same department work closely. Same thing, same goals, just as a team, (...)"	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
MARC	[I believe that] "The MARC [should be as it is] absolutely integrated with sales, because we're talking to the same clients (...) we need a traditional sales rep, to bring a MARC sales rep or product leader, or vice versa. So we can come to the client and say, 'Hey, this is what we can do, with traditional advertising. And if you want to top that and take the next level, we can also do this'."	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
EMPL	"They were responsible for bringing a lot of money. And they had a really hard time doing it. So I asked them, 'what's our solution here' and they told me about EMPL. And that's why I came up to [project leader] and said 'Hi, we need to succeed.. to be successful". and he said, 'Well, I'd like that too'. And then things started to happen. And then I said 'I sit down with these guys every Thursday, can you come along?', and he said 'Sure, just tell me when'. So that's how we started just talking, sharing the same vision."	Project leader and adoption senior leader found ways to let their parts of the organization address what needed to happen for the product to succeed
MARC	"(...) [project leader] was MARC personified, at the time. But she was also... she came up with ideas. And she also brought money to the table. It wasn't only talking, she was out to meet clients. And she also came with a feeling that she knew what she was talking about. Not only nice diagrams about how much money she could give us in a couple of years, but also showing that 'these are businesses we are doing'. So I think that's why she was really important."	Project leader personified the project, brought ideas and money, showing that had knowledge about the project.
EMPL	"(...) 'we have a meeting with this big client. Can you come along?'. [Project leader] would always say 'yes, that's perfect, then we get the answer of what we should develop'."	Project leader was keen to join sales meetings and involve adoption unit
EMPL	"Yeah, [project leader] also met the market lot, which I think is key. He met the market together with the sales, with the responsible sales rep. So he went to a lot of client meetings, he heard the market quite a lot (...) he made a really good job on that. I think he would agree and I know the sales rep will agree."	Project leader was keen to join sales meetings and involve adoption unit
EMPL	"It's mandated by someone in [generation unit], not in [adoption unit]. Everything came from this [generation unit]."	Support and mandate from generation senior leader and top management was important for the project
MARC	"(...) at that time, we had this CEO [CEO1], and he was really keen on this innovation project. And MARC. He also liked [generation senior leader] a lot (...) They worked really close. So [CEO1] gave both [generation senior leader] and [project leader] a lot of room making their things at that time (...)"	Support and mandate from generation senior leader and top management was important for the project
EMPL	"(...) we have trainings and education. We had this weekly meetings. And when we had questions about the product, we always brought [team member] and [project leader] in (...) once a month or something like that. They were on these sales meetings, telling us about how the product developed and things that turned out."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"And then (...) [project leader] was monthly with us, to talk about how we're developing since last time, or he also was very good at listening (...) when we talked to a client, and they said '(...) these things need to be fixed before we can buy from you.'. So he was really interested in those arguments from the client."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"We tried to have meetings together, on a weekly basis, to ask 'what's the progress?'"	Team members from different units and adoption senior leader met regularly, which made it easy to

		discuss problems, tensions, suggestions and questions
EMPL	"(...) the sales reps were really enthusiastic in the beginning. Because they were proud of being part of developing something new. So I would say yes, in the beginning, they were."	Team members, were very motivated, since they believed in themselves and the product's potential
EMPL	"I think was just like... [adoption team members] very enthusiastic in the beginning, making a lot of meetings, both internally and externally."	Team members, were very motivated, since they believed in themselves and the product's potential
MARC	"(...) they had some ideas for 'how we could sell ads in the future. When the traditional way of selling ads is declining?'. So [generation senior leader] let [project leader] start a new group within the sales department with the focus on the ad format native."	The adoption decision was taken having in mind a strong collaboration with adoption unit during implementation
MARC	"I know that we run some competition with the ones booking most meetings with MARC, (...) which motivates people. Sometimes sales reps are afraid of bringing a colleague along since they think (...) 'I have this special relation with my client, it will be strange if you come along', but people are getting over it and getting better."	The adoption senior leader tried to put in incentives related to amount of calls or meeting made and talking about the product.
EMPL	"But this was the only sales rep group I have meetings with because I enjoyed the product, I really hoped that we can find this new product that would make the recruitment ads department great again. So I think I did a good job as a leader."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"So I think I really gave this project a lot of love. I also held these meetings myself every week. And that was the only sales group I had weekly meetings with."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"So that's why we started to build this team with [adoption unit team members], everybody believed in it. I was telling them that this is the future. (...)"	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
MARC	"I was really excited. I thought it was good. Giving us confidence about taking the next step. We had some years with declining revenue from advertising. And this was something new, giving some new hope, showing the market that we did good things. So yeah, I was enthusiastic about it."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"(...) yes, it changed. Because it was harder than we expected to develop this algorithm. So, it was harder to make it as smart as we wanted. So we had to make changes along the way, like using other ways of being smart."	The product had to change along the way to become more similar to what was expected from adoption unit with the possible technology
EMPL	"It was not so smart as we wanted it to be. But we developed it along the way."	The product had to change along the way to become more similar to what was expected from adoption unit with the possible technology
EMPL	"And I would say in the beginning [project leader] goals were set together with the sellers, more like we can do this too. And we can ask the market what should [we] develop."	The project leader was perceived as the best to work with, since he motivated team members by making sure that all were on the same page and working towards the same goal.
EMPL	"With [project leader] the company had the vision for EMPL - (...) to make money from that part of the ads."	The project leader was perceived as the best to work with, since he motivated team members by making sure that all were on the same page and working towards the same goal.
EMPL	[after initial project leader left] "I think the reason is that we didn't have the same goal. We had [project leader] goal. And I think [new project leader] has his own goal (...) Everybody who's supposed to deliver on this new product, has to be part along the way."	The project leader was perceived as the best to work with, since he motivated team members by making sure that all were on the same page and working towards the same goal.
EMPL	"Because I think [project leader]: 'I need to do this. I want to do this. Can we do this? I need this kind of money.' (...) I think [project leader] was most important more than [generation senior leader]."	The project leader could acquire resources and build team after proven that the innovation had revenues
EMPL	"I think [project leader] (...) had this burn for the project, where [project leader] was really engaged. [Project leader] really wanted this. I think one can see that it's his baby. So he put a lot of energy into it."	The project leader had a burn for the project, ownership, was totally engaged and putted a lot of energy on it
EMPL	"(...) it was totally clear that [project leader] was the leader of this project. He was pulling the strings, he was making decisions (...) We could ask him anything, he	The project leader had a clear role, made decisions, pulled strings, was

	was interested, he wanted to understand the market, he wanted to understand the technology."	interested in the market, technology, and could answer any question related to the project
EMPL	"[project leader] is not that great leader, the big one screaming, he's quite quiet. But still you got a lot of respect for him. Because he has got a lot of knowledge. He knows what he's doing. And he's calm and sure, but he's very certain, about the things he does, I would say. So I like him a lot, as you can tell. He was the clear leader for the project."	The project leader was perceived as someone knowledgeable, that gave answers. Also, as a calm individual.
EMPL	"I'm realizing [project leader] was really key. But well, he saw it as a whole. And he tried to build bridges throughout the departments within the company. He did a lot to make this work."	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
EMPL	"(...) we thought EMPL was a good idea because print was declining. (...) So we saw EMPL as the savior."	The project was perceived as a valuable add-on to the existent portfolio
EMPL	"Well, I was responsible for the money which should come from recruitment ads. That was we get recruitment money from traditional paper ads, traditional digital display ads, and EMPL was supposed to be the third income leg."	The project was perceived as a valuable add-on to the existent portfolio
EMPL	"When I came in, I saw it as three streams of revenue, print, digital display, and EMPL. So that was how I fell in love with it or or embraced it or, say, thinking that this is a really good idea what, as we can put on the market to get back some of that lost money."	The project was perceived as a valuable add-on to the existent portfolio
EMPL	"The team from my side was 2 sales reps (...) lifting the telephones (...) trying to sell the product and also meeting the market. On the other side, we had [generation unit] with I would say two people [developer and project leader]. So that was the team developing things."	The project's team was cross-functional having members from both the generation and adoption units
EMPL	"But also during [project leader] time, they were disappointed, [when] not reaching the things they were promised and taking more time."	There was frustration when the sales team members felt the product has not been developed as expected and they had difficulties meeting their sales goals
EMPL	"But to be honest, we had high hopes. All of them. (...) But it just took a lot of time."	There was frustration when the sales team members felt the product has not been developed as expected and they had difficulties meeting their sales goals
EMPL	"I also lost energy along the way when things took long time, We didn't know why. We couldn't understand why things didn't happen the way we were promised."	There was frustration when the sales team members felt the product has not been developed as expected and they had difficulties meeting their sales goals
EMPL	"Not so much attention, to be honest. Everybody knew about the project EMPL. We talked about it, maybe once a year. 'What is happening with this?' (...) Some people knew but this product, absolutely. People wanted something to come out of it. But there was no push, there was no: 'Okay, let's follow up in two weeks or what happens here'. Myself included, I didn't take it to the table (...)"	Top management involvement in the project was low, their focus was on taking the adoption decision and opening doors when needed
EMPL	"(...) 'you can spend this money on developing EMPL but it's also supposed to generate this much money.' We never reached that target. Never. I think it always cost what it was supposed to cost, but we never reached the target."	

EMPL	"(...) we don't need a done project. But we need to go from part zero to part one, because Part one is what we are selling. (...) the part zero for me, it's a idea what we want to do (...) we need to have all the stakeholders in some way in the project to know how we should develop it. So we'll get the product part one to sell to the market. And when we have part one, you just let the sales rep do what they have to do. Sell part one, and then they can say, but we need part two now, and then I can say as a leader (...) 'you will have part two in two years, up until then sell part one, make the best out of part one'. And then we're happy with that."	
EMPL	"(...) we said that we needed someone who was responsible for this project: 'We're losing money. We're not developing at the speed we want... [it] takes a lot of time.'"	
EMPL	"I know [project leader] and I [adoption senior leader], we had some discussions regarding this. And he was really keen on developing this as an exclusive product. And and I was more like yes, we should have the exclusive but we also need the basic to set the name on it. We had some differences and we have we had some discussions about that. Not hard ones, just normal discussions."	
EMPL	"It's hard to implement new ideas and products in in existing businesses. But if we can point out the stakeholders early, make them feel being a part of the project."	

	See how does it develop. Then it's easier to say that well, now we have the part one of this project. Now it's up to you to to sell. Now it's up to you to use it. I think we can be better on that."	
EMPL	"The team members within EMPL. No problem there. From the sales rep. No problem with [project leader] and [project team member] (...) But once again, [project leader] left. [We got] more and more separate (...) Things started to fall apart, be separated anyway. I tried to put them together. So we had some meetings. But those meetings were filled with a lot of frustration (...)"	
EMPL	"The the amount of money we sell is decreasing by half every month, (...) which is quite scary. And it has been like this for over a couple of years now, which I think was the starting point of EMPL. Someone thought that we had to do something different."	
EMPL	"When he left, other people came in trying to understand the project, trying to get the same energy and the same love for it. But in my opinion, we didn't succeed with that."	
MARC	"Because [project leader] had set up this team with some commercial writers, I think storytelling writers writing native articles. And she had also brought in this [team member] (...) They were working together to set up the new ideas. And then the main focus was native, which was good."	

MARC	"The climate was quite good, actually. Because I think that specific group, they were feeling like we are the new ones (...) When I came in, there was this feeling about the sales representatives, they were the 'old ones', they were the ones the company should phase out. And the innovation department was (...) the new ones, the fun department. And the traditional sales reps were quite sad, (...) about that, since they were the ones bringing all the[money]."	
MARC	"The native advertising was the only part that people like, because it was the talk of the town. Everybody was asking things about native advertising. So that was a spot on."	
MARC	[goals for project after adoption decision] "In the beginning, it was very much about native advertising (...) and 'how much money can you give us?'"	
CABL	"[after the decision to not put CABL within sales] then I backed off, focusing on other things."	Adoption Senior leader backed off after it was decided that the project was going to be carried out by the generation team
CABL	"So, yeah, but maybe I didn't sell [internally] CABL everyday."	Adoption senior leader did not promote actively the new project
CABL	"In the beginning, the sales manager [adoption team member], he was really enthusiastic, because he's responsible for the sales representatives with the bigger clients. So I think he really thought that, 'well, this is a great idea, we can make some good money by selling this.' So he was really motivated."	Adoption team member motivation decreased since project seems not to have changed much over time
CABL	"(...) we had different goals with CABL (...) we in the sales department who were supposed to sell the product."	Adoption unit goals were focused on product sales, not on project/product development.
CABL	"I'm responsible for [amount of money] here, that's lot of money, and I don't really care how that money comes into the company. If we bring in that money, we know that we bring it in because the clients want to buy ads to us. So if CABL is a part of [amount of money], well that's good, because it helped us some on the whole. But if we only make all the effort [on] CABL, we're going to lose [a part of the amount of money]. So (...) that's bad, even though the project was good (...) maybe I should have said it clear 'well, this is part of our big portfolio' (...)"	Adoption unit goals were focused on product sales, not on project/product development.
CABL	"It was so much clearer who run the project when [idea owner] was here. And after it was more like, 'well, what happened now? Is it [generation senior leader] project (...)? Is it [generation unit] product? Or who is this new [project team member]?' (...) it got more messy."	Belief that change in leadership format hindered integration with adoption unit
CABL	"So we lost when [idea owner] left the company. We lost monthly meetings where [we discussed] 'what do you expect from us?'"	Belief that change in leadership format hindered integration with adoption unit
CABL	"So when [idea owner] left, I think [project team member] was the one with a lot of knowledge."	Belief that change in leadership format hindered integration with adoption unit.
CABL	[about intergration within sales team] "But there was no opening for that. So it got stuck with [generation unit]."	Belief that eventually the project got stuck within generation unit.
CABL	"(...) they had to learn how CABL works, first of all, but it wasn't that hard. Because the sales representatives just had to say 'We are able to do this.'. When the deep questions came, we always could say 'well let me talk to a colleague and I will get you all the answers you need to know as much as you need to sell the product' (...) It's quite easy."	Belief that sales process was easy since help could be requested to the generation team

CABL	"(...) since [idea owner] left. I I have considered CABL as a [generation unit] product. And [generation senior leader] is in charge of [generation unit]. Well, it's his show to run and maybe I should have asked more but I haven't."	Belief that the generation unit was developing the project for themselves and not for the organization.
CABL	"And when [project leader] and [project team member] got the project in their hands, it was more of a project for them than a project for everybody."	Belief that the generation unit was developing the project for themselves and not for the organization.
CABL	"(...) at that time, I said, move CABL to the sales department (...) we get this'. Within sales, we got this group called advertising developers (...) And I said, 'Take CABL and put it here within the advertising developers'. So it would be part of the sales team. We can develop it."	Belief that the project needs a different place to develop faster
CABL	"I think [generation senior leader] made that decision. I think. I don't know the background. But I think he made a decision, he had to make a guess. So he made a decision that CABL was supposed to be a product within the [generation unit] (...) I guess."	Belief that the project should have been implemented within adoption unit, but generation senior leader took the decision to base it within the limits of the generation unit
CABL	[about added resources] "(...) there was a dedicated resource, because we lost [project team member] in sales since we lended him to [generation unit]."	Feeling that it is important to have a special sales force for the project
CABL	"[idea owner] got the right energy into the product. He loved it, it was a great idea. He had this energy that new products need. As I see. We lost that a little bit when he left."	Idea owner described as high energy, curious, always with a smile, and eager to make things happen.
CABL	"At that time, [idea owner] made a lot of things to make this work. He met clients, I went with him to [customer company], for example. And a couple of other sales reps also brought [idea owner] out to some clients, talking about CABL and how it everything should work."	Idea owner described as high energy, curious, always with a smile, and eager to make things happen.
CABL	"in the beginning, it was [idea owner's] idea, but he did it together with sales reps, because he wanted to talk to the clients."	In the beginning generation and adoption units worked together in product development
CABL	"(...) when [idea owner] was here, we always went to [idea owner] and he answered all the questions, all the time. And he also went to our meetings or sales meeting, and he talked about CABL. He also came to us and said 'well, I'm gonna I'm going to call these companies who is the responsible sales rep for these clients, do you want to come along or you want me to take them myself?' So he was really active knowing that the sales department was a key factor to success here to make this project fly."	Initial strong idea owner was the project's ambassador within the organization
CABL	"Well, if we talk about [idea owner] as a leader, he was really fully engaged and really enthusiastic about this product. Coming up to the sales department, like every day, asking questions, and you know, spreading ideas and asking things which [project team member] and [project leader] does not do. [generation senior leader] never did it."	Initial strong idea owner was the project's ambassador within the organization
CABL	"[adoption team member], the sales manager, he was in the project from the beginning, which was really good."	Not outspoken belief that implementation should include sales
CABL	"I remember, we had these meetings with the whole sales department where I talked about the potential, that we're bringing new products into our portfolio (...) just to give more energy to the reps (...) And CABL was a good match there."	The adoption senior leader promoted the product within the adoption unit
CABL	"in the beginning, people were really interested because this is like a new way to find money. We're not talking to the same budget as traditional ads running through paper or through traditional display."	The adoption senior leader, in the beginning, understood the need and the potential of the project as match in sales portfolio, and was enthusiastic about it.
CABL	"we always saw CABL as good product in our portfolio (...) one out of many."	The adoption senior leader, in the beginning, understood the need and the potential of the project as match in sales portfolio, and was enthusiastic about it.
CABL	[about adoption senior leader motivation over the project] "in the beginning, I was really excited. I had a lot of meetings together with [idea owner] (...) We saw great potential. And I went to a couple of meetings, five or six meetings with different clients, and they were all really interested, with a lot of questions, but really interested (...) I felt like, 'wow, this might be some really good, perfect match for our portfolio'."	The adoption senior leader, in the beginning, understood the need and the potential of the project as match in sales portfolio, and was enthusiastic about it.

CABL	"(...) I think everybody thought it was easier to talk about CABL [before]. Because if any questions came up, they could always go to [idea owner] ask. I'm sure [project team member] and [project leader] can answer the question as well. But it just wasn't so clear, so obvious."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"(...) we had problems with the data. So we never really, we never got this huge success with a client."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"But about that time [during implementation] (...) the sales department didn't focus as much on it then. To be honest, I don't think we did. We knew that we had it. But we didn't talk about this as a new product as much as we did when [idea owner] was here."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"Everybody wants CABL, but everybody wants CABL when it works the way it was supposed to work."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"Not the routine as in we sold it all the time. Absolutely not. But yes in the way that, 'we know that we have CABL and we will talk about CABL if the moment comes up, or if the opportunity is given'. But, unfortunately, I don't think so many sales reps are coming to the office tomorrow thinking 'today I will set up some meetings to talk about CABL' even though we should maybe(...)"	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"So I think everybody was motivated, maybe got more demotivated when they realized that the client had to do some work. And it took some time."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"we got some sales rep who made some of these campaigns. And they didn't really turned out as good as we wanted. So that also teared a bit the confidence to sell the product again."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"I still think that CABL as a solution has much more potential than we get out from it today."	The product was not robust enough to be fully implemented
CABL	"I think it got to a point where we talked more about internal structure, then developing the project (...)"	There was a point during implementation that the discussion was more about internal structure, then developing the project
CABL	"So when they [project team] started to work with it, we had no one from the sales department in that group. But I think they would say that, 'but we were asking the sales department all the time, but they didn't take the project out to the market'. So we ended up 'is it our fault or your fault?...and nobody's fault'... It wasn't clear enough."	When the project started implementation, there was no one from the sales department in the group.
CABL	"I think they were motivated, because sometimes sales rep think, that we they always sell the same thing (...) So when (...) we get this product called CABL, 'you can talk with the client in this way', I think they get motivated."	

2.3 Interviewee C

Project	Quote	1st order
EMPL	"I think that the most important factor (...) [senior leader - adoption unit] was so positive, because (...) my biggest concern (...) the sales reps just didn't care about this product (...) so having that head of sales on board, and him being positive towards the product was definitely a key factor here. "	Adoption senior leader stayed positive in the face of challenges and tried to find ways of making it work.
EMPL	[when asked about a leadership figure in EMPL] "But also (...) from a sales perspective, [name - adoption unit senior leader] was very important to get the sales staff up and running. Because he was the one who was the manager, of and responsible for the sales team, but not the for the product."	Adoption senior leader was very important to get the sales staff up and running, since he was the sales manager.
EMPL	[when asked about individuals particularly enthusiastic about EMPL] "[name -adoption unit] had been working with, with jobs for for a long, long time (...) felt like a new sense of pride in his work and (...) he could be able to talk to the customers about, so (...) I think he was like, extra happy with it."	Adoption team member, that was engaged from the beginning, felt a new sense of pride working with the new product.
EMPL	[when asked about specific incentives for EMPL] "No, I mean, the sales guys, they have (...) their kickback from from their sales goals."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
EMPL	[when asked about additional resources after adoption decision] "we hired [name] for a time, we had also a salesperson who was working part time (...) also the sales support team"	After the adoption decision, several additional resources from adoption unit were allocated
EMPL	[when asked about additional resources after adoption decision] "we also had help from [name 2] was focusing on the backend development, we also had help from (...) our in-house developers, [name 3] and [name 4]."	After the adoption decision, several additional resources from generation unit were allocated
EMPL	"I don't really remember a formalized decision (...) I think that (...) more like a series of, of decisions (...) there wasn't like one very big key decision, it was more like(...) just going along (...) more like a lack of negative decisions"	Belief that there was no formal decision point in time, rather the absence of a negative decision served as a 'go' for the project
EMPL	"there were like two separate teams like a development team and the sales team."	Development and sales are perceived as separate teams
EMPL	[when asked about achieving goals] "it took so long to to negotiate with those types of clients (...) so many people involved (...) and getting them to decide to do the product (...) I think we lost pace. Maybe like six months in when we were from from when we actually started selling it."	External barriers, such as long negotiation cycles with clients, large amount of people involved in the sales process, and slow decision-making made the group lose pace.
EMPL	[when asked about a leadership figure in EMPL] " I would guess that would be me (...) I was the one leading (...) how the product was developed."	Project leader bridged the activities between generation and adoption units
EMPL	[when asked about transparency between teams] "we often didn't have like meetings with all of us together [generation and adoption units], because I wanted to shield [name] from the input from the sales staff, because (...) they often have like, thousands of ideas(...) And if you have developers sitting there trying to figure out what they want, then it's very easy to lose focus. So I wanted to be (...) a filter [from] the sales people"	Project leader bridged the activities between generation and adoption units
EMPL	[when asked who was the formal leader role] "from my perspective (...) it's my responsibility to be (...) in charge of both how the product is developed, and also how (...) it's marketed."	Project leader bridged the activities between generation and adoption units
EMPL	"I was responsible for prioritization of the development. I was also(...) responsible for generating ideas on how to improve the product (...) I was leading the weekly meetings (...) I had, I often met with clients (...) then I was responsible for educating the clients."	Project leader was responsible for prioritization of the development, for generating ideas on how to improve the product, leading weekly meetings, meeting and educating clients.
EMPL	[when asked about achieving goals] "I think that it went very well the first month, the first two or three, maybe four months. And it felt really, we had (...) a real confidence boost."	Reaching set goals gave project participants a confidence boost
EMPL	"I don't think that was any problem at all. I mean, we had we had we met so regularly."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"we had (...) close working relationship with them [sales staff]. I met them several times a week. So, very easy for them to like, to come to me with problems or questions or suggestions."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	[when asked about facilitation between teams] "I met with them [sales staff] regularly. And I was like a guest on their weekly meetings, and I had (...) training sessions with them(...) to... help sort of ease out those tensions."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions

EMPL	[when asked about individuals particularly enthusiastic about EMPL] "I think that [name - adoption senior leader], the sales, head of sales,"	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"actually hired [name 1], who was hired specific, specifically for EMPL. (...) And [name2] his focus also shifted (...) so that his main focus was this new product."	The decision was to allocate more resources for the adoption unit that were exclusively dedicated to the project.
EMPL	"the first additional person we we brought into the team was [name] (...) to work out what how we're going to build this thing. And [name] was the one who built the first versions of EMPL. So that was the development part (...) we got a new head of sales, [name - Senior Leader] (...) when we had come a bit further in development, he decided to put together a team of sales reps, so that it was not only [name 1 - adoption unit], but he also hired [name 2 - adoption unit] as as the other sales representative."	The first additional resources allocated to the project were dedicated for its technical development and its initial commercialization.
EMPL	"[senior leader - generation unit], was very important to... just making sure that this project was still a priority, and that we had funding that we needed... even though we didn't always have the funding that we would have needed, but that that was like he is responsible."	The generation senior leader was important for making sure that this project remained a priority and that it received funding
EMPL	"my role in motivating others (...) is like making sure that we all were (...) on the same page, and we're all working towards the same goal."	The project leader was perceived as the best to work with, since he motivated team members by making sure that all were on the same page and working towards the same goal.
EMPL	[when asked about motivation towards the EMPL] "absolutely, definitely. I mean, I had worked with the product since (...) 2015 (...) motivations go up and down, but when we were that far, when we had a product that was working, and we had people in the sales department, who was eager to start selling it (...) then it's very easy to be highly motivated."	The project leader and team were motivated by sales team members eagerness to sell the new product
EMPL	[when asked about motivation towards the EMPL] "I certainly got a lot of motivation from meeting customers (...) And also with the sales staff(...) when they're very happy and eager and interested."	The project leader and team were motivated by sales team members eagerness to sell the new product
EMPL	"I had (...) regular meetings with [name -generation unit leader], and he was responsible for making sure that I had a budget to hire [name 1] and, and get the development working and so on."	The project leader had regular meetings with generation senior leader, which was responsible for making sure the budget was allocated for hiring, development.
EMPL	"There was also like the responsibility (...) in the beginning, like coordinating with the other people within [case company], and tried to get that working."	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
EMPL	"we had like a development budget upon to launch and and what happened was that [name1] got involved in a lot of other projects that seemed more urgent, and then we sort of just lost that focus (...) I was focused on helping [name2] and the sales team just to getting revenue. So we lost a lot of important development time there."	The team member responsible for technical development had other priorities, and project leader was focused on helping the sales team to generate revenue, which caused loss of focus and important development time.
EMPL	[when asked about team's climate] "over time (...) when the sales staff didn't feel that the product was developed as much as they were expecting(...) [and] have difficulties meeting their their goals (...) there's definitely been like frustration"	There was frustration when the sales team members felt the product has not been developed as expected and they had difficulties meeting their sales goals
EMPL	"from a leadership perspective (...) what I had to do was (...) be very, like humble and sort of diplomatic and listen to all of their (...) problems that they had (...) make sure that they see me as someone who understands them and who wants their their work day to be as good as possible(...) also making sure that I address whatever the problems they have, as best as I could (...) That was like crucial for to get them on board "	To engage stakeholder and guarantee buy-in and resources the project leader had to be humble and diplomatic. Listening and addressing stakeholders' pains and needs and making sure to generate trust.
EMPL	"I [the project leader] had to convince (...) that this is necessary (...) I had to, like, convince her (middle manager) that it's 'okay, so it will take that much time' (...) I had like in training sessions with the staff (...) I tried to get them on board just to be very present, and just show them everything (...) and also be very, like transparent that with all the stuff that we're working on."	To engage stakeholder and guarantee buy-in and resources the project leader had to be humble and diplomatic. Listening and addressing stakeholders' pains and needs and making sure to generate trust.
EMPL	"In terms of middle management (...) [name1] who was in charge of the developers (...) let us use some of those developers (...) I guess that's sort of the the most important people. And [name2], who is the manager of sales support."	To engage stakeholder and guarantee buy-in and resources the project leader had to be humble and diplomatic. Listening and addressing stakeholders' pains and needs and making sure to generate trust.
EMPL	"It took us a lot of convincing to get the sales support staff on board, because (...) it took time from whatever they were meant to be doing in the first place (...) we had to convince them that that this is important, and we	To engage stakeholder and guarantee buy-in and resources the project leader had to be humble and diplomatic. Listening and

	see lots of revenue from this product in the future and so on, so that they could really prioritize it.."	addressing stakeholders' pains and needs and making sure to generate trust.
EMPL	"the issues were (...) very much related to the sale support, (...) complaining because this is something that takes up a lot of time, and they didn't really see the benefit from it."	To engage stakeholder and guarantee buy-in and resources the project leader had to be humble and diplomatic. Listening and addressing stakeholders' pains and needs and making sure to generate trust.
EMPL	[when asked about leadership styles] "[senior leader - adoption unit] (...) when we started up, he was very much like the enthusiast and everything was so, so great, and there are so many opportunities and so on. But when we had months (...) when the sales people didn't really meet the results that they wanted, then he (...) puts much more pressure on the sales, sales staff.(...) that's more Like him being a manager of, for salespeople"	When the adoption team members did not meet the wanted results, the adoption senior leader put more pressure on the team, and managed them more
EMPL	"there was certainly some some skepticism from the sales support team."	
EMPL	"we set up sales goals, like revenue goals when we started."	
EMPL	"what happened then was that I went on parental leave, and I handed the product to [name1] and then to [name2]"	
EMPL	[about the team composition during initial stages] "I had help from [name - adoption unit] (...) I had the other business developers around me (...) I used them to sort of get their their opinions on different things, and help (...) o just sort of get my head around it."	
EMPL	[when asked about his own leadership] "I think (...) that's more like a natural, different kinds of leadership required in different situations. I'm not sure that it's like, in different parts of the project, or like different situations."	

2.4 Interviewee D

Project	Quote	1st order
EMPL	"I think [there] is a big difference between leaders. Some leaders, they point fingers (...) Some leaders, they tend to learn themselves [and] get the knowledge to set reasonable demands."	Adoption leader tried to gain knowledge in order to set reasonable demands
EMPL	"he [adoption senior leader] said 'it's better for you guys who talk to customers every day, [to] put your words down and take [them] to the development team'."	Adoption senior leader promoted that adoption team members communicated directly, daily or weekly, to the development team about problems and concerns
EMPL	[discussing if anyone took initiative to overcome challenges] "I would say we from sales, daily [or] weekly said what we needed to have [or] what we thought needed to be done."	Adoption senior leader promoted that adoption team members communicated directly, daily or weekly, to the development team about problems and concerns
EMPL	"[adoption senior leader] has always tried to stay positive and find ways 'Okay, if that doesn't work, we either we fix it or we cut it, and we look forward and work on this'. And tries to get that started."	Adoption senior leader stayed positive in the face of challenges and tried to find ways of making it work.
EMPL	[discussing about senior leader adoption unit] "he was the guy we went to first and said '[name], this doesn't work, we need to improve this' and next weekly meeting, or if it was very urgent, we might [go] over to development team."	Adoption senior leader understood adoption team members' problems and tried to solve them by talking to internal stakeholders to get it done
EMPL	[discussing about senior leader adoption unit] "I think he listened he definitely understand the problems that we're facing. (...) And tried, on my knowledge, the very best he could to get those things done. And who do we need to talk to to get this done? And I think I think he did a very good job."	Adoption senior leader understood adoption team members' problems and tried to solve them by talking to internal stakeholders to get it done
EMPL	"The leadership figure I would say, my closest boss was [name], and he was he was my closest boss and he was very engaged in getting things done, and telling like [name - project leader] so on and the development team, "we need to get this done", "the sales needs this to make it work".	Adoption senior leader was very engaged in getting things done, and managing the development team
EMPL	"I think me and [name] worked very good together (...) he was in charge of some of the customers and I was in charge of some of the customer, but we always helped each other with each other's customers, if that needed to be done. And we went on meetings together, and got insights from each other's customers. And I think we looked at it positive."	Adoption team members dynamics were positive, counting with clear roles and responsibilities, and supporting each other with customers
EMPL	"It was me and [name - adoption unit] from the beginning when I came in, and we worked with [name - generation unit/project leader] closely. Me and [name - adoption unit] [who was] the salesman in charge of [customers] and recruitment agencies and I was in charge of the rest, all the companies that are not a recruitment company."	Adoption team members dynamics were positive, counting with clear roles and responsibilities, and supporting each other with customers
EMPL	"If we talk money goals from a sales perspective (...) our goal is always to reach for budget and over. And our budget is combined with both EMPL, newspapers and other traditional banner digital solutions. So [EMPL] was one product, on our portfolio."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
EMPL	[if someone facilitated the innovation change] "Both me [name] and [name senior leader], absolutely."	Belief that adoption team member and senior leader facilitated the product's change
EMPL	[discussing if anyone took initiative to overcome challenges] "And I think development team worked very hard (...) I think they're blocked from another way."	Belief that development team worked hard, but they were blocked from overcoming challenges
EMPL	" I think it came from a development point of view. But when we talked to the market about it, they were very interested and liked it."	Development and sales are perceived as separate teams

EMPL	"sometimes I got the feeling that development didn't want to change certain things, because I think they see it as their little baby "we don't want to change that because we had an idea with that from the beginning". "	Feeling that development team did not wanted to change the product
EMPL	"I think from sales [we] were very positive about it. And I think development team also was positive about it. I think [there were] changes that we wanted to have done (...) but either it's up at the development team, because they (...) don't want to change anything, I don't know. Or it stopped beyond them because they should not put any more hours into certain stuffs."	Generation and Adoption team members were positive about the project
EMPL	"And we (adoption unit) had a clear strategy on where he wanted to go with EMPL."	Initially, the generation and adoption units had different visions in regard to the project
EMPL	"From the beginning, it was more of a project from the development team with their eyes."	Initially, the project was perceived as being done taking in account the development team only, not so much the adoption team
EMPL	"But I was brought in to see what, see it from a customer's point of view."	Team member believes he was an added resource, mainly responsible for the customer's point of view
EMPL	"Yeah, I must have must be seen as a resource added."	Team member believes he was an added resource, mainly responsible for the customer's point of view
EMPL	"I mean, I've taken a lead in some steps, but I wouldn't see myself as a leader in this...in this journey."	Team member led some steps, but considers he is not a leader
EMPL	"And [senior leader - adoption] was (...) always with us on the meetings with the development team."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"Absolutely. From the beginning. Very, very motivated."	Team members, were very motivated, since they believed in themselves and the product's potential
EMPL	"I think [when] it was me and [name], who was a salesman and [name senior leader adoption unit] as the boss (...) [he was] very positive, me and [name] positive."	Team members, were very motivated, since they believed in themselves and the product's potential
EMPL	"Motivation was very good (...) we truly believed in ourselves,(...) we definitely believed in it (...) we saw the potential, we saw an opportunity to come to all customers that before said 'no' to working with us, because we had a new product with a good future (...) and a new take to the market with reaching the passive candidates."	Team members, were very motivated, since they believed in themselves and the product's potential

EMPL	"if I come with an issue to him [senior leader adoption unit], he always takes control of it. And comparing him to another leader, he always knows everything (...) He sits down and learns about the things that he think that we should know about. He doesn't expect every salesman here to know everything. But he does. He knows everything."	The adoption senior leader took control over situations and was knowledgeable regarding projects roll-out.
EMPL	"I think, [name senior leader adoption unit] try to put in some incentive moneys in if we could reach...(..) But it was more like "can we get this many calls done?" And talking about our working products. There's an incentive in there for you, but it wasn't connected with a sales figure."	The adoption senior leader tried to put in incentives related to amount of calls or meeting made and talking about the product.
EMPL	"Came to [company] with an idea from [name], former boss of mine at [company] who said 'we have a great thing going with EMPL'. It's very interesting and we strongly believe in this to reach passive candidates."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	[talking about senior leader adoption unit] "I think he saw the potential and he sees possibilities [where] no one else sees it. I think he has always been the guy that hold his head up the highest."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	[who played a role in motivating] "I will say I always this man, I've done for the last 12 years, it's [name senior leader - adoption], he is an amazing leader."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"We have our ordinary base salary, we have our provision, and we have our bonus. But I would say for the last one and a half year, we have never been close to provision of bonus. " [since they are selling the innovative product in their portfolio]	The new product makes it harder to get to the provision of bonus
EMPL	[Discussing about project leader] "from the beginning, he [always] (...) gave an answer. Maybe not always the answer you want it, but it was a good answer. He was also a calm person, never a stressed or high pitch guy."	The project leader was perceived as someone knowledgeable, that gave answers. Also, as a calm individual.
EMPL	"It's hard for me to say because I...I don't talk to the guy with the highest position that I talked to is [name senior leader]. But with his words, I... I to know that they have from the beginning and stay very positive to EMPL and seeing the potential and really wanting to invest in it."	There was no visibility from team members on what top management thought or discussed about the project.
EMPL	"I think from the beginning was [name]. And then he got (...) home for some months I think and the [name 2] came in. Then he became sick, and went home. And then [name 3]. Yeah, came in."	
EMPL	"My ambition when I started was to get EMPL (...) flying and be a good product with a good money so that we could take in more people and I [could] take a leadership role over it."	

EMPL	<p>"With [name] is, he's more...he's more of a leader in that sense. He...he takes control and tries to be the bridge between sales and development..he's still 80% development, but it's at least 20% sales. I think he also tries to keep his head up and tries to find a way through all of this. "</p>	
EMPL	<p>[discussing the project leader as a formal leader] "I would say he was more of a development guy."</p>	

2.5 Interviewee E

Project	Quote	1st order
EMPL	"But it was not the value, 'we must have 100 EMPL this month', we didn't had that."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
EMPL	"But... my goal was just the amount of money even if it was paper, income or digital (...) So I had my figures to to reach."	Adoption unit has kickback reward system in place for all portfolio, and no specific reward for the product
EMPL	[Speaking of challenges during EMPL implementation] "We didn't had a smart technique (...) [we overcame it] by me mailing, calling and saying 'hello, I see you have five very nice jobs for EMPL, do you want me to to put them in?', but that's not effective."	External barriers, such as the absence of a 'smart' solution pushed adoption team members to manually address the situation, which was ineffective.
EMPL	"The climate (...) with the [name project leader] (...) increased, and we did more and more. People were interested when we came back from a meeting "what happened?", "what did they say?", and so on. And I think we had all the problems listed out this, "we have to fix this and this and this and this, then the product will be better". (...) So we knew what we had to do."	Good climate resulted from interest from organization, clear problems understanding, and knowing what they had to do.
EMPL	[speaking about interaction with the project leader] "It was very good because we all know what we wanted to achieve."	Interaction between team members and project leader was good because they knew the goal, they wanted to achieve
EMPL	"It was so fun to work with. Because everyone was so interested in it."	Motivation came from people's interest in the product
EMPL	"I didn't know so much about the technique, but I was good at telling about it, and people believed me. So they bought from us (...)"	Project leader bridged the activities between generation and adoption units
EMPL	[speaking about project leader and the adoption team member until early implementation] "He [project leader] was talking about the facts and the technique. And I was joking about the price and what he could do. And so so we had so many fun meetings with the clients. it was very, very fun. It was a nice time"	Project leader bridged the activities between generation and adoption units
EMPL	"But [name project leader] was not the leader, like a leader. He was. He was a mentor leader or project leader, in a very good way."	Project leader is perceived as a more mentor-like leader
EMPL	"it's a lot more engagement here [point to rising part of the drawing]. In this time, at this time. We have meetings with each other, and we did more meetings with customers together. It was more engagement, thinking... You're married, engaged [laughs]... So that was the best time."	Team members from different units and adoption senior leader met regularly, which made it easy to discuss problems, tensions, suggestions and questions
EMPL	"I like new things. I like to do new things. So it was supposed to... I believed in it."	Team members, were very motivated, since they believed in themselves and the product's potential
EMPL	"He was very interested. And... Yes, [adoption senior leader] has always new ideas. He like this kind of project that... yeah, he likes. I think he likes EMPL very much. Because he saw what it could do. If it was, if it could work, like we said."	The adoption senior leader was very enthusiastic about the project, believed in its new idea, and that interest motivated adoption team members.
EMPL	"[project leader] was very enthusiastic from the start, and I think [project leader] was the best to work with. Because we (...) knew the goal, we had it in our head (...) We saw it, and we told everyone 'this is what you're going to get', and that was a good time."	The project leader was perceived as the best to work with, since he motivated team members by making sure that all were on the same page, and working towards the same goal.
EMPL	[speaking if project leader was a formalized] "was formalized because we did know he was a project leader for that. So that's formal (...) And I was dedicated to, to work with EMPL, but no more."	The project leader was perceived as a formal leader

EMPL	"I don't speak so much with [generation senior leader]. Not very much at all. I don't I don't have had [the generation unit leader] as a leader. So [the generation senior leader speaks to [project leader]."	There was no visibility from team members on what top management thought or discussed about the project.
EMPL	(about top management involvement) "I didn't see much.... Maybe they talked about it on their meetings. But didn't see anyone more than [adoption senior leader]."	There was no visibility from team members on what top management thought or discussed about the project.
EMPL	"[adoption senior leader] was following very closely because he's responsible for the money, so that's why and in the beginning, he was looking into it often, and when nothing happened here, he started up the this weekly in meetings and so on."	When the adoption team members did not meet the wanted results, the adoption senior leader put more pressure on the team, and managed them more
EMPL	[speaking about leadership during the slowing down period] "I think it was good, because [name adoption senior leader] involved himself more into the project. Because the income from paper ads was going down like this fast. So we had to get more income from EMPL. And [name adoption senior leader] is responsible for all that, and that's why he was more involved (...) So we started up with, with meetings with selling people, every... once a week, we had ideas about what we wanted to be done. (...) That was positive."	When the adoption team members did not meet the wanted results, the adoption senior leader put more pressure on the team, and managed them more
EMPL	" I think the interest was falling (...) [by] the people who decided about the money and the resources to put in." (top management)	
EMPL	"No, I don't remember from the beginning, we didn't have any numbers to reach...(...) We wanted it of course, to more and more people should use it. We let people try it for nothing, by not paying. And then they when they started to pay. So we had a lot EMPL, but not so much money..."	
EMPL	"Then when [name project leader] jumped off (...) the product the [flattened] out. And we didn't reach higher and higher. "	

2.6 Interviewee F

Project	Quote	1st order
MARC	"[adoption senior leader] has a very important role, because if he believes in something, his organization will: 'okay, so our leader believes in this, then I believe in this'. But maybe even more important, if they can sense that he doesn't think MARC is important, then is really tough."	Adoption senior leader's opinion regarding the project influences adoption team members opinions
MARC	" (...) it was kind of like 'okay, that baby you have over there. It's not my baby'. So that was a challenge to get them [adoption unit] to believe in it."	Adoption unit resistance to the project was created by the fact that they didn't felt that the product was theirs and not getting recognition
MARC	"(...) when the sales (...) felt like 'oh, I work my ass off, and the ones getting all the... all the high fives are MARC' they actually have power to work against you."	Adoption unit resistance to the project was created by the fact that they didn't felt that the product was theirs and not getting recognition
MARC	"(...) it was also something totally different for them [adoption unit] to sell. It was a bit complex, because you don't sell like, millimeters, and paper, you have to sell stories. So the salesperson has to be much more of a market mind to understand 'okay, your company has this challenge, how can I help you communicate your customers' with just something else than being... just selling ads."	Adoption unit was slightly resistant since the selling process was complex, required a marketing mindset and could influence negatively their bonus
MARC	"(...) the sales still thought it was complex, didn't have the marketing mind, you have to be like a marketer, not a seller to sell this. Because it's not selling products. It's selling an idea almost."	Adoption unit was slightly resistant since the selling process was complex, required a marketing mindset and could influence negatively their bonus
MARC	[discussing motivation] "(...) the fact that we were under a spotlight, (...) was for good and bad. Of course, that motivates you."	Being under the spotlight of top management enhanced team's motivation
MARC	[about the adoption decision and if it was formal] "(...) it was but I was part of the process. And it was not an isolated thing."	Belief that there was no formal decision point in time, rather the absence of a negative decision served as a 'go' for the project
MARC	"I'm not kidding when I say charm, because every sales person, customer or leader in the organization, it all comes down to relations. So I mean, yeah, I went on some lunches. I was going to after works. I was talking to everyone, like 'hi, how's everything going with your kids?' at the coffee machine. That's the way to get results also."	Creating interpersonal relations with the adoption unit members was a way to overcome resistance and get results
MARC	"That's one concrete thing: don't steal, don't become competitors."	It was important that the project was integrated with the adoption unit so that there was collaboration and not competition
MARC	"(...) it's really good to have the highest persons in the organization with you. They believe in you. They let you do your thing. They give you the resources, that's really good. [But] Sometimes when like the CEO, talks to all of the organization, and he talks about something as a success, and "we're really proud of this, and they won this prize". And it [can] backfire on you."	Project had high support and promotion from top management, but project leader was afraid it could backfire
MARC	"(...) the CEO time after time says 'and MARC, oh, we're making it massive' (...)"	Project had high support and promotion from top management, but project leader was afraid it could backfire
MARC	"(...) what was really important was that whatever is sold to this customer, you get a bonus, a kickback or reward. Because, otherwise, the [adoption team member] will think that I'm stealing his customers."	Project leader assured adoption team members motivation toward the project

MARC	"I had some workshops, and stuff like that. But... I think I had few [adoption team members] who were very interested.(...) if there's engagement, then you could like, build on that and talk to them. [He would] be my ambassador to take it to the others later."	Project leader assured adoption team members motivation toward the project
MARC	"I think passion is important in motivating others, but I also think (...) you have to have distance so that you could actually bear failure (...) and not lose all energy or self confidence."	Project leader assured adoption team members motivation toward the project
MARC	"So you have to use every part of your brain to to both inspire but also to be kind of goal-oriented."	Project leader has to be inspiring but also goal oriented
MARC	[discussing motivation to achieve goals throughout implementation] "Yes, of course, I was [motivated], but I also saw it as a long term investment."	Project leader personified the project, brought ideas and money, showing that had knowledge about the project.
MARC	"(...) it started off with me, going with the sales people to meet customers and like, listen, 'okay, what are... where are they? Do they know what this is? Or is.. are they super beginners? They may be just started to buy display ads'. So... yeah, 'where in the process are the customers?' (...)."	Project leader was keen to join sales meetings and involve adoption unit
MARC	"(...) sometimes I could say to [the] sales person 'I have an idea for your customer, is it okay if I go with you and tell it? Do you think this will fit? what you're planning to do with them?', and sometimes they said 'no, not at all', and sometimes it's like 'yeah, thank you so much. I really I really appreciate it'."	Project leader was keen to join sales meetings and involve adoption unit
MARC	"(...) if someone had a bad day, like in I think it's important [to] take help from others (...) So we worked close together, and we motivated each other, it wasn't just me motivating them."	Project team had a great climate, motivating and helping each other's, without competition
MARC	"(...) we had a really good climate in the group."	Project team had a great climate, motivating and helping each other's, without competition
MARC	"I think it's one of the best teams that I worked in... a lot of respect for each other... not much competition, because everyone, were good at their thing..."	Project team had a great climate, motivating and helping each other's, without competition
MARC	"I think concrete goals are important"	Project's goals became business-oriented, concrete, and quantifiable as the project moved in the implementation process
MARC	"We had a budget not from the absolute beginning, but when starting to hire people and so on, we, of course, had a budget as well."	Project's goals became business-oriented, concrete, and quantifiable as the project moved in the implementation process

MARC	"And we had our budget, but I think a lot of the things we did weren't always shown in numbers, because it was also cultural change (...)"	Project's goals for implementation were a combination of financial and explorative product development
MARC	"(...) also the CEO [and top management], at that time, they weren't down to team level, but it is really important to have the mandate from them"	Support and mandate from generation senior leader and top management was important for the project
MARC	"[generation senior leader], when he got his new role, it was super important that he gave me the mandate to do this."	Support and mandate from generation senior leader and top management was important for the project
MARC	"(...) when I brought in others, I tried to hire persons that could also share the leadership for MARC, because I think you should always make the organization not depending on one person."	The project leader chose members with high expertise, which opinion was valued during decision-making, accomplishing a shared leadership format within the team.
MARC	"I mean, then they became leaders over their expertise area. So I think it was a shared leadership within the group."	The project leader chose members with high expertise, which opinion was valued during decision-making, accomplishing a shared leadership format within the team.
MARC	"Finding the right persons was, of course, important. (...) one reason to even be able to hire was that I showed early revenues, I had to show 'proof of concept'."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	"But I think, since this, as I said, was like a baby for me. I mean, if you have a baby, you love it, you go up every morning to do all you can for this baby... then, I think you easily [become] the leader, or a parent for that project, because I mean... I had fought so much on so many levels, that we should do this. So failure wasn't like an option, for this, because this was a product that just should work (...)"	The project leader had a burn for the project, ownership, was totally engaged and putted a lot of energy on it
MARC	"Not an idea owner like that, but I guess it was my baby, kind of."	The project leader had a burn for the project, ownership, was totally engaged and putted a lot of energy on it
MARC	"(...) we were totally depending on them [adoption unit], to help us reach the customers and to sell the products."	The project's success depends on the adoption team members sales, and it was important to build a good relationship with them.
MARC	"(...) it's very hard to build a team that will face the challenges that comes with building new (...) everyone has to adopt the baby, believe in the baby (...)"	The right team is needed to face the challenges that comes with building the new

MARC	[critical] " (...) when scaling up finding the right persons."	The right team is needed to face the challenges that comes with building the new
MARC	"Because it is innovation, (...) you have to set up a new thing. Yeah, that involves almost everyone... parts from every departments."	To implement the project collaboration and support from different units was needed
MARC	[to implement innovations] "(...) every little part of the company kind of needs to be supportive."	To implement the project collaboration and support from different units was needed
MARC	"(...) they [adoption team members] always want to give the customer something new."	
MARC	"He could have done more. Actually, I like [adoption senior leader] a lot (...) And I think he never had any intentions to like, do anything that wasn't good for MARC. But he could have done more for MARC. [However] He has a lot has to prioritize."	
MARC	"I think [project team member], he was a very important leader when I was not in place every day. He is like, the glue between everyone, because he is very social, talking all the time making sure 'are you ok?'"	
MARC	"So that was good in the beginning, not to set goals too high. Actually try to reach the ones we had."	
MARC	"Sometimes it was like us against the others [adoption unit]. But that's something also that could be good."	
MARC	"To be honest, he [adoption senior leader] is great at what he's doing,I think he is good for the organization. But the thing we talked about is that this is something a bit more complex. (...) He might not be able to understand the complexity. He's not that tech driven."	
MARC	[comparison between generation and implementation] "all of a sudden, you're on your own and live up to expectations and budgets and costs and all that."	

2.7 Interviewee G

Project	Quote	1st order
MARC	"a lot of the sales staff don't really understand what we do (...) if you've been working here for 20 years selling paper ads, you know, it's kind of hard to really get what commercial storytelling is."	Adoption unit had little resistance to implement the project, but didn't really understand what it was, which made them afraid
MARC	[When asked about resistance from sales team] "especially in the start, when nobody actually had worked with this, I think they were a little bit afraid (...) So I think some salespeople were a little bit afraid of risking, and some people was like 'that's what I've been waiting for'."	Adoption unit had little resistance to implement the project, but didn't really understand what it was, which made them afraid
MARC	[when asked about sales team rewards] "selling our products is much more complicated than selling an ad because [when] you sell an ad, someone else takes care of it (...) [the] salesperson [needs to] be a little bit more involved (...) and it's also [a] risk that you can't show the exact same results as before (...) [which means to] risk your bonus in a way and that could be a problem."	Adoption unit was slightly resistant since the selling process was complex, required a marketing mindset and could influence negatively their bonus
MARC	[When asked about how they overcame resistance of sales team] "We try to inform them how we work and you know, get them to, to know that we are doing the work."	Communication about what the team was working on and how they do it was key to overcome adoption unit resistance
MARC	"I was both like a back office for the sales department... following around doing all the things that the project managers are doing now... talking to customers, talking about native advertising, content, marketing ."	During implementation, the team worked together in all fronts of the project.
MARC	"we were so such a small... so everyone, everyone had to do everything and now it's more divided."	During implementation, the team worked together in all fronts of the project.
MARC	[when asked about leadership styles] "(...) the [project leader] (...) [is] more of 'how do you feel?'"	Project leader was inspiring, open to new things, soft and driving
MARC	[When asked about leadership roles in MARC] "[Project leader] was the formal leader, and [the project leader] was still leading, and [the project leader] was the one who, who was running to all the meetings (...) I was responsible for the product."	Project leader was responsible for prioritization of the development, for generating ideas on how to improve the product, leading weekly meetings, meeting and educating clients.
MARC	"we sell more of a brand awareness and brand building and those kind of things that's hard to measure."	Project's goals for implementation were a combination of financial and explorative product development
MARC	[when asked about individual and team goals] "when I started out, the goal from the company was certain amount of money that this product [can reach] (...) for me, the goal when I started here was to develop the product to be able to work big customers (...)"	Project's goals for implementation were a combination of financial and explorative product development
MARC	[When asked about rewards] "I wouldn't say reward not outspoken (...) like, 'if you do this, you get this'(...) I get more done if the reward is that I can do (...) more fun, fun customers, fun projects, more creative products. That motivates me way more than [a] thousand crowns more for selling something."	Team member was motivated from being involved in an interesting and creative project more than getting financial incentives
MARC	[When asked about motivation within the team] "[I] was a little bit frustrated sometimes with the time some decisions took (...) I knew it's gonna happen, but sometimes it took a couple of months."	Team members motivation was hindered due to hierarchies, the organizational structure, and inherent slow-decision-making process
MARC	[When asked about motivation within the team] "That is de-motivating a little bit that this is a big house, there is a lot of hierarchy and structure, and 'this person has to approve this."	Team members motivation was hindered due to hierarchies, the organizational structure, and inherent slow-decision-making process
MARC	"we hired [name1] (...) to be more of a writer (...) and then after a while, we kind of figure out that we need some project managers, that was more of the sales staff (...) so, I hired [name2]."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	[When asked about middle management] "middle management in this case, [project leader] was able to get money enough to do this hire us and started all this."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	[when asked about the decision to acquire additional resources] "[it] had a little bit to do with this [customer] (...) and [the project leader] kind of understood that (...) 'okay, this is a product that we need staff to work with and also [to] develop [the] product'."	The project leader could acquire resources and build team after proven that the innovation had revenues
MARC	[When asked to name someone in particular responsible for motivating the team] "That was [project leader] role (...) as a boss, [the project leader] was really (...) keen on the mental well-being and that we liked what we were doing. "	The project leader was keen on the team's mental well-being and that they were liking their work

MARC	[When asked about his relation to the project leader] "[in the beginning the project leader] had also to open more doors for me, before I really get to know the others, the sales staff and so on."	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
MARC	[when asked about the bridge with the sales team] "[The project leader] was the main bridge at the start, because [the project leader] knew everyone here when I started, I didn't know anyone. So [the project leader] was the one who introduced me"	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
MARC	"the biggest challenge we had then (...) is that we are dependent on the sales people. Because we are not really allowed to go directly to customers to sell, because every customer in this region has a dedicated sales person here. And we're not supposed to take money from one of the departments and put it in ours, we're supposed to be an add-on."	The project's success depends on the adoption team members' sales, and it was important to build a good relationship with them.
MARC	[When asked about top management] "[MARC] was a top management decision to start (...) [but] I didn't really notice top management within our department so much."	Top management involvement in the project was low, their focus was on taking the adoption decision and opening doors when needed
MARC	"[Project Leader] was still a part of that for almost half a year (...) [and we didn't] really need some responsible boss down here."	
MARC	[when asked about changes in the organization] "the group that we had grew quite fast, because a lot of new people came in along the way. So I assume that it was a strategic decision"	
MARC	[When asked about how they overcame resistance of editorial] "in a way, we proved that what we do has the same quality (...) as they do, so they see we're not destroying the website with our material, and (...) it's clearly marked as ads."	
MARC	[when asked about leadership styles] "[The] [adoption senior leader] (...) [is] more of a sales boss, 'we do this activity' (...) I think [the] [adoption senior leader] is a very good boss for that department, but would suck on being boss of the innovation department anyway."	
MARC	[When asked about resistance] "I know that people from the editorial staff were a little bit skeptical, because what we do is quite close to what the editorial staff does, but what we do is bought, so as a journalist, you can be a little bit afraid of how the paper's credibility is going to be affected"	
MARC	[when asked about the success factors of MARC] "The key [factor] (...) [was that] only one person (...) [could] both help the sales team (...) [with a] small amount of money, could do a lot of things and also be able to (...) build something together with the customers in a way. "	

2.8 Interviewee H

Project	Quote	1st order
MARC	[when asked about internal resistance] "During my first months, yeah. A lot of questioning and some negativity, like skepticism (...) like 'why are you doing this? We can do that'."	Adoption unit had little resistance to implement the project, but didn't really understand what it was, which made them afraid
MARC	[when discussing the attempt of introducing a different approach to the sales process] "that was really hard to implement with the sales process (...) because, there's no time and they have a provision system that you can't just bypass because then they would earn less money."	Adoption unit was slightly resistant since the selling process was complex, required a marketing mindset and could influence negatively their bonus
MARC	"[in the beginning] I saw us as a part of the innovation department (...) we were more in the team in a bigger team, and that changed when we moved the desks closer to sales and made more clear that we were working with sales."	Creating a new 'unit' for the project at first had some resistance from the adoption unit, but improved when the project moved into their physical space
MARC	"[In the beginning] there was this innovation department, and [generation senior leader] (...) he was my boss (...) [the project leader was] a layer between (...) so we were actually we were apart [from] the sales. And that made it also trickier because we were going to work a lot with sales."	Creating a new 'unit' for the project at first had some resistance from the adoption unit, but improved when the project moved into their physical space
MARC	[when asked about challenges for MARC implementation] "making a new unit, settings itself apart from something else makes the (...) old parts confused, bitter, and maybe, or just not really feeling engaged (...) that makes it harder to actually make a change."	Creating a new 'unit' for the project at first had some resistance from the adoption unit, but improved when the project moved into their physical space
MARC	"When one people mentioned something about MARC, it was positive (...) It was clear that bosses were positive ."	Project had high support and promotion from top management, but project leader was afraid it could backfire
MARC	[when asked about project leader characteristics] "her leadership style is kind of like, more like open and soft, like nudging, like being more inspirational and driving (...) [for the project leader it] was harder to follow through on goal settings, because she was more loose on that's more open and explorative herself (...) that's also an important part to keep something open for new things to happen."	Project leader was inspiring, open to new things, soft and driving
MARC	"there were no really defined goals, like, by the end, 'we have to earn this much money' (...) I had a feeling that we were more like explorative phase (...) over time, the goals became also more quantified like 'okay, we have to start bringing in this much'."	Project's goals became business-oriented, concrete, and quantifiable as the project moved in the implementation process
MARC	[when asked about change in goals over time] "It went from like soft to more concrete, business-oriented goals (...) I mean, if you hire three, four people, you have to have a budget."	Project's goals became business-oriented, concrete, and quantifiable as the project moved in the implementation process
MARC	"we had a goal in MARC to climb the chain, climb the business level with clients' projects, so that we would become more of a strategic partner with clients and their concept partner (...) that was like, a softer goal, instead of having like quantifiable goals."	Project's goals for implementation were a combination of financial and explorative product development
MARC	[when asked about motivation towards project's implementation] " the more that the project lost touch with that innovation department, that it was more incorporated to sales for me, it became less interesting."	Team member was very interested and inspired by the project, but as it became more operational motivation decreased
MARC	[when asked about motivation towards the project] "[in the beginning] it was very inspiring. A lot of mixed kind of projects. I would always have like the	Team member was very interested and inspired by the project, but as it

	occasional, like, PowerPoint slides, or even banner ads I didn't like but that's not a problem, if you can mix it up with bigger projects."	became more operational motivation decreased
MARC	[when discussing changes in the project during implementation] " That was like losing innovation potential and becoming more operational. That was a big change that had to happen in order to fit in."	The product had to lose features along the way in order to be implemented
MARC	"[the project leader] lets team members in when she wants to make a decision, wants to have a sparring partner (...) to generate ideas for decisions together with team."	The project leader chose members with high expertise, which opinion was valued during decision-making, accomplishing a shared leadership format within the team.
MARC	"All the people on the team are smart people. They all are leader (...) I think everybody stepped up and said 'okay, here, I have to take more client responsibility role'."	The project leader chose members with high expertise, which opinion was valued during decision-making, accomplishing a shared leadership format within the team.
MARC	[When asked about formality of product leader role] "I would say it was formal, [the project leader] was my boss (...) set the framework for our rules of how to work and what to do (...) negotiated salaries (...) all that boss stuff. "	The project leader was perceived as a formal leader
MARC	"[The project leader] made the connection with the team and me (...) [the project leader] told me 'yeah, write to [name]'."	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
MARC	[when asked about who was building bridges with adoption units] " I would say [project leader] (...) I could see was that [the project leader] reaching out in different ways [to adoption unit]."	The project leader was responsible for coordinating collaboration with other people within the company and tried to get the solution working.
MARC	"[one barrier initially] not having our own sales team or not being close enough to the sales team was the problem in the beginning."	The project's success depends on the adoption team members sales, and it was important to build a good relationship with them.
MARC	"we always had to go through sales, their account managers, so we couldn't just call the client because they had to be like, be in control (...) So [name1] and [name2] were like really eager to sort of like build a good relationship with the guys in sales."	The project's success depends on the adoption team members sales, and it was important to build a good relationship with them.
MARC	"now we have a CEO and then managers, managers, team lead, and I think in the culture in [Case Company] is more that you communicate with your peers on your level. "	There was no visibility from team members on what top management thought or discussed about the project.

MARC	"[the project leader] would ask me 'okay, could you please have that same answer to this presentation? I know, it's not our it's not for MARC, but it would be really good because after, then they owe us one!'"	To assure internal adoption unit buy-in, the project team would actively collaborate with out of the scope activities
MARC	"I was the only designer (...) but there was never a design team (...) so I tried to coordinate, make collaborations with other designers that were assigned to the newspapers (...) I was using my time a lot to help fulfill the need for designers and other parts of the organization in the beginning. So which was kind of (...) confusing."	To assure internal adoption unit buy-in, the project team would actively collaborate with out of the scope activities
MARC	"I was working with a lot of other people, but it was also good, because it sort of gave MARC (...) a reputation for helping out."	To assure internal adoption unit buy-in, the project team would actively collaborate with out of the scope activities
MARC	" I guess you have to have really tight communication with your team. Really be present in different ways, like, so I think it was harder for [project leader] when she was away a lot. That because that made her lose contact with us. And she has only like, power instrument is gone"	
MARC	"[Name] joined a couple months after us (...) then it was [Name2] after a while (...) then [Name3] was also made part of MARC, kind of supporting (...) [Project leader] started the process of hiring to project managers who were [Name4] and [Name5]."	
MARC	"[The project leader] hired [Name1] and [Name2] to write content."	
MARC	"and then [name] joined also for CRM, because we had plans for the inbound marketing (...) So [name] was there to be responsible (...) to take inbound marketing into the practice of MARC, which (...) nobody was doing that."	
MARC	"I think the numbers reflected the fact that we were not part of the organization (...) [maybe we should] have to be a part of the sales team, probably from the beginning. I think for them to sort of feel really engage."	
MARC	"The most important leader was [project leader] because she started, and she hired me, [and] the team in the beginning. So she hired the guys that are still on it (...) without her there wouldn't have been a MARC group."	
MARC	[discussing teams' interaction with project leader during a period where the project leader was absent] "it lessened over the time (...) so [the project leader] zoned out a lot. (...) it's a hard thing to do when you're building a team. So that's kind of contributed to the fact that it was kind of easy to come in and divide the team."	

MARC	[when asked if the project was successfully implemented] "I know that it was not successful in our monitoring, looking at a business perspective. Because all numbers were really bad."	
MARC	[when asked until what point the project leader stayed] "I guess [the project leader] wanted to resign because there was no need for boss here."	

2.9 Interviewee I

Project	Quote	1st order
CABL	"(...) the formal leaders are to me, [adoption senior leader] and [adoption team member]. They are like really nice, happy persons that are really easy to talk to. And I think especially [adoption senior leader], really understands that we need new products like this. "	Adoption senior leader is someone who understands the need for new products.
CABL	"So they want to go the easy way. They know how to sell normal ads in the printed newspaper or the normal digital banners. That's very easy for them. They can talk about it the without any problem, they can sell something quite fast. But with CABL, it's... you have to speak to different people within the customers' company like the CRM people, maybe they don't know who that is. And that will take some time to figure out and then they will try to book a meeting maybe the customer, the CRM person is not so eager, because they don't know what is what is it,(...)"	Behaviour towards the project changed when sales discovered that the product required a more time longing sales process and involved different stakeholders
CABL	"And now when he decided to put CABL into hibernation. I think that was good, because we saw that the timing wasn't quite right. We didn't see how we should be able to launch CABL into the organization without doing harm to the product. Like we didn't think it was good for the product to be released now. So... I think it's valuable with his input and his decisions with the right time."	Belief that for implementation, changes in the organization are needed, but that they are not happening in a near future
CABL	"for sure we need a place that CABL should go to."	Belief that the project needs a different place to develop faster
CABL	" I don't think they [adoption unit] are [helping driving the project forward]. They don't show it to us. Maybe they talk about it. Give... when they are in a customer meeting, they maybe they talk about CABL for a minute. But I think if they really focused on it, much more would have happened by now."	Despite showing enthusiasm for the project, the adoption unit is not explicitly supportive
CABL	"When it comes to CABL, I think they like us, but they don't focus on CABL. I think [name adoption senior leader] or [name] likes CABL and [name] told me he is really passionate about it. But... I don't know. We don't feel it."	Despite showing enthusiasm for the project, the adoption unit is not explicitly supportive
CABL	"I don't know how it should look, but I think if we will just now leave CABL for (...) the sales team and say 'oh, now you have CABL ready, now you have it in your portfolio', I think that CABL would just die, that some customers might ask 'oh, you told us about CABL' but it would be forgotten."	Fear that if the project was integrated in adoption unit it would be forgotten.
CABL	"And I think it's really important to have special sales force for [the project] (...)"	Feeling that it is important to have a special sales force for the project
CABL	"So it needs much more attention and specialized force of people, I think."	Feeling that it is important to have a special sales force for the project
CABL	"And [generation senior leader], if we see him as middle management, he was, like really good for the team, or the project, like when he is part of the weekly meetings."	Generation Senior Leader supported project team with knowledge and steering bottlenecks
CABL	"When we asked him (generation senior leader) to join, he is always present. And he, he knows a lot about the projects. And he tried to find ways to work things out."	Generation Senior Leader supported project team with knowledge and steering bottlenecks
CABL	"He sees things from another perspective, (...) has the overview, so he can see how the project fits into the whole [company] portfolio (...)"	Generation Senior Leader thinks differently and has the overview perspective of the company
CABL	"I don't see one leader that's all the way...probably different leaders."	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"So... and when it comes to like, me and [project leader 2], maybe we have a more... humble way, and maybe not... so explosive, or what to say, more, trying to work on every day and try to be positive and see the good spots. And continue working. So I, but I think maybe I'm more, even more bit positive, and [name] is more... It's so hard to explain... More in doubt, sometimes, and he likes to talk a lot, and he explains everything very deeply. "	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"Yes, I think so. I think me and [name] (...) we're both leaders"	Leadership was shared between project's team with the goal to complement each other's skills
CABL	"if the head of sales would say that "you can get extra money to sell new products" or "we will arrange a team of it CABL sales people", or... then it would be something different. But there were no such initiatives yet, so."	No specific incentives or rewards were in place, project's success was the only desired achievement
CABL	"No, not like... it wasn't like we earned money if we sold or that we would get something. I think the achievement is to succeed with the project."	No specific incentives or rewards were in place, project's success was the only desired achievement

CABL	"We have been discussing that we think that one thing could actually be their kickback system. That they prefer (...) to make money, not only for the customer, [or] for the company, but also for themselves."	No specific incentives or rewards were in place, project's success was the only desired achievement
CABL	[did you overcome resistance from sales in any way] "We did have some sales persons that tried and actively asked us to join meetings with customers, but not that much really"	Not many adoption team members tried the product or invited the project team to join meetings with customers
CABL	[implementation team should be from sales] "It was never outspoken, really. But we knew that it has to be something with sales."	Not outspoken belief that implementation should include sales
CABL	"we were thinking like "if every salesperson sell for this amount each month, that would mean this much the first year, the third year, the fifth year" like, and we tried to be quite low key, like not try to over exceed it even though we believe so much in the product so.	Product's goal was defined based on expectations related to how much each adoption team member would sell
CABL	"We didn't get the support from the sales organization that we thought we would. We thought that they were going to be enthusiastic and happy to have a new product and that it would be easy to sell it to customers."	Project team didn't get the expected support from adoption unit, which drove them to sell themselves
CABL	"We had some examples of what we believed could happen in the future [to the project]. And we said that 'this first half year or from [date] to [date], we will have a turnover of [amount]' (...) but we didn't manage."	Project team felt demotivated when not achieving expected goals.
CABL	"Yes, I was very motivated. And I think we motivated each other within the team, because it's a really good and nice team. So we... there was always a good spirit. Nice energy. And we came up with a lot of good ideas."	Project team is perceived as a good team, with good spirit, nice energy, and coming with a lot of ideas
CABL	"And some days when we felt like it was hard. And we didn't get the attention that we wanted from customers, then we were... more sad, but we tried to pick each other up and have good days anyway."	Project team members picked each other's up on harder days
CABL	[how did you motivate others] "More trying to be a good listener. And if someone had a good... a bad day like that "okay, maybe didn't go this good this week, but you know, last week we... you book three meetings, and that was really good, and next week, we will do this". More (...) talking to people and also writing (...) or (...) when we sometimes had released the sprint, the new version, we had like a little fika [laughs]. We try to celebrate small."	Project team members picked each other's up on harder days
CABL	"Maybe the sales people, some of them, were really stressed about us coming to their work station and asking each week 'so how did it go? And can we join for a meeting with this customer?' and so we noticed soon that they were not so keen on that."	Resistance from adoption unit to help and share work details with project team
CABL	" I started to work with it more after we had this decision from the top management that we could continue with CABL on a more full time basis (...) so that was when I really started to focus more on CABL."	The adoption decision by top management guaranteed the allocation resources needed for the project.
CABL	[up until what point was the idea owner present] "(...)we were producing those three cases, that the top management really wanted from us, to be able to decide if we could go with this project or not. "	The adoption decision by top management involved the delivery of a project description, use cases, resources needed for implementation.

CABL	"And I think [name idea owner] was frustrated because he didn't quite believe in the model of delivering three business cases, because he didn't think quite that we had the business cases that he was thinking of and we said the rest of the group or some of us like "just let us do it. Let let us try. If those three cases are not strong enough, maybe we can come back and do it later. Let's try" so."	The idea owner got frustrated because he didn't believe in process set by top management to proceed with the project
CABL	"So... for example, even though [name idea owner] was very passionate about the product, his frustration was... was to be seen. So... it wasn't always like, happy feeling when, for example, you were in a meeting because he was so much questioning the management and he like "oh, why cannot this happen soon? Why do not people understand this?", and, you know, then that his feeling goes to all of us in the group. So... maybe that's not so motivating, I think."	The idea owner got frustrated because he didn't believe in process set by top management to proceed with the project
CABL	"(...) so [generation senior leader] was important, but I don't see that the top management's were that important. I mean, the the decision was important, but it's not like they're really following what's happening within CABL."	There was no direct contact between project team and top management as well as low interest from the latter, so the generation senior leader worked as a bridge between the two
CABL	"So actually, we reported through [generation senior leader], so we didn't meet top management that much or handed in figures only for CABL that that was more like a bunch of all the projects within [company]. So it's not like we've been in constantly dialogue with the top management is it goes more through [generation senior leader] and not [CEO], we only met him once."	There was no direct contact between project team and top management as well as low interest from the latter, so the generation senior leader worked as a bridge between the two
CABL	" I think for sure, they [top management] really believed in the in the product, the idea of using customer data, and that it was a digital and new way to have ads within the group."	Top management didn't follow what was happening with the project
CABL	"We didn't meet top management that much, actually, [idea owner], he arranged a meeting with [name CEO] once (...)"	Top management didn't follow what was happening with the project
CABL	"Top management's was more the formal decision, they took the decision."	Top management was responsible for the formal decision making.
CABL	"[name] and he was the person who came up with the idea. He was also fairly new to the company. And he had worked a lot with CRM a lot with advertising. He had worked at [company], and [company] another big companies. And he came up with this idea."	
CABL	"[name] and he was the person who came up with the idea. He was also fairly new to the company. And he had worked a lot with CRM a lot with advertising. He had worked at [company], and [company] another big companies. And he came up with this idea."	
CABL	"[the decision to adopt] took a few months. So there was some frustration involved."	

CABL	"like he [idea owner] was arranging the meeting with [name CEO] and and that was a bit outside the normal path. So he really tried to inspire people within the organization (...) he tried to do steps on his side to really reach his goal."	
CABL	"like he [idea owner] was arranging the meeting with [name CEO] and and that was a bit outside the normal path. So he really tried to inspire people within the organization (...) he tried to do steps on his side to really reach his goal."	
CABL	"we had like, a group of six with different competencies... "[name] from sales,[name]... He is a developer so he knew a lot about the [tech] that is the technique behind or one of the technique behind CABL and it was [name] who is still a group member and he specialized in advertising and he knows everything about prices and a lot of.... about (...) Analytics behind advertising. And then it was [idea owner] of course, [name] who is now researcher in [company]."	
CABL	"we had like, a group of six with different competencies... "[name] from sales,[name]... He is a developer so he knew a lot about the [tech] that is the technique behind or one of the technique behind CABL and it was [name] who is still a group member and he specialized in advertising and he knows everything about prices and a lot of.... about (...) Analytics behind advertising. And then it was [idea owner] of course, [name] who is now researcher in [company]."	

2.10 Interviewee J

Project	Quote	1st order
CABL	"I want CABL to be so much more now (...) it hasn't changed that much (...), and that makes me frustrated because I know that it's really good"	Adoption team member motivation decreased since project seems not to have changed much over time
CABL	"Not official, but resistant... but (...) I think it was [a] different agenda. And that was the big issue here. Because it was so hot CABL when the product was finished that everybody wanted to work with it, and so on. But it didn't land in either way. So if we look in the mirror and have to take a new decision, I think that wouldn't be driven further than it was now."	Adoption team member motivation decreased since project seems not to have changed much over time
CABL	"The motivation was from high to medium to low, when don't get the answer (...) and then the energy, motivation, and everything was very low. And it's still low."	Adoption team member motivation decreased since project seems not to have changed much over time
CABL	"The product hadn't changed, is the same project... the same product for a year ago, or one and a half year ago when I dropped off and [idea owner] dropped it off to somebody else."	Adoption team member motivation decreased since project seems not to have changed much over time
CABL	"[when the idea owner left] with all the experience [and] all the knowledge (...) that was very expensive for CABL."	Belief that change in leadership format hindered integration with adoption unit
CABL	"[the idea owner] was involved to the end when it's gonna be implemented in the sales organization. So he has come with the idea and then finished CABL. Then some other than it was in [name generation senior leader] group, [company], and then there were three persons that took over CABL project. And [name idea owner] left."	Belief that change in leadership format hindered integration with adoption unit .
CABL	[could you ask any of the three team members] "I want to go to one person that knows the answer. And if that person doesn't know the answer, (...) I don't like when it's unclear."	Belief that somewhere in the project's journey, from the idea to the finished product, there's a need for formal leader.
CABL	[when asked about different leadership styled in CABL] "somewhere in the journey from the idea to the finished product, you need some formal leader (...) to follow them [pre-established goals] up, question them, and so set the deadline. (...) I don't see one leader that's all the way probably different leaders."	Belief that somewhere in the project's journey, from the idea to the finished product, there's a need for formal leader.
CABL	"(...) I think if we put it in sales you have talked with much more customers than today."	Belief that the project needs a different place to develop faster
CABL	"Actually, that's why we...were we... the speed was from high to very low. And I think if I'll be honest, that it's still very, very low."	Belief that the project needs a different place to develop faster
CABL	"And... yeah... that's why I saw, I thought they will put CABL in the sales organization, because the [company] here is very good to take from... to take... the new product, but somebody needs to sell it."	Belief that the project needs a different place to develop faster
CABL	"as the owner of the product, the idea (...) when it's finished, or we are going to take it out in the market, they must try it on... in some way in sales"	Belief that the project needs a different place to develop faster
CABL	"I think CABL need to be in a different place right now. "	Belief that the project needs a different place to develop faster
CABL	"I think if you put CABL in different type of place in the organization, then it will be (faster). "	Belief that the project needs a different place to develop faster
CABL	"They need someone that could sell these ideas. Otherwise (...) it's very good, but nobody wants it (...) [they] need some other (...) skills."	Belief that the project needs a different place to develop faster
CABL	[what do you envision as different if CABL was delivered to the adoption unit] "I think the process (...) (would be) much quicker, because (...) we have dialogue with our customers every day."	Belief that the project needs a different place to develop faster
CABL	"But when we finished that project [before adoption decision], the decision that was made wasn't the right decision."	Belief that the project should have been implemented within adoption unit, but generation senior leader took the decision to base it within the limits of the generation unit
CABL	"That was [generation senior leader] decision. (...) He saw that this was a good idea and a good product, then, I don't know, he didn't know that much about CABL because he only get the presentation of CABL. And he said "Okay, that's good, Let's have it here" (generation unit), it's always finished "let's not put it here" (adoption unit), I said, "let's put it in another organization" (generation unit). But he was... he was more, more higher chief than I am. So he decided, and I don't think that he decided what's right."	Belief that the project should have been implemented within adoption unit, but generation senior leader took the decision to base it within the limits of the generation unit
CABL	"there was different agenda (...) they put CABL in [the generation] side. Not the good side of bad side. But the decision was [generation senior leader], and it landed there."	Belief that the project should have been implemented within adoption unit, but generation senior leader took

		the decision to base it within the limits of the generation unit
CABL	[about additional resources] "(...) I think that when you have that project, you must have some dedicated person that's driven."	Feeling that it is important to have a special sales force for the project
CABL	"He delegates some questions that he follow them up (...) he doesn't stop as until everything was clear. He doesn't like it either when he was unclear. So if he doesn't get the answer (...) he asked you who have the answer (...) and he was [inaudible] the building the presentation for our CEO."	Idea owner described as high energy, curious, always with a smile, and eager to make things happen.
CABL	[when asked to describe CABL idea owner] "he had high energy, curious, and everything was with a smile. And he wants to get things to happen."	Idea owner described as high energy, curious, always with a smile, and eager to make things happen.
CABL	[when discussing the most important leader of CABL] "the idea come from him, and it come inside him (...) when he talks it came from the heart. He was proud because it's his idea from the beginning (...) every single part of his body was talking 'CABL is that good' (...) he spread that words to all of us, and then we get a part of it (...) and then we felt the way that he felt."	Idea owner described as high energy, curious, always with a smile, and eager to make things happen.
CABL	"if the product has been more finished at that time (...) if you sell CABL, you'll get some extra popcorn [financial incentive] (...) but it wasn't that finished, and we didn't know how to [sell]."	No specific incentives or rewards were in place, project's success was the only desired achievement
CABL	"No, there were no rewards."	No specific incentives or rewards were in place, project's success was the only desired achievement
CABL	"The six person the... I think there's one person, there is one person still left in it's [name project leader] ."	Only one person from the generation remained in the project's team
CABL	"She's... I don't know if she's the owner of CABL or what's her role, but it's only her left."	Roles confusion within project team
CABL	"(...)different in two ways, that the one is it, often you didn't have to talk to the marketing chief... market chief. Instead, you have to talk to the CRM chief in the customers."	Sales process has to be different, as there is a different customer to tackle
CABL	"The top top management was good because (...) for the highest chiefs, they were 'okay, what you need, you get it, doesn't matter, we're going to figure it out in some way', if it's with money or with extra time or consulting or whatever, do it because money is not a problem'."	The adoption decision by top management guaranteed the allocation resources needed for the project.
CABL	"as my chief, [senior leader - adoption unit] he said 'as long as you can do your work similar, that's good, just go with the flow'."	The adoption senior leader, in the beginning, supported the implementation by lending resources
CABL	"[motivation] was very, very good in the beginning, it was very high."	The adoption senior leader, in the beginning, understood the need and the potential of the project as match in sales portfolio, and was enthusiastic about it.
CABL	"So the salesperson does not propose CABL now, because it's a long shot and small money (...) and a lot of work."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	[if climate changed fom beginning of implementation until now] "Absolutely. It's a big difference. Now, they're more (...) 'Oh, is really true that is not finished?', 'Can I do it now (sell)?', that type of question."	The adoption unit 's enthusiasm towards the project fell over time, and the project stopped being a priority in unit's pipeline
CABL	"He [idea owner] was involved to the end when it's gonna be implemented in the sales organization. So he has come with the idea and then finished CABL. Then some other than it was in [name generation senior leader] group, [innovation department], and then there were three persons that took over CABL project. And [name idea owner] left."	The idea owner got frustrated because he didn't believe in process set by top management to proceed with the project
CABL	"(...) we don't have one person that's dedicated chief of this project. There are three persons now. And I don't see anybody that's chief in the different groups (...) it's very unclear"	Unclear owner, roles or leadership on the project
CABL	"It's still at the innovation hub,[and] it must go to the whole organization or the special sales team. Because it's a finished project as a product."	When the product is finalized it should be handed over to a special sales team or the whole organization, not being kept at the generation unit
CABL	"When the when the idea get to a point when it's a finished product... Then there was (should be) a new team."	When the product is finalized it should be handed over to a special sales team or the whole organization, not being kept at the generation unit
CABL	"(...) my motivation come from... it was this good idea. And then we were in this fantastic team, about six person that I like, very, very much... and still like them."	

	And what we do in that journey, and took that idea to a product, a finished product, almost a finished product. And then when we tried that product, and talked to four or five clients about it, and they all "Hell yeah, we start tomorrow".	
CABL	"(...) my motivation come from... it was this good idea. And then we were in this fantastic team, about six person that I like, very, very much... and still like them. And what we do in that journey, and took that idea to a product, a finished product, almost a finished product. And then when we tried that product, and talked to four or five clients about it, and they all "Hell yeah, we start tomorrow".	
CABL	"[idea owner] who was the former leader of the project in the beginning, he asked some guy, [inaudible], some persons, and he asked me if I want to be in there. "	
CABL	"[idea owner] who was the former leader of the project in the beginning, he asked some guy, [inaudible], some persons, and he asked me if I want to be in there. "	
CABL	"I think some leader read [Senior leader - generation unit] has the courage to say 'okay, I think this is finished' (...) And then I will raise my hand."	
CABL	"I think some leader read [Senior leader - generation unit] has the courage to say 'okay, I think this is finished' (...) And then I will raise my hand."	
CABL	"I was the one that was selling the product to (...) the sales team (...) I think this is amazing. We've got something really good here."	
CABL	"my role in the team was actually one, it's, 'which customer is this for?' and 'how can we sell this product to them?'"	
CABL	"my role in the team was actually one, it's, 'which customer is this for?' and 'how can we sell this product to them?'"	
CABL	"The decision was [made by the] [generation senior leader] (...) but we didn't ask him why (...) so I think [generation senior leader] have one agenda and we have another agenda."	
CABL	"There was an owner that brings out the idea. His name was [name idea owner]. And he took five persons with him to explain the the idea. And then we said, "Okay, everybody wants to work with it". So the group of 6 persons make the CABL "	
CABL	"There was an owner that brings out the idea. His name was [name idea owner]. And he took five persons with him to explain the the idea. And then we said, "Okay, everybody wants to work with it". So the group of 6 persons make the CABL "	
CABL	"there were six person that has come from different places, different backgrounds, and have different skills. (...) it was a very, very good team "	
CABL	"there were six person that has come from different places, different backgrounds, and have different skills. (...) it was a very, very good team "	
CABL	[when asked about different leadership styled in CABL] "In the beginning(...) the thing that we did was to have different experience, different persons and not have any formal leader. Because the more responsibility every person takes, it gets better (...) But in the start, I don't think there have to be any leader."	