Leveraging Corporate-Startup Engagements

A Multiple Case Study Exploring Corporate Accelerators' Post-Acceleration Activities

by

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May, 2020

Master's Programme in Corporate Entrepreneurship and Innovation

Abstract

Title: Leveraging Corporate-Startup Engagements: A Multiple Case Study Exploring Corporate Accelerators' Post-Acceleration Activities.

Keywords: Corporate accelerators, corporate venture capital, corporate venturing, open innovation, corporate-startup engagement.

Research Question: What post-acceleration activities do corporate accelerators undertake to create strategic value for the parent company?

Methodology: This qualitative study was conducted through multiple case studies and followed a predominantly inductive approach to uncover the post-acceleration activities conducted by corporate accelerators to create strategic value for the parent company. In order to build a grounded theory model, data collection was conducted through semi-structured interviews and analyzed according to the method by Gioia, Corley, and Hamilton (2012).

Theoretical Perspective: Literature was reviewed in the research areas of open innovation and corporate venturing with special focus on corporate accelerators and corporate venture capital.

Conclusions: This study focused on examining what post-acceleration startup management practices ('activities') corporate accelerators conduct and how these activities contribute to strategic value creation for the parent company. It was found that the post-acceleration phase is separated into three levels of post-acceleration activities and their strategic value contributions. Firstly, the resource level aims to deliver strategic value through knowledge and customer development to the parent company by providing resource-based post-acceleration support for the startups. Secondly, on the relationship-level, corporate accelerators build a close, informal and supportive partnership with the startups in order to promote innovation, new technology, and innovative talent. Thirdly, on the strategic-level, collaborations with the parent company and strategic investments through a corporate venture capital unit are facilitated in order to foster newstream and incremental innovation ability. Furthermore, within the strategic-level, it was found that corporate accelerators nurture a close relationship with corporate venture capital units to increase strategic value creation for the parent company.

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List of Abbreviations

BU - Business Unit

CA - Corporate Accelerator

CV – Corporate Venturing

CVC - Corporate Venture Capital

KPI - Key Performance Indicator

PC- Parent Company

VC - Venture Capital

1. Introduction

1.1 Background

The current economic environment, which is defined by digitalization, globalization and advancements in technology is placing pressure on established firms to maintain their competitive edge through innovation (Richter, Jackson & Schildhauer, 2018; Markham et al., 2005). In the changing business environment, incumbents are facing increased competition from startups and pressure from disruptive innovation (Selig, Gasser & Baltes, 2018).

In this regard, corporate entrepreneurship has gained significant attention as an instrument to increase a firm's innovation capabilities and flexibility by becoming more entrepreneurial (Selig, Gasser & Baltes, 2018). Corporate entrepreneurship can be considered the process of exploiting business opportunities to generate firm-level value, while striving towards the goal of competitive advantage (Kuratko, Morris, & Covin, 2011; Arz, 2017). Corporate entrepreneurship enables both the exploration and exploitation of innovative opportunities and can be dissected in two separate branches: strategic renewal and corporate venturing (CV) (Selig, Gasser & Baltes, 2018; Shankar & Shepherd, 2018). Whereas strategic renewal concerns organizational innovation or firm-level structural change, CV describes the process of identifying and creating new business in the form of ventures (Gutmann, 2019; Arz, 2017; Selig, Gasser & Baltes, 2018; Kohler, 2016). In a broad definition, CV "*serves as a strategic instrument for corporates to create, capture and deliver innovation*" (Gutmann, 2019, p.122). Established firms are engaging in CV activities as a cornerstone to building a *"sustainable innovation strategy"* which is critical for gaining competitive advantage (Battistini, Hacklin & Baschera, 2013, p. 33). Corporations pursue CV to meet strategic goals and grow core business (Block & MacMillan, 1993). CV can be further divided into internal activities, such as leveraging existing competences to create new products or ventures, and external activities, such as aiming to acquire knowledge and new business opportunities through external startups (Selig, Gasser & Baltes, 2018; Lerner, 2013). This thesis focuses exclusively on external CV.

Generally, the rationale guiding a corporation's entry into external CV may be motivated by strategic reasons, financial reasons, or a combination of both (Battistini, Hacklin & Baschera, 2013). External CV activities are "*one of the most important open innovation practices*" to accelerate a firm's innovation performance (Vanhaverbeke, Van de Vrande &

Chesbrough, 2008, p. 253). In this context, open innovation refers to a company's innovation activities being *"open by engaging with a broad set of external actors"* (Laursen & Salter, 2014, p.868).

Thus, over the last two decades, different modes of external CV have developed (Gutmann, 2019). Particularly, external venturing modes such as corporate accelerators (CA), corporate venture capital (CVC), and strategic partnerships with startups have become a source for new technologies as they allow for tapping into external innovation capabilities (Gutmann, 2019; Kohler, 2016; Weiblen & Chesbrough, 2015; Markham et al., 2005). While CVC and strategic partnerships with startups have been conducted for a longer period, CAs have recently emerged as a structured *"program of limited duration that support cohorts of startups"* (Hochberg, 2016; Kohler, 2016, p.348; Block et al., 2018). As a new form of external CV, CAs provide companies the opportunity to *"make contact with innovative startups, their technologies, and their entrepreneurial mindset"* (Moschner et al., 2019, p.638). Ultimately, CAs are a method for established firms to maintain competitive edge by exploring new ideas and innovations that add value to the corporation (Hochberg, 2016; Kohler, 2016).

1.2 Problem Discussion and Research Question

Given the recent development of CAs, there is limited empirical data surrounding this phenomenon (Richter, Jackson & Schildhauer, 2018; Kohler, 2016). Recent literature has investigated different types of CAs, including their objectives and characteristics (Cohen et al., 2019; Moschner et al., 2019; Shankar & Shepherd, 2019; Richter, Jackson & Schildhauer, 2018; Pauwels et al., 2016). This stream of research has centered around a primary function of the CA: the limited-time startup engagement program which ends with a *"demo-day"*, or the graduation event (Cohen et al., 2019, p.1782). Literature has also explored the strategic objectives of CAs. Kanbach and Stubner (2016) identify key goals, including learning about new technologies and enabling development of innovation and entrepreneurial culture for the parent company (Prexl et al., 2019). Strategic objectives are also to scan the competitive landscape and get a *"foothold in the market"*, including the option for strategic early-stage investments (Richter, Jackson & Schildhauer, 2018; Pauwels et al., 2016, p.21; Shankar & Shepherd, 2019).

However, recent literature has introduced the phase after an acceleration program ends ('post-acceleration') as part of CAs. The term *"post-acceleration"* is adopted from the work of Shankar and Shepherd (2019, p.5) to describe the outcome after a CA program ends. To this end, a startup company that completes a CA program is considered as an 'alumni', 'accelerated startup', or 'graduate' in post-acceleration (Shankar & Shepherd, 2019; Cohen & Hochberg, 2014; Pauwels et al., 2014).

The post-acceleration phase has been referenced in literature and regarded to be important for *"the execution"* of the startup collaboration (Shankar & Shepherd, 2019; Pauwels et al., 2016; Kohler, 2016, p.353). However, research exploring the post-acceleration phase is generally understudied. Furthermore, Colombo, Rossi-Lamastra and Wright (2018) state that the relationship between a CA and accelerated startups is also under-researched. Due to the limited knowledge and importance of the post-acceleration phase, Shankar and Shepherd (2019, p.16) propose to *"further unpack"* this topic.

Research provides rough indications on what CA post-acceleration activities with startups entail. In this paper, 'post-acceleration activities' refer to CA startup management practices after the acceleration program ends. So far, literature describes that accelerated startups *"ideally advance into pilot projects, partnerships or acquisitions"* (Kohler, 2016, p.353). Furthermore, the CA may provide continuous support to help the startup receive follow-on funding (Cohen et al., 2019; Isabelle, 2013).

Shankar and Shepherd (2019) uncover a connection between post-acceleration activities and the objectives pursued by the CA, including either strategic fit or venture emergence. While strategic fit describes *"identifying ventures closely related to their [the firm's] existing businesses"*, the goal of venture emergence is to *"help organizations [parent company] gain access to disruptive ventures"* (Shankar & Shepherd, 2019, p.2). Thus, the objectives pursued by the CA influence how relationships with startups are handled in post-acceleration. Although Shankar and Shepherd's (2019) contributions are valuable to the field, it is unclear how strategic objectives influence the post-acceleration activities in detail. This is also proposed by Colombo, Rossi-Lamastra and Wright (2018) who ask for how the corporates and CAs can leverage the startup-engagement innovation potential after the acceleration program ends.

Thus, it is unclear how strategic objectives are met and how 'strategic value' is created for the parent company (PC) post-acceleration, even though several authors outline the strategic objectives of CAs. The outcome of strategic objectives is the creation of strategic value, which builds upon research by Lin and Lee (2011, p.489) and Ernst, Witt and Brachtendorf (2005, p.233) who define strategic value of CV programs as corporate *"growth value"* by *"leveraging external innovation"*.

Therefore, the research gap is identified: recent literature has examined the post-acceleration phase of CAs to a limited degree, thus there is lack of knowledge regarding how post-acceleration activities conducted by the CA relate to the strategic value created for the PC. For this reason, the objective of this thesis is to contribute research about the post-acceleration phase of CAs and how the activities conducted relate to the strategic value created for the parent company. The research gap will be addressed by exploring what post-acceleration activities CAs conduct in order to create strategic value for the PC.

In order to position the understanding of startup management practices conducted by CAs, literature examining corporate venture capital (CVC) provides a starting point. Similar to CAs, CVCs also pursue strategic goals on behalf of the parent company (Weiblen & Chesbrough, 2015; Yang, Narayanan & De Carolis, 2014; Chemmanur, Loutskina & Tian, 2014). CVC literature provides insight into startup management practices to gain strategic value for the PC in the post-investment phase (Yang, Narayanan & De Carolis, 2014).

Although CA and CVC share similarities, CAs must be studied separately due to critical differences between the two. Firstly, the investment approach towards startups differs. While a CVC's primary motive is to make an equity-driven investment for financial return, a CA is a startup support system that may or *may not* offer financial resources in exchange for equity (Block et al., 2018; Kanbach & Stubner, 2016, Weiblen & Chesbrough, 2015). Secondly, the stage of startups being targeted is another factor that distinguishes CA from CVC. CAs target early stage startups whereas CVCs generally invest in later stage startups (Block et al., 2018). Thirdly, CVC investment decisions are made with the goal of an exit strategy and financial return (Ernst, Witt & Brachtendorf, 2005). This contrasts the CA's aim for follow-on investments into the startups or an integration into the existing business units (BUs) (Cohen et al., 2019; Kohler, 2016). Lastly, due to the differences in strategy around investment practices, CAs and CVCs require different approaches to support startups. CAs aim towards assisting the startups' growth by providing professional training and network

access (Block et al., 2018). Meanwhile, CVCs distinguish themselves by providing resources in the form of capital or access to the PC's R&D facilities (Colombo & Murtino, 2017; Galloway et al., 2017). In sum, due to these differences, CVC literature offers a starting point for researching CAs but cannot be fully applied, thus CAs need to be studied separately.

Recently, companies with established CVCs are also launching CAs, opening up a research topic within post-acceleration about what CAs do with accelerated startups, given the presence of a CVC (Colombo, Rossi-Lamastra & Wright, 2018). Shankar and Shepherd (2019, p.18) further propose research regarding the *"subtle ways"* CAs influence CVC within the PC. CVC's may act as follow-on investors to accelerated startups, underlining the need to investigate this relationship (Moschner et al., 2019). Thus, the scope of post-acceleration within this study also includes the interaction between a CA and CVC to achieve the PC's strategic objectives.

1.3 Purpose & Research Question

The purpose of this thesis is to contribute to the research gap in CA literature addressing the post-acceleration phase. For this purpose, this research is to understand how CAs manage accelerated startups in order to leverage their strategic value for the PC. By analyzing what activities CAs conduct with their alumni, this research strives to provide greater insight into how corporate innovation occurs through this form of corporate-startup engagement. By developing knowledge of CA post-acceleration, the research can contribute actionable insight to stakeholders involved in CAs in the form of managerial implications. The research question is:

What post-acceleration activities do corporate accelerators undertake to create strategic value for the parent company?

1.4 Outline of Thesis

In order to answer the research question and address the identified gap in CA literature, a multiple case study is conducted using ten CA and five CVC perspectives as the basis for the empirical strategy. The Gioia Methodology is used as the primary framework for analysis and is applied to analyze CA and CVC data (Gioia, Corley & Hamilton, 2012). While a grounded theory model was developed primarily with CA data, CVC data was used to

support the empirical strategy. The empirical strategy provides the opportunity for CA-CVC comparability in order to strengthen the necessity to study CAs as a separate CV approach. Thus, by identifying the differences between CA and CVC as a part of the empirical strategy, the theoretical contribution to CA literature is highlighted. Therefore, the empirical strategy influences the construction of the literature review, the data collection, and the data analysis.

This thesis consists of six chapters. Chapter 1 focuses on the background and aim of the research by presenting the problem formulation from which the research question is derived. Chapter 2 consists of a narrative literature review in which key concepts pertaining to CA and CVC are examined in order to provide a theoretical understanding of the current state of literature. Due to the lack of research on CAs, perspectives of CVC are included in order to examine corporate-startup activities in alignment with the empirical strategy. Chapter 3 introduces the methodology that the authors employed to conduct the research, including research strategy, design, and data collection process. Chapter 4 presents the key findings of the data collection. Chapter 5 analyzes and connects findings to the research question in the form of a grounded theory model and presents a thorough discussion using literature. Chapter 6 offers contributions to existing literature, managerial implications and perspectives on research limitations, and concludes by providing recommendations for future research.

2. Literature Review

This section presents the theoretical frame of reference through a narrative review of literature in five sections. In the first section, the field of corporate venturing provides an introduction into the overarching research field. Secondly, corporate venture capital is examined as a starting point to explore CAs, which are then discussed in the third section. Fourthly, a review of literature on startup management practices is presented, including both the corporate venture capital and corporate accelerator perspective in order to provide an overview of current literature related to the research question. Lastly, the literature review is synthesized by comparing the literature examining both CVC and CA.

2.1 Corporate Venturing

Broadly speaking, corporate venturing is a form of corporate-startup engagement which manifests in different forms (Kohler, 2016). This paper acknowledges Gutmann's (2019, p.123) definition of corporate venturing to include "*a set of corporate mechanisms designed to accelerate innovation and new business creation*". The term 'corporate venturing' gained traction when Block and MacMillan (1993) investigated how established companies use CV to enhance their innovation practices. Block and MacMillan (1993, p.14) established the theoretical foundation for CV, determining that CV entails, but is not limited to, "*greater uncertainty*", "*separate management*", and a "*focus on increasing sales, profit, productivity, or quality*".

Furthermore, CV encompasses "*entrepreneurial efforts*" and can be further divided into two branches based on orientation: internal CV and external CV (Kuratko, Morris & Covin, 2011, p.12; Selig, Gasser & Baltes, 2018; Arz, 2017). While internal CV aims to create new products or markets using existing firm competences, external CV aims to collaborate with or invest in external startups to acquire knowledge and create business opportunities (Lerner, 2013).

Corporations can employ various types of external CV to explore outside knowledge (Tidd & Taurins, 1999). Therefore, external CV can be considered as "*one of the major tools to apply open innovation*" (Vanhaverbeke, Van de Vrande & Chesbrough, 2008, p.954). By looking outside the bounds of the organization, external CV provides companies with a way

to extract valuable external knowledge (Mina, Bascavusoglu-Moreau & Hughes, 2014). Introducing external CV strategy allows corporations to "*attract, qualify, and monetize value*" that did not originate internally beforehand (Markham et al., 2005, p. 51). External CV practices often involve investments that "*facilitate the founding and/or growth of external businesses*" (Covin & Miles, 2007, p.183). However, Gutmann (2019) describes that non-investment CV activities have been arising as a way to support complementarities between a parent company and startups.

This thesis focuses on two types of external CV: CA and CVC. In general, CAs are "*corporate programs that support startups for a limited time with resources and mentoring*" (Selig, Gasser & Baltes, 2018, p.2). On the other hand, CVCs are corporate units that "*invest in external ventures to pursue strategic or financial goals*" (Selig, Gasser & Baltes, 2018, p.2). CVC and CA will be explored in the following two sections, using CVC literature to provide an initial frame of reference for the study of CA.

2.2 Corporate Venture Capital

CVC investment is an established corporate-startup engagement strategy (Weiblen & Chesbrough, 2015; Markham et al., 2005). Due to the decades-long existence of CVC, a range of literature exists exploring this research area that can be used to understand CA as a new form of external CV (Block et al., 2018; Moschner et al., 2019). CVC involves the "*financing of start-ups*" by established firms for minority equity (Ernst, Witt & Brachtendorf, 2005, p. 233; Alvarez- Garrido & Dushnitsky, 2016). CVCs operate on behalf of established firms who provide the "*high risk capital*" for investment into new ventures (Galloway et al., 2017; Noyes et al., 2014, p.713). Startups that receive CVC investment are considered portfolio companies (Ernst, Witt & Brachtendorf, 2005).

2.2.1 CVC Strategic Objectives

The primary goals of CVC include both exploration and exploitation activities to create strategic value for the PC (Wadhwa, Phelps & Kotha, 2016). In other words, CVCs pursue financial returns on their investments that are influenced by the PC's strategic objectives (Weiblen & Chesbrough, 2015; Yang, Narayanan & De Carolis, 2014; Alvarez-Garrido & Dushnitsky, 2016). Depending on the orientation of the CVC, the primary motives between financial return and strategic objectives might differ (Colombo & Murtino, 2017).

However, it is important that the CVC's objectives follow a long-term strategy, as an unfocused strategy might lead to poor return on investment, financially and strategically (Wadhwa, Phelps & Kotha, 2016; Chesbrough, 2002).

Aside from the strategic and financial objectives discussed in literature, some research considers a third objective of CVC to be finding technological opportunities (Block et al., 2018; Chesbrough, 2002; Wadhwa, Phelps & Kotha, 2016). The technological motive to pursue CVC is justified by increasing business competition, motivating established firms to avoid "*creative destruction*" through innovative startups (Block et al., 2018; Hochberg, 2016, p.44). New technologies discovered through CVC create strategic value by positioning the parent company to expand its business (Ernst, Witt & Brachtendorf, 2005). To this end, established firms benefit through CVC by accessing new technologies and expertise at a lower risk that can enhance the capabilities of the firm (Noyes et al., 2014; Van de Vrande, Vanhaverbeke & Duysters, 2011). Regardless, the dominant perspective in literature presents that the two key drivers of CVC are strategic and financial, without distinguishing the technological aim separately from strategic objectives (Weiblen & Chesbrough, 2015; Yang, Narayanan & De Carolis, 2014; Alvarez- Garrido & Dushnitsky, 2016). Thus, this perspective of considering technological motivations as strategic objectives of CVC was adopted in this study.

Recent research suggests that strategic objectives are more important than financial returns of investments, as Ma (2019, p.359) states that a "*parent company views CVCs primarily as strategic investments, with the goal of benefiting internal corporate innovation*". Accordingly, the researchers of this thesis follow the most recent viewpoint that strategic goals are primary drivers for CVC activities. **Table 1** provides an overview on different strategic objectives outlined in research. Strategic objectives include monitoring the competitive landscape to acquire ventures that facilitate growth in new industries, or integrating new technology into existing business units (Ernst, Witt & Brachtendorf, 2005; Yang, Narayanan & De Carolis, 2014). Furthermore, CVC enables the development of "*pioneering technologies*" by bringing together knowledge resources from the corporation and startup (Van de Vrande, Vanhaverbeke & Duysters, 2011, p. 974). Therefore, CVC investments provide established firms with an opportunity to engage in "*interorganizational learning*" as a strategic value (Wadhwa, Phelps & Kotha, 2016, p.96). Furthermore, Chemmanur, Loutskina and Tian (2014), state that CVCs aim to increase the firm's innovation

capabilities and productivity. Ernst, Witt and Brachtendorf (2005) determine that major strategic value could come from access to technology talents and a greater entrepreneurial organizational culture. Lastly, a strategic objective guiding CVC investments is to optimize or expand R&D capabilities by acquiring external startups (Noyes et al., 2014; Ernst, Witt & Brachtendorf, 2005).

Strategic Objectives Grouping	Strategic Objectives Outlined in Research	Authors
Access to New Technology	Co-development to generate new technologies	Van de Vrande, Vanhaverbeke & Duysters (2011); Noyes et al. (2014)
	Explore and monitor external knowledge and technology environment	Van de Vrande, Vanhaverbeke & Duysters (2011); Ernst, Witt & Brachtendorf (2005)
	Lower risk of new technology development and creation of technology regime	Van de Vrande, Vanhaverbeke & Duysters (2011); Ma (2019)
Firm-Level Incremental Innovation	Increase firm-level innovation productivity and R&D efficiency	Ma (2019); Ernst, Witt and Brachtendorf (2005); Noyes et al. (2014); Chemmanur, Loutskina & Tian (2014)
	Create growth opportunities in new industries and new customer segments	Ernst, Witt & Brachtendorf (2005); Noyes et al. (2014)
Innovative Corporate Culture	Find new and complementing capabilities and talent	Ma (2019); Noyes et al. (2014); Ernst, Witt & Brachtendorf (2005)
	Encourage entrepreneurial spirit within corporate culture	Ernst, Witt & Brachtendorf (2005)

Table 1: Strategic Objectives of CVC Units for the PC, Own Creation Based on Existing Research

2.3 Corporate Accelerators

The following subsection explores the phenomenon of CAs from multiple viewpoints. First, the definition and purpose of CA is explored to understand a CA's relationship to the PC. Secondly, CA literature is synthesized to provide a theoretical foundation on how CAs create strategic value.

2.3.1 Definition and Purpose of CA

Corporate accelerators are a recent phenomenon, and consequently constitute an understudied subject in the research frontier (Shankar & Shepherd, 2019; Moschner et al., 2019). This concern is echoed by Cohen et al. (2019) who finds that although the number of CA programs have been increasing across different sectors, research on this new venturing form is incomplete. Recently, researchers have started focusing on accelerators because they provide a window into early stage entrepreneurship that has previously been difficult to observe (Aldrich & Yang, 2012).

According to open innovation literature, CAs represent a form of *"outside-in"* open innovation used by established firms to source external innovation through startup collaboration (Richter, Jackson & Schildhauer, 2018; Mahmoud-Jouini, Duvert, & Esquirol, 2018; Weiblen & Chesbrough, 2015, p. 72). Meanwhile in the context of CV theory, the purpose of a CA is to develop and manage a portfolio of new ventures (Dempwolf, Auer & D'Ippolito, 2014). Thus, literature based on the CV foundation stresses the concept of supporting new ventures as a defining factor of CAs (Selig, Gasser & Baltes, 2018). Based on the various perspectives of CA that span different literature concentrations, it is understood that there is no fixed definition of 'corporate accelerator' (Colombo, Rossi-Lamastra & Wright, 2018). Furthermore, the challenge in defining 'corporate accelerator' is complicated by the theoretical viewpoints of open innovation and CV that examine the phenomenon from different perspectives (Selig, Gasser & Baltes, 2018). As a result, the absence of a common definition of 'corporate accelerator' also contributes to a lack of understanding as to what comprises a CA (Kanbach & Stubner, 2016).

Despite the difficulties in defining CAs, they consist of certain characteristics. As the name implies, CAs seek to accelerate the growth of an early stage startup (i.e., a venture that has "*begun to implement their business but remain at a very early stage of development*") by supporting the entrepreneurial process (Richter, Jackson & Schildhauer, 2018; Cohen et al., 2019, p.1789). If functioning correctly, CAs enjoy the *"scale and scope"* of the PC while benefiting from the entrepreneurial culture of startups with which they collaborate (Kohler, 2016, p. 348). Corporations run accelerator programs for a fixed period of time in which participating startups receive access to the firm's resources and expertise (Selig, Gasser & Baltes, 2018). Expertise may come in the form of educational and mentorship offerings to the startups (Cohen et al., 2019). The fixed-term program consists of a cohort (or *"batch"*) of startups that are chosen through a competitive selection process (Shankar & Shepherd, 2019;

Richter, Jackson & Schildhauer, 2018, p.77). At the end of the limited program, there is normally an acknowledgement through a form of *"graduation event"* (e.g., Demo Day or Investor Day) (Cohen et al., 2019, p.1782; Mahmoud-Jouini, Duvert, & Esquirol, 2018). Upon conclusion of the acceleration program, CAs may offer a strategic seed investment to the participating startups in return for equity of the participating companies, which are subsequently referred to as portfolio companies (Cohen & Hochberg, 2014).

Based on the review of relevant literature and for the purpose of this study, the authors developed a working definition of a CA to be: ***a corporate venturing approach offering a fixed-term program and generally providing a group of selected startups with the opportunity to grow their ventures by accessing sought-after resources (both financial and strategic).***

Based on existing literature, CAs can be broadly grouped into three types: external, internal, and hybrid (Selig, Gasser & Baltes, 2018; Moschner et al., 2019, Richter, Jackson, & Schildhauer, 2018). External CAs concern the acceleration of a cohort of external startups accepted into the program, whereas internal corporate accelerators focus on realizing internal employee innovation (Selig, Gasser & Baltes, 2018). However, separating accelerators into polar types, i.e., external vs. internal, does not sufficiently describe the reality of how CAs operate. As proposed by both Moschner et al. (2019) and Richter, Jackson, and Schildhauer (2018, p. 71), a hybrid model should be recognized which describes a CA that participates in open innovation (e.g., *"insourcing external innovation"*) while also remaining open to nurturing employee-driven ideation and innovation. For the purposes of this research, only external and hybrid models will be considered due to this study's focus on *external* corporate-startup engagement. In other words, internal CAs will not be examined as they do not fit the research question.

Based on the above-mentioned types of CAs, the different models, i.e. how the CA is structured, has also been researched. However, there is limited research and only a handful of studies that present models of CAs. Kohler (2016) and Kanbach and Stubner (2016) provided the theoretical foundation in establishing a connection between the organizational elements of a CA and the objectives it pursues. Understanding the organizational elements of CAs provides insight into its relation to the PC, thus providing essential context to the strategic value created by the CA for the PC. Based on the review of relevant literature, the majority of CA models are developed with great consideration to the PC's objectives guiding the CA

(Kohler, 2016; Weiblen & Chesbrough, 2015; Kanbach & Stubner, 2016; Hochberg, 2016, Moschner et al., 2019; Shankar & Shepherd, 2019; Pauwels et al., 2016; Prexl et al., 2019; Richter, Jackson & Schildhauer, 2018).

From the existing research, Shankar and Shepherd (2019) and Kanbach and Stubner (2016) develop models based on objectives that are of relevance to this research. In Shankar and Shepherd (2019)'s formative study, the authors present two models of CAs, differentiating between a CA focus on corporate-startup strategic alignment (*strategic fit*) versus startup growth potential (*venture emergence*) (Shankar & Shepherd, 2019, p.7). Similarly, Kanbach and Stubner (2016) developed models based on the strategic and/or financial objectives guiding the CA. Specifically, three (*listening post, value chain investor*, and *test laboratory*) of the four models reflect strategic goals from the PC, while one model (*unicorn hunter*) is centered around financial motives (Kanbach & Stubner, 2016, p.1764). Thus, the models developed emphasize the influence of PC strategic objectives as a key element of a CA, reflecting the literature that suggests that strategic objectives guiding CAs carry more weight than financial objectives (Kanbach & Stubner, 2016). Nevertheless, both the strategic and financial objectives guiding a CAs strategic value creation will be examined in the following section.

2.3.2 CA Strategic Value Creation

A CA should be aligned with the corporate-startup engagement strategy in order to leverage strategic value (Moschner et al., 2019). Kohler (2016) also finds that corporations should communicate a clear objective when interacting with startups, which Weiblen and Chesbrough (2015) support by stating that firms must know what they hope to gain from startup engagement. In this sense, CAs measure the *"contribution to the [parent company's] strategy"* as a key performance indicator (KPI) (Richter, Jackson, & Schildhauer, 2018, p.75). In this section, KPIs can be considered as a means to better understand the objectives that create strategic value for the parent company. In order to contribute to strategic value creation for the PC, CAs are oriented around objectives that are primarily *strategic* or *financial* in nature (Kanbach and Stubner, 2016).

As a source of strategic value creation, CAs may invest in accelerated startups with the goal to increase the value of the PC's equity (Kanbach & Stubner, 2016). CAs that engage in this form of financial activity take a selective approach to the investment strategy by investing in startups that align with strategic objectives (Kohler, 2016). Research describes

that CAs aim to *"bridge the equity gap between early-stage projects and investable business"* and facilitate early stage strategic investments (Pauwels et al., 2016, p.21; Shankar & Shepherd, 2019). By reserving an option to invest, it can be inferred that financial motives for CAs are closely linked to the underlying strategic reasons for operating a CA. The overlap between the financial and strategic motivations relates to the reasoning that in order to optimally leverage external startup investments, the firm needs to have an existing knowledge base to create synergy effects (Cohen & Levinthal, 1990; Yang, Narayanan & De Carolis, 2014). Such effects are created when the firm has "*the ability [...] to recognize value of new, external information, assimilate it, and apply it to commercial ends*", also described as absorptive capacity (Cohen & Levinthal, 1990, p.128).

From the majority of literature, it can be interpreted that the financial driver behind CA programs is to receive return-on-investment through the growth of strategically relevant startups, thus generating strategic value for the PC. In order to assess strategic value creation, Cohen et al. (2019, p.1793) introduce three KPI variables that can be taken into account to measure portfolio companies, namely *"funding raised, valuation attained and meeting a funding threshold"*. Leatherbee and Gonzalez-Uribe (2018) also argue for measuring "*real acceleration effects*" which includes the *"fundraising"* and *"valuation"* of accelerated startups (Leatherbee & Gonzalez-Uribe, 2018, pp.108-114).

However, it must be acknowledged that CAs may also be interested in investing in *"potentially disruptive ventures"*, which are startups that fall outside of the boundary of strategic alignment (Shankar & Shepherd, 2019, p.3).

Aside from the financially-driven objectives, CAs may be steered by complex strategic objectives in order to generate strategic value. The research-frontier on strategic objectives of CA is summarized in **Table 2.** Strategic goals of CAs vary, but are related to the strategic objectives of the PC (Richter, Jackson & Schildhauer, 2018).

A primary reason that established firms launch CAs is to generate strategic value in the long-term by catalyzing newstream and disruptive innovation (Kanbach & Stubner, 2016; Shankar & Shepherd, 2019). The CA may also help the firm to better monitor the competitive landscape by learning about new technologies and identifying potential threats to the existing business (Richter, Jackson & Schildhauer, 2018; Kanbach & Stubner, 2016).

Kanbach and Stubner (2016) identify that CAs serve the new development of products and technologies with the strategic objective of identifying new business opportunities for the PC (Kohler, 2016, Richter, Jackson & Schildhauer, 2018). According to Richter, Jackson, and Schildhauer (2018, p.75), the contribution to the PC can be measured by *"the establishment of*

new markets, or market share". In their research, specific *"projects, prototypes or partnerships"* are evidence of strategic value creation (Richter, Jackson & Schildhauer, 2018, p.75). Pauwels et al. (2016, p.21) elaborate on the strategic positioning of a CA as a method for firms to gain *"foothold in the market"* by developing an ecosystem in which participating startups and customers revolve around the company. Similarly, Kohler (2016) describes the strategic objective of a CA to raise the activity around a company's existing business.

Furthermore, finding new means to leverage the existing resources and products within a firm is a way to create strategic value. The corresponding strategic objective is to create new markets for existing products or determine new application areas for the internal resource base (Richter, Jackson & Schildhauer, 2017; Selig, Gasser & Baltes, 2018).

Another strategic objective of CAs is to develop partners and service providers along the value chain of the PC (Shankar & Shepherd, 2019; Richter, Jackson & Schildhauer, 2018). The improvement of existing products, services or parts of the business is often referred to as *"incremental innovation"* (Lin, Chen & Lin, 2017, p.1059).

Talent sourcing is another strategic objective that is discussed in literature (Kohler, 2016; Shankar & Shepherd, 2019). The corporate-startup engagement that occurs during the acceleration process provides scouting opportunities for the corporation to discover interesting and strategically valuable entrepreneurs. This engagement between the firm and the entrepreneurs may provide a desired boost in *"entrepreneurial spirit"* within the established business (Prexl et al., 2019, p.633; Selig, Gasser & Baltes, 2018; Kohler, 2016). The strategic value created by the act of attracting entrepreneurial talent also generates publicity for the firm, thereby casting the parent company in a positive light and *"creating an image of being an innovative"* firm (Kanbach & Stubner, 2016, p.1765). To assess the strategic value created for this objective, Leatherbee and Gonzalez-Uribe (2018, p.103) suggest *"spillover [...] dimensions"* as KPI measures for changes in entrepreneurial mindset and culture. Strategic value is also created when the entrepreneurial ecosystem gains from the acceleration program, such as through an increase in business opportunities, human capital or access to networks. Spillover KPIs include *"relocation"* or *"institutional change"* (Leatherbee & Gonzalez-Uribe, 2018, pp.114-119).

Strategic Value Creation Grouping	Strategic Value Creation Outlined in Research	Authors
Innovative Corporate	Talent Sourcing/Access to innovative talent	Shankar & Shepherd (2019), Kohler (2016)

Culture	Rejuvenate corporate culture in entrepreneurial fashion	Kohler (2016); Selig, Gasser & Baltes (2018); Prexl et al. (2019)
Strategic Investment	Early Strategic Investments	Shankar & Shepherd (2019)
	Bridging Gap between early-stage projects and investable businesses	Pauwels et al. (2016)
Disruptive Innovation	Finding disruptive Innovations and new markets	Richter, Jackson & Schildhauer (2018); Kohler (2016); Kanbach & Stubner (2016); Selig, Gasser & Baltes (2018)
	Finding business opportunities through new product and technology development	Kohler (2016); Kanbach & Stubner (2016); Richter, Jackson & Schildhauer (2017)
Incremental Innovation	Develop and connect partners along value chain and distribution channels	Shankar & Shepherd (2019); Richter, Jackson & Schildhauer (2018); Pauwels et al. (2016)
	Finding new ways to leverage existing resources and products	Richter, Jackson & Schildhauer (2018); Selig, Gasser & Baltes (2018)
	Increase activity around firms own business	Kohler (2016); Pauwels et al. (2016)
Access to External Knowledge	Learning about new technologies and threats to existing products	Kanbach & Stubner (2016); Richter Jackson & Schildhauer (2018)

Table 2: CA Strategic Value Creation 'Groups' for the PC, Own Creation Based on Existing Research

In sum, CAs are driven mainly by strategic objectives and/or create measurable strategic value for the PC, which may also include financial goals (e.g., investment possibilities) (Moschner et al., 2019).

2.4 Startup Management Practices

This section reviews literature that explores startup management practices of CVCs and CAs. Specific to this paper, the term 'post-acceleration activities' is used to uncover how CAs manage accelerated startups. On the other hand, 'post-investment management' is used to describe how CVCs manage startups who received investment (i.e., portfolio companies). In the first section, existing research of startup management practices conducted by CVC is

presented to provide a theoretical frame of reference for the study of CA. The second section covers the post-acceleration management practices of CAs.

2.4.1 Post-Investment Management Practices in CVC

The majority of CVC programs manage *"a number of portfolio companies"*, illustrating that the role of CVCs extends beyond the point of investment (Yang, Narayanan & De Carolis, 2014, p.1994). Thus, CVC post-investment management practices provide relevant insight for CA startup management. Similar to CAs, CVCs aim to create a win-win situation for the corporate investor as well as the portfolio companies by *"act[ing] as intermediaries between corporate and startups"* (Gutmann, 2019, p.128). The relationship between the startups and the corporation can be considered symbiotic, considering the startup receives access to firm resources, and the firm receives access to startup innovation (Colombo & Murtino, 2017; Galloway et al., 2017). By facilitating the knowledge flow and the access to complementary resources, CVC can accelerate the innovativeness of its portfolio companies as well as from the corporate investor (Alvarez-Garrido & Dushnitsky, 2016). For this purpose, the CVC *"needs to work closely with their portfolio companies"* in order to gain maximum value for the PC from their investments (Markham et al., 2005, p.49). The relationship between a CVC and its portfolio firms is a long-term commitment for both parties, potentially leading to co-development of innovations for the parent company (Galloway et al., 2017, Weiblen & Chesbrough, 2015). Thus, a close portfolio management approach is necessary to leverage the relationships with their ventures.

The relationship between corporates and startups can take on different forms: informal or formal, depending on the level of support and advice provided (Kanniainen & Keuschnigg, 2003). Informal relationships relate to non-contractual activities, and conversely, formal interactions concern contractual activities (Mina, Bascavusoglu-Moreau & Hughes, 2014). Contractual activities include intellectual property agreements between a startup and corporation involved in co-development (Weiblen & Chesbrough, 2015).

Contract-based formal relationships between a startup and parent company also include strategic and operational control activities (Lin, Chen & Lin, 2017). Strategic control describes the scenario in which CVCs take a board seat in the venture and consequently limit the startup's flexibility and ability to act autonomously (Lin, Chen & Lin, 2017). CVCs bring the risk of technology exploitation due to their strategic and technological goals, thus CVC

control mechanisms may be mitigated by a startup protecting from too much intervention and control by the corporate (Block et al., 2018; Maula, Autio & Murray, 2009).

For a CVC with high industry relatedness to its portfolio, operational control is conducted by serving in the startup's management team in order to facilitate communication and support the startup in acquiring resources (Lin, Chen & Lin, 2017). Ernst, Witt, and Brachtendorf (2005) also argue that acceptable CVC intervention into a startup includes providing access to resources, such as technical knowledge and market awareness. Generally, literature suggests that corporate investors should get involved when the portfolio company is in trouble or during the very early stage of development (Fredriksen & Klofsten, 2001).

Portfolio Setup & Diversification

A CVC portfolio is constructed around the overall objectives of the corporate investor (Block et al., 2019). For strategic goals, emphasis is put on frequent communication facilitating the transfer of information to support the startups' progress as well as the knowledge flow of technology (Markham et al., 2005; Alvarez-Garrido & Dushnitsky, 2016). For financial-oriented venturing, the continuous introduction and connection of the venture to potential customers seems to be of highest relevance (Markham et al., 2005).

CVCs pursue portfolio strategies to create interdependencies between each startup within the portfolio, creating portfolio effects which influence the value of the portfolio (Yang, Narayanan & De Carolis, 2014). Portfolio effects depend upon the level of complementarities or conflicts among the portfolio companies, which requires diversification within the portfolio.

Two different views about portfolio diversity have been identified in literature. On one hand, diversification can promote innovation and value through increased portfolio effects and inter-organizational learning (Wadhwa, Phelps & Kotha). On the other hand, it may cause cost implications or lead to an unprofitable portfolio when learning is not possible, due to low relatedness between the portfolio companies or competition conflicts (Wadhwa, Phelps & Kotha, 2016; Yang, Narayanan & De Carolis, 2014; Lin & Lee, 2011; de Leeuw, Lokshin & Duysters, 2014). The right balance of diversification thus is decisive to maximize portfolio value and learning benefits. Wadhwa, Phelps and Kotha (2016) proposes a moderate level of diversity and emphasize the importance of finding portfolio startups that are rich in knowledge resources, which eventually enhance portfolio effects, while reducing cost

implications associated with a diversified portfolio. For a PC to capture and absorb the knowledge and innovation produced by a diversified portfolio, an appropriate inter-organizational setup is required (Weiblen & Chesbrough, 2015).

Inter-organizational Set-Up & Facilitating Knowledge Flow

In order to gain strategic value from startups, Weiblen and Chesbrough (2015) emphasize the role of a suitable inter-organizational set-up within the parent company in order to facilitate knowledge absorption. The concept of absorptive capacity plays a central role in managing startups with the goal of acquiring new technologies and knowledge. Contextual knowledge is required to use new knowledge through absorptive capacity, meaning that significantly unrelated knowledge cannot be absorbed and used by the firm (Cohen & Levinthal, 1990; Yang, Narayanan & De Carolis, 2014). Furthermore, *"gatekeepers"* are required to monitor the environment and transfer the knowledge into the organization in an understandable fashion (Cohen & Levinthal, 1990, p.132). Thus, in relation to managing startups, it can be inferred that successful facilitation of knowledge transfer between startups and the parent company requires intentional set up between the CVC and PC. Higher levels of integration support the transfer of knowledge, which helps knowledge absorption (Van de Vrande, Vanhaverbeke & Duysters, 2011).

Thus, how CVCs construct their portfolios requires a close alignment of objectives from both the PC and the portfolio companies. The alignment of goals and interdependence of outcomes can further increase the relationship through knowledge exchange activities (Hakansson & Snehota, 1995; Maula, Autio & Murray, 2009). These social interaction activities have a positive impact through complementarities between corporates and startups and enhance learning benefits, which are important for leveraging portfolio effects (Yang, Narayanan & De Carolis, 2014).

2.4.2 Post-Acceleration Management Practices in CA

Since startup management can be considered an ongoing process built on interactions, post-acceleration activities as such are based on the relationships between the CA and startups (Corsaro et al., 2013). According to Kohler (2016) and Mahmoud-Jouini, Duvert and Esquirol (2018), the relationships get established during the acceleration program, while leveraging the potential of the established relationship occurs in the post-acceleration phase. Other research emphasizes the importance of corporate engagements and collaborations with their alumni

startups, even though it is not clearly described 'how' CAs should handle this relationship post-acceleration (Shankar & Shepherd, 2019; Kohler, 2016; Markham et al., 2005; Colombo, Rossi-Lamastra & Wright, 2018).

Research addressing the post-acceleration phase is very limited. The post-acceleration phase starts with the graduation event, or the so-called *"demo-day"* which is the last act within the limited-period acceleration programs (Cohen et al., 2019, p.1782). Demo-Days can take place either formally or informally, but always serve the purpose of publicity by showing how the acceleration of the startup enhanced its *"investment readiness"*, *"product-market fit"* or its *"growth potential"* (Shankar & Shepherd, 2019, p.14). After a Demo-Day, CAs may aim to provide the opportunity for startups to receive follow-on investment or explore the possibility of integrating it into the business units (Cohen et al., 2019; Kohler, 2016). Integration is further discussed by Kohler (2016, p.353) who describes that successfully accelerated startups *"advance into pilot projects, partnerships or acquisitions"*, but does not elaborate further. Ideally, collaborative innovation involves matchmaking between critical stakeholders within the environment of the PC with suitable startups (Pauwels et al., 2016).

"Post program support" is explored by Pauwels et al. (2016) as a key feature of alumni relations but the authors do not elaborate on specific activities conducted after the acceleration program ends. Several authors ask for the establishment of alumni relationships and post-program support through networks (Pauwels et al., 2016; Uhm, Sung & Park, 2018; Shankar & Shepherd, 2019). Alumni not only serve as a source of inspiration and experience for the active participants in the program, but also get actively involved as mentors and investors (Pauwels et al., 2016).

Shankar and Shepherd (2019) propose that the post-acceleration phase is a distinctive feature either as 'community formation' or 'corporate nurturing' which take on different forms depending on the objectives of the corporate accelerator. Accordingly, the CA aims to nurture innovation when the overall pathway lays in accelerating strategic-fit, while the CA will aim to nurture ecosystems when the overall pathway lays in accelerating venture-emergence (Shankar & Shepherd, 2019). **Table 3** provides an overview of the different activities for the community formation stage introduced by Shankar and Shepherd (2019).

Nurture Innovations (Strategic Fit)	Nurture Ecosystems (Venture Emergence)
● Run POC/use-case tests ● Create partners/vendors	● Long-term bets ● Provide customer connect

● Enhance experimentation ● Product transformative actions ● Provide testimonials	● Create equity/evangelist portfolio ● Market expanding options ● Increase visibility

Table 3: Different Forms of Post-Acceleration Activities ('Community-Formation'), Adapted from Shankar and Shepherd (2019)

Uhm, Sung and Park (2018) describe activities undertaken by accelerators such as continuously providing follow-up investments or a network of subsequent investors. Cohen et al. (2019, p.1791) describe continuous follow-up investments as *"milestone-based funding if and when the team reached pre-defined milestones"*. Isabelle (2013) describes that accelerators can serve as a 'door-opener' for startups to receive follow-on funding. Especially, when the PC is invested in the venture, there is an additional incentive for further support (Uhm, Sung & Park, 2018; Pauwels et al., 2016). Best-practice accelerators offer ongoing support for their portfolio ventures in the form of training to increase the speed for going to market (Uhm, Sung & Park, 2018).

2.5 Comparison Between CVC and CA

This section synthesizes the literature review on CAs and CVCs by explaining the differences between the two in the first section, and synergies between the CA and CVC in the second. In the third section the differences in terms of startup management practices are presented. In the fourth section, existing literature on the relationship between CA and CVC is introduced.

2.5.1 Differences Between CVC and CA

Several critical differences between CA and CVC exist which support the necessity of studying CAs separately. Most importantly, a key difference between these two forms of external CV is that while CVCs typically seek equity investment in external ventures, CAs do not always invest in startups they accelerate (Shankar & Shepherd, 2019). While a CVC's key driver is to make an equity investment to pursue financial performance, a CA is a startup support system that might or might not offer financial resources in exchange for equity (Block et al., 2018; Kanbach & Stubner, 2016, Weiblen & Chesbrough, 2015). In other words, the financial goals of CAs are not necessarily key objectives (Kanbach & Stubner, 2016). Thus, even though both CA and CVC have similar objectives, the investment approach of the startup engagement differs.

When it comes to an investment by a CA, investments are being conducted on a cohort-based matter (Cohen et al., 2019). By *"grouping startups into cohorts"*, CAs are distinct from CVCs in how they source potential investments (Cohen et al., 2019, p. 1789). As compared to CAs, CVCs are pursuing a portfolio strategy approach that often is in line with the innovation objectives of the parent company (Wadhwa, Phelps & Kotha, 2016; de Leeuw, Lokshin & Duysters, 2014).

Another differing factor is the stage of startups which are being targeted. CAs target early stage startups, whereas CVCs are open to and generally investing in later stage startups (Block et al., 2018). Furthermore, the investment size differs. A CA investment ranges anywhere between $0 to $150k in return for equity stake, whereas CVCs invest millions (Galloway et al., 2017; Hochberg, 2016; Kanbach & Stubner, 2016).

2.5.2 Synergies Between CVC and CA

Overlapping objectives between CVCs & CAs include the goal to increase the parent company's level of innovation by exploring newstream technologies (Shankar & Shepherd, 2019; Yang, Narayanan & De Carolis, 2014; Kanbach and Stubner, 2016). Similar to a CA, CVCs are 'exploring' for white spaces in the market in order to determine new opportunities and directions (Colombo & Murtino, 2017; Galloway et al. 2017; Chesbrough, 2002). Furthermore, both CV techniques afford companies the opportunity to gain greater market advantage through innovation and better monitoring of the competitive technical landscape (Lerner, 2013; Ernst, Witt & Brachtendorf, 2005).

From a structural perspective, both CAs and CVCs operate on behalf of a parent company, although CVCs are dependent on the corporation as a subsidiary (Chemmanur, Loutskina, and Tian, 2014). Both CAs and CVCs are driven by both strategic and financial outcomes that are tied to the parent company, although CVCs may place more concern on the financial return on investment (Ernst, Witt & Brachtendorf, 2005).

2.5.3 Comparison Management Practices between CVC and CA

The difference in investment targets is also reflected in how CAs and CVCs support relevant startups. The CA's startup support system usually consists of *"management training", "mentorship"* and *"network access"* to support the growth of the venture (Block et al., 2018, p.241). Considering the early stage of the startups that CAs support, it makes sense

that professional training is typically offered by CAs. On the contrary, a CVC aims to provide access to resources mostly in the form of capital or access to R&D facilities while seeking for a *"window on technology"* and financial gains in return (Colombo & Murtino, 2017; Galloway et al., 2017; Alvarez- Garrido & Dushnitsky, 2016, p.821). Hereby, the CVC, compared to a CA, takes on a more intervening role and often requires formal control mechanisms on a management and strategic level to pursue its strategic and technological goals (Lin, Chen and Lin, 2017; Maula, Autio & Murray, 2009).

Furthermore, the post-acceleration and post-investment startup management processes differ between CAs and CVCs. For CAs, Kohler (2016, p.353) describes that successfully accelerated startups might *"advance into pilot projects, partnerships or acquisitions"*. In turn, CVCs investment decisions are guided by a *"large deal flow"* (Ernst, Witt & Brachtendorf, 2005, p.234) which supports the aim to achieve financial return. In contrast, literature suggests that CAs aim to support startups to get follow-on investments or an integration into the existing PC business units (Cohen et al., 2019; Kohler, 2016).

2.5.4 Relationship between CVC and CA

Generally, the literature examining the relationship between CVC and CA is limited due to novelty of CA programs. Shankar and Shepherd (2019, p.18) suggest that there are *"subtle ways"* in which CAs influence CVC, but their research does not address what the influence resembles. According to Weiblen and Chesbrough (2015) and Moschner et al. (2019, p.639), CAs are a recent approach to corporate-startup engagement that *"complement"* CVC. The complementary approach includes the different stages of startup growth that interest both CVC and CA. Whereas CAs may invest in or support early stage startups for follow-on investments, CVCs also target later stage startups (Kohler, 2016; Cohen et al., 2019; Block et al., 2018). The gap between the investment approach implies that accelerated startups may be good candidates for follow-on investments by the CVC in the future.

Based on the strategic aim of CAs to find complementary startups for the parent company, Moschner et al. (2019, p.646) find that some models of CA programs may also serve as a tool for "*using the accelerator process [...] as due diligence*" for the CVC. Generally, it can be inferred that due diligence activities through a CA will support a CVC because the process for CVC to source and screen startups typically "*take[s] time*" (Weiblen and Chesbrough, 2015, p.71). Furthermore, by engaging with startups through a CA, a

corporation increases the size of deal flow that can benefit the CVC by providing more investment options (Ernst, Witt & Brachtendorf, 2005).

3. Methodology

The following section presents the research design, strategy, and method of this study. Techniques for collecting and analyzing data are described, and lastly, implications for measurement criteria are considered.

3.1 Research Design and Process

3.1.1 Epistemology and Ontology

The purpose of this research is to uncover what activities CAs conduct in post-acceleration to achieve PC strategic objectives. In order to address the research question with a suitable methodology, epistemological and ontological considerations were assessed. Assuming a view that social interactions are drivers of perceived reality, this study adopts an ontological position as constructionist (Bryman & Bell, 2011). To this end, this research is conducted with the understanding that social actors are agents of social construction. Thus, the research design aims to explore the "*experience of reality*" rather than assuming that an objective reality exists (Hlady-Rispal & Jouison-Laffitte, 2014, p.607).

An epistemological position of interpretivism is chosen to inform the design and approach to research (Bryman & Bell, 2011). Thus, this study is influenced by hermeneutics due to the focus on understanding human behavior (Bryman & Bell, 2011). The epistemological stance is suitable for this study due to the aspects of the research around relationship building, thereby placing phenomenological value on relationships (Corsaro et al., 2013).

3.1.2 Research Strategy and Approach

In alignment with the constructionist and interpretivist positions applied, this research follows a qualitative strategy and orientation. A qualitative strategy suits this research which explores post-acceleration activities, inherently incorporating "*organizational dynamics*" (Gioia, Corley & Hamilton, 2012, p.16). The qualitative strategy directs research towards the development of analytical generalization (Bryman & Bell, 2011). Due to the goal of theoretical generalizability, tools of grounded theory were employed to follow an iterative, predominantly inductive approach as the researchers are creating new concepts and models inspired by Gioia, Corley and Hamilton (2012). However, as described by Bryman and Bell

(2011), elements of deduction occur in an inductive approach as well. Thus, the researchers took an iterative stance by referring back to the research frontier in order to adjust the research question and literature review throughout data collection.

3.1.3 Research Design

Corporate accelerators are an emerging research field (Shankar & Shepherd, 2019). Thus, qualitative research suits the scope of this study to advance understanding through generation of empirical data supported by contextual descriptions (Hlady-Rispal & Jouison-Laffitte, 2014; Bryman & Bell, 2011). A multiple case study design has been chosen to investigate the research question from different perspectives. 'Multiple cases' refers to the ten different CAs and five different CVCs. Multiple CA cases are necessary to answer the research question, thus seven non-equity CAs and three equity-taking CAs are included to gather diverse perspectives of post-acceleration activities. Five CVCs were included to learn about their relationship with CAs, including two CVCs which operated within the same parent companies as interviewed CAs to cross-check findings. Furthermore, CVCs are included in the research design in order to compare CVC and CA to strengthen the necessity of studying CAs separately.

A benefit to analyzing more than one case study is stronger theory building which allows for the exploration of CAs as "*general phenomenon*" and is consistent with the aim of the research question (Bryman & Bell, 2011, p. 60). Concluding, the research question is considered through the perspective from multiple cases.

A criticism of the multiple-case study design suggests that it distracts researchers from grasping idiographic particularities of each case; however, the goal of this study is to explore a phenomenon from multiple perspectives (Bryman & Bell, 2011). For the purpose of this qualitative study, a multiple-case design should not limit researchers' contextual awareness.

3.2 Data Collection

3.2.1 Exploratory Interviews

The purpose of exploratory interviews was to contribute to the understanding of the research topic in order to refine the scope of the research and suitable data collection sources. Exploratory interviewees were predominantly sampled through snowball sampling, resulting

in three interviews (Bryman & Bell, 2011). Interviewees were chosen if they fit into the criteria, shown below:

❖ In a managerial or leadership position with experience in startup engagement or corporate-startup collaboration.

❖ Professional relationship with startups.

The exploratory interviews were unstructured. The researchers addressed points of inquiry through a "*brief set of prompts*", but each interview was open to spontaneous questions that would advance the conversation into new areas of learning (Bryman & Bell, 2011, p. 467). As a result of exploratory interviews, independent venture capital and independent incubators were eliminated as a research data source due to inconsistencies with CAs objectives. A full list of anonymized interviews is demonstrated in **Table 4**.

Type of Organization	Role of Interviewee	Date	Topic
Corporate Accelerator	Manager	13.02.20	Insights into post-acceleration phase
Venture Capital Firm	Venture Capitalist	13.02.20	Startup portfolio management
Incubator	Manager	21.02.20	Startup support systems

Table 4: Exploratory Unstructured Interviews

3.2.2 Semi-Structured Interviews

Due to this study's ontological association with constructionism, semi-structured interviewing is chosen as the primary data collection instrument (Bryman & Bell, 2011). The goal of semi-structured interviews was to gather information in order to answer the research question.

Semi-structured interviews are suitable for the design of this qualitative study which aims to uncover information that interview questions may not explicitly define. Thus, semi-structured interviews are an appropriate choice for studying the emerging research area of CAs. Furthermore, semi-structured interviews are a preferred qualitative method to uncover a sense of process through interviewee reflections (Bryman & Bell, 2011). As such, the semi-structured interviewing format was chosen in order to be able to extract patterns through comparable answers while providing space for follow-up questions. Flexibility within data

collection is thus limited due the presence of structure in interviews, but it is necessary in order to achieve credible results and ensure "*cross-case comparability*" (Bryman & Bell, 2011, p.473). Furthermore, through semi-structured interviews "*rich theoretical descriptions*" about the study's subject area were obtained (Gioia, Corley & Hamilton, 2012, p.16).

3.2.3 Interviewee Sampling

This study's sample comprises ten interviewees at CAs and five at CVCs that were sampled through a combination of non-probability sampling techniques, including snowball and theoretical sampling strategies (Bryman and Bell, 2011). Interviewees were identified through both referrals and desk research, but only appropriate CAs/CVCs were chosen for interviews. In this study, 'appropriate cases' fit the following criteria (**Table 5**) with the goal of addressing the research question:

	Corporate Accelerator	**Corporate Venture Capital**
Criteria 1	Program is hosted by one parent company and accepts external startups	Venture fund is primarily (majority) sponsored by parent company
Criteria 2	Interviewee is involved in strategic decisions with startup management practices	Interviewee is actively managing startups post-investment (e.g. in the form of a board seat)
Criteria 3	Managerial, leadership position, or employee with minimum one year experience at the CA	Managerial, leadership position, or employee with minimum one year experience at the CVC

Table 5: Interviewee Sampling Criteria

The target group for interviewees is individuals with a leadership role at a CA or a CVC arm that met the sampling criteria in order to answer the research question. A list of interviewees of CAs is provided in **Table 6** and of CVCs in **Table 7,** including the industry, role of interviewer, and country location of the organizations.

Interview - ID	Organization has CVC	Industry	Country	Role	Date
I.1	Yes	Technology	Sweden	Manager	20.03.20
I.2	No	Pharmaceuticals	Sweden	CEO	30.03.20
I.3	Yes	Telecommunication	France	Vice President	30.03.20
I.4	Yes	Technology	Ireland	Account Manager	30.03.20

I.5	No	Telecommunication	USA	Manager	30.03.20
I.6	Yes	Technology	Israel	Head of Strategy	31.03.20
I.7	Yes	Financial	Austria	Partnership Manager	06.04.20
I.8	Yes	Retail	Sweden	Accelerator Leader	06.04.20
I.9	Yes	Biotechnology	USA	Seed Investments	07.04.20
I.10	Yes	Electric Utility	Sweden	Former Project Leader	15.04.20

Table 6: CA Semi-Structured Interviews

Interview - ID	Organization has CA	Industry	Country	Role	Date
I.11	Yes	Transport / Logistics	Denmark	Senior Venture Developer	24.03.20
I.12	No	Pharmaceuticals	Denmark	Senior Partner	24.03.20
I.13	Yes	Financial	Sweden	Investment Manager	26.03.20
I.14	Yes	Financial	Austria	Investment Manager	31.03.20
I.15	Yes	Technology	UK	Senior Manager	16.04.20

Table 7: CVC Semi-Structured Interviews

Researchers selected cases with the goal of understanding emerging theories and achieving theoretical saturation (Bryman & Bell, 2011). The sampling strategy fits this study's inductive research approach because theoretical sampling is process-driven, providing researchers flexibility to refine the 'Interview Guides' in order to better explore emerging theories and investigate the research question (Bryman & Bell, 2011). Furthermore, data collection based on theoretical sampling benefits the study by laying the groundwork for the development of grounded theory.

3.2.4 Interview Guide and Interview Preparation

The data collection process began with three exploratory interviews in February 2020, and concluded with 15 semi-structured interviews through April 2020. In preparation for semi-structured interviews, researchers created two interview guides to question different case perspectives for both CAs and CVCs. The interview guides are divided into thematic sections, with corresponding questions relating to each overarching topic. Sections are inspired by the initial literature review; however, in line with Gioia, Corley and Hamilton's (2012) methodology, the data collection process should include "*semi-ignorance*" in order to avoid blending the informant's perspective with the researchers' previous knowledge (Gioia, Corley & Hamilton, 2012, p.23). The thematic topics covered in the interview guide for CAs include: objectives of accelerator, startup management practices, KPIs, and correlation to CVC (**Appendix 1**). Explanation of the thematic topics are demonstrated in **Appendix 1.1**. The CVC interview guide includes: objectives of CVC, startup management practices, KPIs, and correlation to CA (**Appendix 2**). Explanation of the thematic topics are demonstrated in **Appendix 2.1**. The first three sections of the CVC interview guide were used to gather information and use CVC interviews as a basis to better position the findings from CA interviews. The last section in the CVC interview guide, 'Correlation with CAs', is explicitly used in data analysis to investigate the relationship.

Prior to asking the interviewees questions related to the research topic, researchers opened the interview by asking an introductory question in order to understand the point-of-view of the participant. Furthermore, different types of questions (such as "*open-ended questions, follow-up questions, and direct questions*") were used in order to explore the topics from multiple angles (Bryman & Bell, 2011, p. 477). Mid-way through the interview process, the interview guides were adjusted to connect more explicitly to the research.

For interview preparations, an initial test interview was conducted to verify the interview guide (Bryman and Bell, 2011). Furthermore, the interviews were conducted by three researchers, one leading the interview and asking questions from the interview guide, a second one taking notes for follow-up questions, and a third for recording and carefully transcribing the interview. The interviews were conducted online to be convenient for the interviewees through less disruption, in order to strive for high-quality interview data (Bryman & Bell, 2011).

3.3 Data Analysis

Semi-structured interviews were digitally recorded and subsequently transcribed in order to conduct data analysis through coding. Semi-structured interviewing was based on the assumption that the selected interviewees were "*knowledgeable agents*" about their domains of expertise, therefore their insight provided the data pool for grounded theory development (Gioia, Corley, & Hamilton 2012, p. 17). Qualitative data was analyzed through the systematic techniques of the methodology constructed by Gioia, Corley, and Hamilton (2013) (Gioia Methodology).

The iterative and inductive elements present in Gioia, Corley, and Hamilton's (2012) technique of data analysis is the most fitting to investigate the emerging research field of CAs. A common process for analyzing multiple cases is Eisenhardt's (1989) approach. However, Eisenhardt's (1989, p.533) framework assumes a positivist stance by relying on early knowledge of extant literature in order to shape hypotheses, yet the use of "*a priori constructs*" is not applicable to answering this research question due to the nature of CAs as an emerging phenomenon. Thus, when considering this study's epistemological position, the Gioia Methodology also aligns with the interpretative position applied because the data analysis process seeks to capture the experience of interviewees (Gioia, Corley & Hamilton, 2012).

The Gioia Methodology is also a "*natural choice*" for research that analyzes primarily textual data, consistent with this study which uses qualitative data as the basis for the creation of a grounded theory model (Chandra & Lang, 2019, p.15). A benefit of the Gioia Methodology is the transparency describing how a grounded theory model is constructed, thus, this process is explained below (Gioia, Corley & Hamilton, 2012). Furthermore, Gioia, Corley, & Hamilton (2012, p.26) encourage "*methodological innovation*" using their framework, thus, the flexibility granted with this method suits the specifics of this study.

The Gioia Methodology is based on multi-level coding which is a primary tool of grounded theory (Bryman & Bell, 2011). By taking the "*steps and considerations of coding*" of Bryman and Bell (2011, p.585) into consideration, researchers reviewed and coded semi-structured interview transcriptions using the process of open coding in order to generate concepts. In this 1st-order analysis, the open coding process captured "*informant terms*" in order to maintain the integrity of the interviewers' words without judgement from the researchers (Gioia, Corley, & Hamilton, 2012, p.20). The 1st-order analysis was conducted to address different scope areas present in the research question: CA strategic value and CA

post-acceleration activities. As a result, only CA data was analyzed to explore the concepts within CA strategic value. CVC data regarding their correlation to CA was integrated into coding to specifically explore how CA's support strategic investments for the PC in post-acceleration.

The first level analysis produced categories that researchers then narrowed down by combining similar phrases and interviewee perspectives, resulting in the generation of 196 1st-order concepts **(**96 CA strategic value and 100 CA post-acceleration activities). Secondly, axial coding was used in 2nd-order analysis in order to evaluate the given concepts through a "*researcher-centric*" lens (Bryman and Bell, 2011; Gioia, Corely & Hamilton, p.18). The resultant 2nd-order themes (14 themes for CA strategic value, 21 themes for CA post-acceleration activities) were generated by interpreting the informant perspectives through a theoretical lens, granting researchers the opportunity to pivot between emerging themes and literature. Researchers then further grouped the 2nd-order findings into aggregate dimensions on a conceptual level (five aggregate dimensions for CA strategic value and six aggregate dimensions for CA post-acceleration activities) (Gioia, Corley, & Hamilton, 2012).

The finalized coding process provided the foundation to construct two separate d*ata structures* in order to address the two scope areas of the research question. The data structures visually integrated the levels of the coding process (Gioia, Corley, & Hamilton, 2012).

Lastly, the authors analyzed the "*dynamic interrelationships*" between the aggregate dimensions in the data structures, and between the two data structures, in order to build one grounded theory model in response to the research question (Gioia, Corley, & Hamilton, 2012, p.22). The grounded theory model is presented in Chapter 5 (**Figure 12**).

Furthermore, supplementary data was collected to support the empirical strategy and strengthen the contribution of the research. Thus, supplementary data is not presented in the main text. Two primary sources of data are excluded from the analysis which do not answer the research question: CA data on KPIs and certain CVC data. CA data on KPIs (shown in **Appendix 3**) was excluded after it was found that it added no new insight to findings about CA strategic value.

Besides the CVC data about the correlation to CA, which was included in the main analysis, the remaining CVC data was analyzed as supplementary data and is included in **Appendix 4 and 4.1** Thus, the CVC data located in the appendix was used for comparison to CA data in order to support the empirical strategy and reasoning for studying CAs as a separate approach to CV. The comparison has been conducted by cross-checking 2nd-order themes of CA and CVC data in two ways. First, the CA strategic value creation data was

compared with CVC strategic value creation data by identifying correlations between the 2nd-order themes, as well discovering 'specifics', or distinct findings from either side. Secondly, the CA post-acceleration activities data and CVC startup management practices data were compared in the same way. Results from the comparison can be found in **Appendix 4.2 and 4.3**. Lastly, **Table 8** clarifies how *all* the data collection was used.

Interview Guide Section	Data Structure
CA Objectives	Strategic Value Creation (**Chapter 4.1**)
CA Startup Management Practices	Post-Acceleration Activities (**Chapter 4.2**)
CA KPIs	CA KPIs (**Appendix 3**)
CA Correlation with CVC	Post-Acceleration Activities (**Chapter 4.2.6**)
CVC Objectives	CVC Strategic Value Creation (**Appendix 4**)
CVC Startup Management Practices	CVC Startup Management Practices (**Appendix 4.1**)
CVC KPIs	CVC Strategic Value Creation (**Appendix 4**)
CVC Correlation with CA	Post-Acceleration Activities (**Chapter 4.2.6**)

Table 8: All Data Created and Corresponding Data Structures

3.4 Assessment of Quality Criteria

Qualitative research evaluation considers four criteria to measure the trustworthiness of the study: (1) credibility, (2) transferability, (3) dependability, and (4) confirmability (Bryman & Bell, 2011).

Based on the research team of three individuals conducting this study, investigator triangulation is present, strengthening the credibility (Hlady-Rispal & Jouison-Laffitte, 2014). Triangulation is enhanced by interviewing CAs and CVCs from the same parent company who are able to cross-check each other's statements regarding their relationship.

Furthermore, credibility, or internal validity, is constructed through this study's inclusion of multiple perspectives from CA and CVC surrounding the research subject, which provides a more comprehensive understanding of the phenomenon (Bryman & Bell, 2011). The qualitative research strategy expressed through the framework of Gioia, Corley, and Hamilton (2012) allowed for the development of rich descriptions to support grounded theory, thereby conveying the transferability, or external validity, of the study.

To support the dependability, or reliability of the study, the steps taken to conduct the research are clearly outlined and relevant records (e.g., interview quotes and 1st-order concepts, the interview guide, etc.) are presented in the appendix (Bryman & Bell, 2011). Furthermore, dependability was enhanced by sending the interview guide to an expert in order to receive input from a third-party.

Lastly, while confirmability, or objectivity, of the study cannot be proven, the steps taken to ensure a transparent and ethical research process should strengthen the understanding that researchers' acted in "good faith" (Bryman & Bell, 2011, p. 398).

3.5 Ethical Considerations

Ethical considerations were seriously taken into account during the data collection process of this study. According to Diener and Crandall (1978), there are four principle ethical concerns that must be avoided in social science research. The ethical concerns are listed below, and a description of how researchers' best avoided these hazards is given:

Harm to Participants

Prior to every interview, both exploratory and semi-structured, a consent form was given to interviewees. The consent form clearly stated that an interviewee could stop the interviewee at any time if uncomfortable in order to avoid causing stress (Bryman & Bell, 2011).

Lack of Informed Consent

The consent form provided an explanation about the aim of the research, described the nature of the interview, an estimated time frame, and required the interviewee's consent to verify that he or she opted into participation. Participants were informed about the research area (e.g., corporate venturing) and provided an explanation as to why they were chosen for the study.

Invasion of Privacy

Interviewees were contacted through email, or other means digital communication. The consent form clearly stated that the interviews would be recorded and the results of the research would be published in an online university database of master's theses. In order to

maintain privacy, all interviewee information was anonymized during the process of transcription (Gioia, Corley & Hamilton, 2012). Names, or other identifying information, mentioned in the interviews were replaced with brackets, in accordance with transcription etiquette (Bryman & Bell, 2011).

Deception Involved

The consent form states that the research area concerned corporate venturing, and all questions asked during the interviews were strictly related to the subject matter of the study. Therefore, information was presented in accordance with the topic area (Bryman & Bell, 2011).

4. Findings

This section provides the research findings based on the analysis using the Gioia Methodology. The section is divided into two parts presenting the aggregate dimensions corresponding to the scope of the research question: one, presenting findings supporting strategic value creation for CAs; two, findings related to activities conducted by CAs in post-acceleration. Each part presents representative quotes and a corresponding data structure that is derived from the 2nd-order analysis.

4.1 Strategic Value Creation for PCs

In the following sub-section, the aggregate dimensions constructing strategic value creation for PCs are explained by presenting findings related to the 2nd-order themes supporting each dimension. Although an inductive approach was used in analysis, the 4.1 data structure for strategic value creation was to a large extent guided by literature, making these findings influenced by deductive reasoning. The literature used to develop the findings is discussed in Chapter 5.

4.1.1 Exploring Opportunities for Knowledge Acquisition
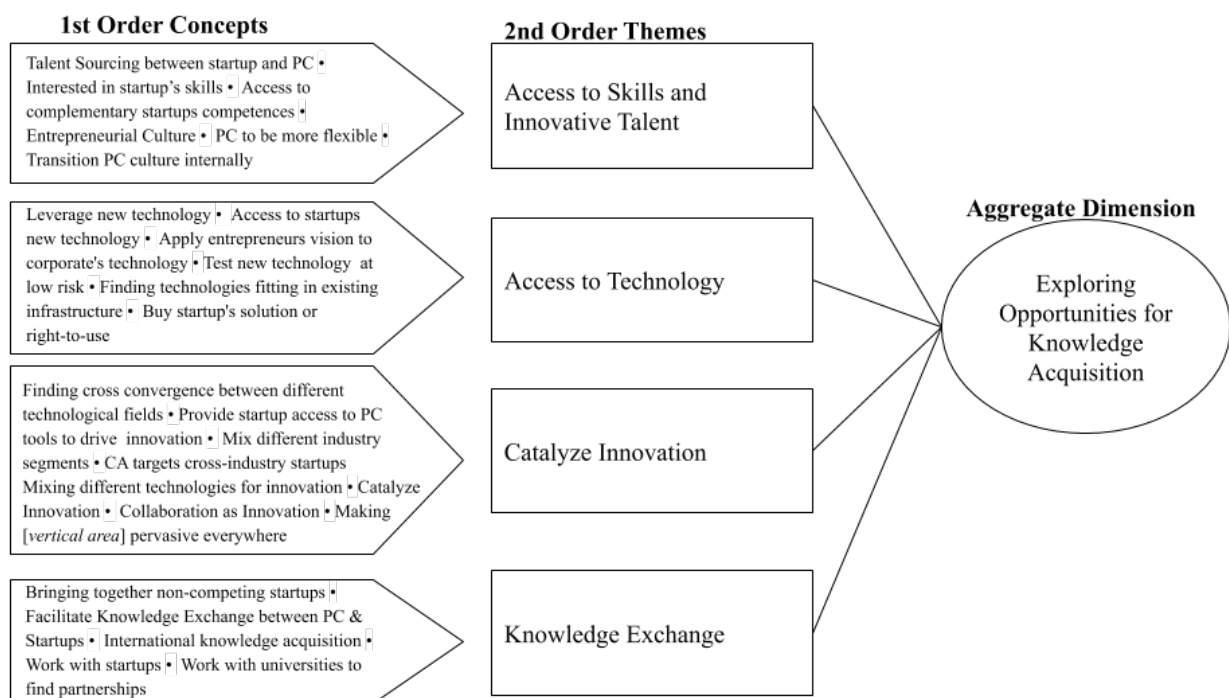
Figure 1: Data Structure for Exploring Opportunities for Knowledge Acquisition

This aggregate dimension shows that CAs create strategic value for the parent company by exploring opportunities for knowledge acquisition. Knowledge acquisition includes leveraging the value of human capital, new technologies, as well as cross-industry knowledge exchange. In other words, it refers to different levels of knowledge important to the PC, which is created through the CA startup engagement. In this sense, 2nd-order themes comprise this dimension: 'Access to Skills and Innovative Talent'; 'Access to Technology'; 'Catalyze Innovation'; and 'Knowledge Exchange'.

2nd Order Themes	Representative Quotes
Access to Skills and Innovative Talent	(A.1) "They [*startups*] have skills [...] that are of interest to us" (I.2) (A.2) "The sole driver is access to complementary competence [*of startups*]." (I.2) (A.3) "[*PC*] needed to be more flexible [...] and work with different kinds of companies to find new ways of working" (I.10) (A.4) "I know we changed the culture [...] I think we've become a bit more relaxed in taking risks in certain areas. I think we are much more open to test new things" (I.2)
Access to Technology	(A.5) They [startups] have [...] technology that is of interest to us, but we don't compete on a product basis." (I.2) (A.6) "So they [*entrepreneurs*] kind of have their own vision and apply their own vision to those technologies [*from PC*] to revolutionize whatever field they feel passionate about." (I.9) (A.7.) "We focus on technology ideas that could somehow already fit with the existing infrastructure right now" (I.7) (A.8) "This is a way to test [...] new technology at a very low risk" (I.2)
Catalyze Innovation	(A.9) "We try to mix different industry segments that we believe will be of relevance to [*PC's industry*] going forward" (I.2) (A.10) "The best way to actually drive innovation is to get entrepreneurs access to those tools." (I.9) (A.11) "Mixing technologies that we believe could result in new innovation and doing that in a non competitive fashion, really results in, a lot of things that are starting to happen."(I.2) (A.12) "We [*at CA*] decided to focus on cross types of industry startups. So it's not a specific industry or specific technology [*that we target*]." (I.6) (A.13) "We look at collaboration [*with startups*] as a means to create innovation." (I.2)
Knowledge Exchange	(A.14) "More like applying the circular economy to industry by bringing together companies that are non-competing" (I.2) (A.15) "We invite fintechs globally from all around the world [...] [*to collaborate with*]" (I.7) (A.16) So, I mean, it's our responsibility to use what we learn and it is their [*startups*] responsibility to use what they learn what this does is to facilitate knowledge exchange" (I.2) (A.17) "We wanted to learn how to work with startups" (I.10)

Table 9/A: Representative Quotes for Exploring Opportunities for Knowledge Acquisition

4.1.1.1 Access to Skills and innovative Talent

The data analysis showed that CAs aim to discover complementary skills and talents that can create strategic value for the PC (A.1, A.2). This finding further relates to rejuvenating the PC's culture by bringing in fresh and entrepreneurial talent (A.4) and finding more agile ways of working (A.3).

4.1.1.2 Access to Technology

On one hand, the possibility to access startups' technology through a CA is a way to test and catalyze new inventions at a low risk for the PC (A.5, A.6, A.8). On the other hand, the startups' technology may already fit, and therefore benefit, the PC's technological infrastructure (A.7). It was also revealed that CAs may be interested in a startup's technology as long as it does not compete with the PC's product offering (A.5).

4.1.1.3 Catalyze Innovation

By providing external startups with a PC's resources, the CA acts as an innovation catalyst (A.10, A.13). Collaboration can result in innovative solutions for the PC because the CA brings together entrepreneurs from different industries, facilitating cross-industry innovation (A.9, A.11, A.12).

4.1.1.4 Knowledge Exchange

The CA aims to provide strategic value by facilitating knowledge exchange between PC and startups by bringing together non-competing companies (A.14). The benefits of knowledge exchange and the distribution of 'knowledge' is a responsibility shared by both the PC and the startups (A.16). CAs may also aim for collaboration with startups globally in order to increase learning from each other and generate value for the PC (A.15, A.17).

4.1.2 Innovate along PC's Value Chain
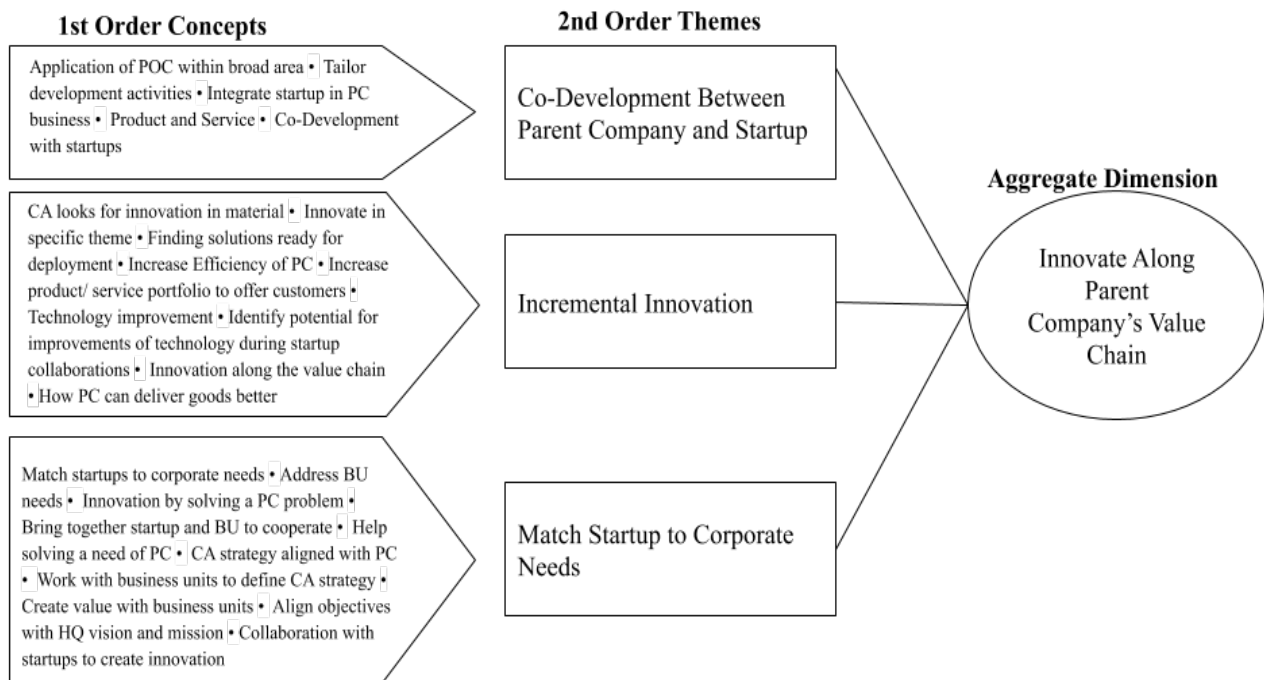
Figure 2: Data Structure for Innovate Along PC's Value Chain

This aggregate dimension shows that CAs create strategic value by innovating along the parent company's value chain. Results show that the CAs collaborate with startups to improve the PC's products and services as well as to solve existing problems facing the PC. Corporate-startup joint development was also revealed to be a form of collaboration. Thus, the 2nd-order themes comprising this dimension are: 'Co-Development Between Parent Company and Startup'; 'Incremental Innovation'; and, 'Match Startup to Corporate Needs'.

2nd Order Themes	Representative Quotes
Co-Development Between PC and Startup	(B.1) "The product and the service that we developed together *[with the startup]*." (I.8) (B.2) "Goal was that they should integrate it [*the startup*] to the business unit or [*PC*] to actually get the pilot up and running." (I.10) (B.3.) "The proof of concept [...] could be in any of the network banks or in the head office" (I.7)
Incremental Innovation	(B.4) "We focus on technology ideas that could somehow already fit with the existing infrastructure right now." (I.7) (B.5) "Innovation in how we manage the goods in store and outside the store or services in order to deliver goods or sell in a different way or online ordering services, all sorts of basically innovations along the value chain" (I.8) (B.6) "We [...] work with current solutions that can be deployed today" (I.3)

Match Startup to Corporate Needs	(B.7) "And then we do the other way around, we have contacted business units and ask them for help to reveal [*their challenges*], we will address their needs" (I.1) (B.8) "We find enough startups - and it's a right match on the corporate side" (I.5) (B.9) "Proximity between startup and business unit [...] Create value with [*PC*] business units first" (I.3)

Table 10/B: Representative Quotes for Innovate Along PC's Value Chain

4.1.2.1 Co-Development Between PC and Startup

The analysis shows that the CA aims to facilitate the co-development of services and products between the PC and the startup (B.1). Thereby, co-development involves the creation of joint proofs-of-concepts or pilot projects integrated into the BUs (B.2., B.3).

4.1.2.2 Incremental Innovation

To create strategic value, the CA is guided to provide solutions that can be directly integrated into the PC (B4, B.6). The objective is to innovate the existing "value chain" (B.5) of the PC through startup solutions.

4.1.2.3 Match Startup to Corporate Needs

The CA was found to aim for solving challenges which the PC faces by connecting suitable startups to the PC's problem areas (B.7, B.8). The CA further aims to ensure that value and proximity is created between startups and the PC's BUs in order to maximize strategic value creation (B.8, B.9).

4.1.3 Creating Long-Term Stakeholder Relationships
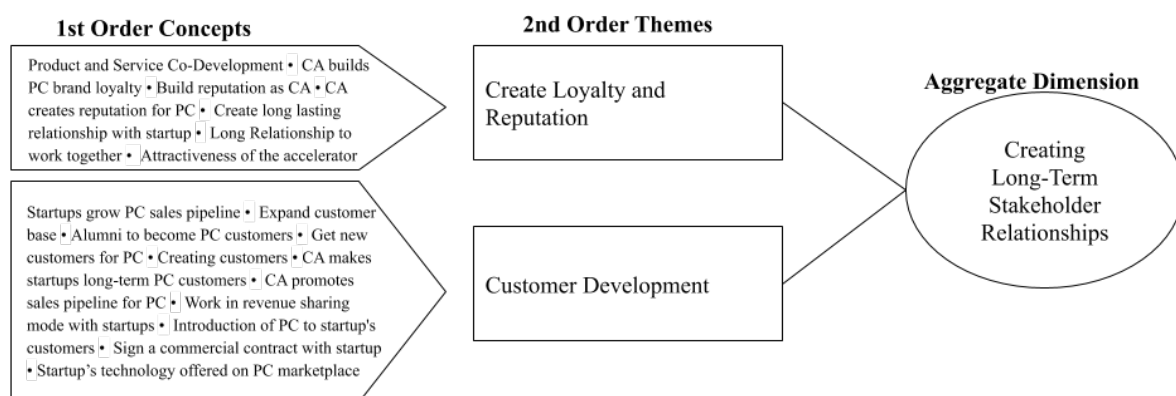
Figure 3: Data Structure for Creating Long-Term Stakeholder Relationships

This aggregate dimension shows that CAs create strategic value through long-term stakeholder relationships. It was found that CAs aim for development of the PC's customer base in two ways. Firstly, by facilitating the startup solutions to expand the existing customer base. Secondly, by turning startups into PC's customers by creating loyalty and reputation. The 2nd-order themes of 'Create Loyalty and Reputation'; and 'Customer Development' establish this dimension.

2nd Order Themes	Representative Quotes
Create Loyalty and Reputation	(C.1) "It builds that brand loyalty, it builds [*startups*] sense of [...] why would I leave [*PC*] if I've gone through this [*program*]?" (I.4) (C.2) "'Reputation you build as an accelerator that actually promotes how [*PC*] is seen as a leader in innovation and reputation." (I.6) (C.3) "We can jumpstart [*startup engagement*] into a longer relationship where we'll work together." (I.5)
Customer Development	(C.4) "[*The CA*] could be a future pipeline for [*PC*] sales, maybe because we promote technology." (I.6) (C.5) "We want the alumni to be great [*PC*] customers [...] our kickback is through the potential of them becoming much larger [*PC*] partners." (I.4) (C.6) "We're going to distribute your [*startup*] service to our customer base and then we will work in revenue sharing mode." (I.3)

Table 11/C: Representative Quotes for Creating Long-Term Stakeholder Relationships

4.1.3.1 Create Loyalty and Reputation

It was discovered that CAs positively influence the "innovation" brand of the parent company, motivating the company to engage with startups (C.1, C.2). In addition to building reputation, loyalty between accelerated startups and the parent company is created, opening the possibility for business relationships in post-acceleration phase (C2, C.3).

4.1.3.2 Customer Development

Corporate engagement with startups via a CA can contribute to the parent company's sales by co-selling and sharing revenue with startups (C.6). A goal of a CA can be to turn startups into customers, specifically if a parent company initially provides resources (eg., technology) to startups during acceleration (C.4, C.5).

4.1.4 Leveraging Startup's Growth
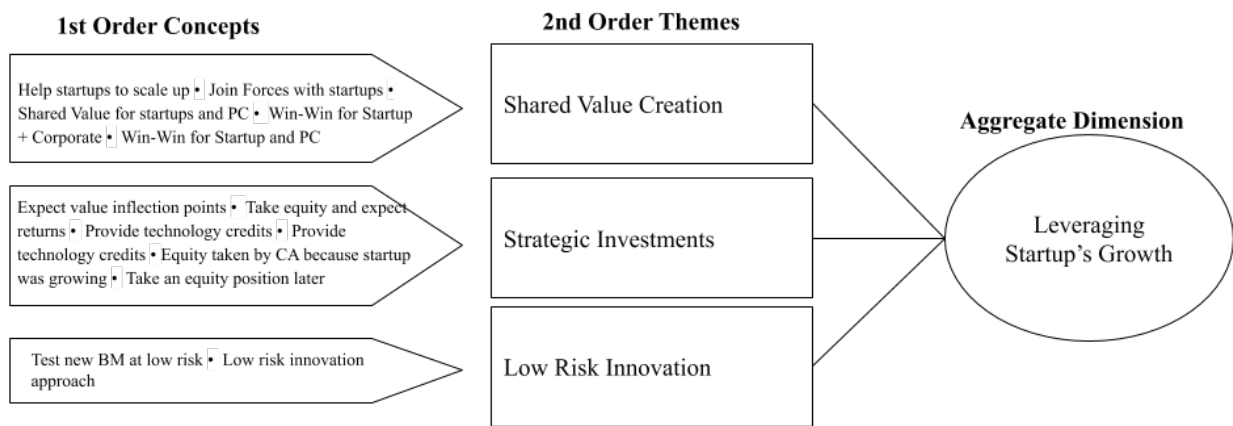
Figure 4: Data Structure for Leveraging Startup's Growth

This aggregate dimension shows that CAs create strategic value by leveraging the startup's growth. Results show that CAs may conduct early stage strategic investments in order to create shared value with startups at a low risk for the parent company. In this sense, the 2nd-order themes comprising this dimension are: 'Shared Value Creation'; 'Strategic Investments'; and 'Low Risk Innovation'.

2nd Order Themes	Representative Quotes
Shared Value Creation	(D.1) "Is it the banks? Or is it the startups? And eventually, I think by time both parties realized that it's actually much, much better to join forces [*rather than compete*]." (I.7) (D.2) "Win-win for both parties, both the employees and startups" (I.10) (D.3) "It's a shared value between the startup and the corporation" (I.3)
Strategic Investments	(D.4) "And the last thing is financial returns. So like if you ask our team, the accelerator team, we do take equity, we are expecting some returns" (I.9) (D.5) "[*CA gives*] up to $120,000 in [*PC*] credits and loads of different business tools, [...] the idea of it is we want to see [*startups*] scale and grow using our tech." (I.4) (D.6) "[*Startup*] would be a good investment in the end because they were growing quite quickly." (I.10)
Low Risk Innovation	(D.7) "You risk only $100,000 in these companies. We know we might lose the majority of the money but that's how we find that Spotify, that's how you find the future unicorn." (I.1). (D.8) "[*CA*] is a way to test both new business models and new technology at a very low risk" (I.2).

Table 12/D: Representative Quotes for Leveraging Startup's Growth

4.1.4.1 Shared Value Creation

The findings show that strategic value for the PC is created through collaborative corporate-startup engagements, in other words, by generating a win-win situation for both PC and startups (D.1, D.2). Through a collaborative approach, shared value creation for both parties is established (D.3).

4.1.4.2 Strategic Investments

If the CA takes equity in startups, findings showed that the purpose of this practice is to gain financial return for the PC in the future (D.4). Thus, investment is given to fast-growing startups to achieve this objective (D.6). Furthermore, it was found that CAs can provide the startup early-on with company resources (e.g. credits to access PC technology) as a strategic investment, with the goal of making the startup dependent on the PC technology in the future (D.5).

4.1.4.3 Low Risk Innovation

Investing in startups is treated by CAs as a way to find potential "unicorns" at a low risk (D.7). This objective of low risk innovation is also shared by CAs that do not invest in startups (D.8). Thus, data shows that both startups that invest and those that do not, value low risk innovation with the end goal to benefit the PC (D.7, D.8).

4.1.5 Close Innovation Gap/Radical Innovation
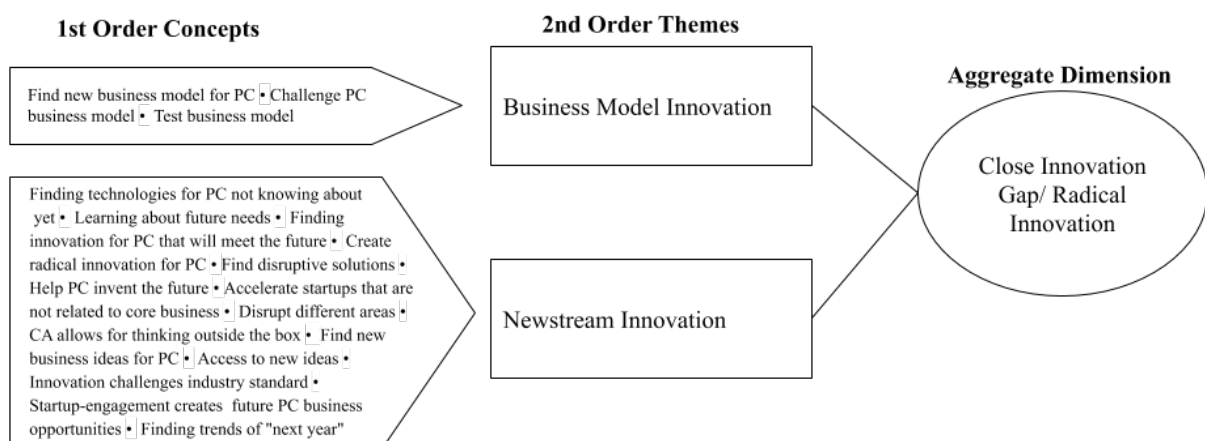
Figure 5: Data Structure for Close Innovation Gap/Radical Innovation

This aggregate dimension shows that CAs create strategic value by closing an innovation gap in the form of radical innovation. It was found that CAs aim to facilitate

business model innovation and newstream innovation to close the innovation gap for the PC. Newstream innovation includes solutions and areas that might be relevant for the parent company in the future. Thus, the 2nd-order themes comprising this dimension are: 'Business Model Innovation' and 'Newstream Innovation'.

2nd Order Themes	Representative Quotes
Business Model Innovation	(E.1) "My general goal was to find new business models." (I.10) (E.2) "Challenge our business model today in order to develop the business model of the future" (I.8) (E.3) "[*CA*] is a way to test both new business models and new technology at a very low risk" (I.2)
Newstream Innovation	(E.4) "How can we reshape our stores in a way that would meet [*the standards*] of the future." (I.8) (E.5) "We want to create radical innovation" (I.2) (E.6) ""[*PC*] is trying to disrupt as many things as possible" (I.9) (E.7) "But since we are so early, we should also be looking for technologies that they [*PC*] don't even know they need yet." (I.1) (E.8) "What is in the space of 'not today', but next year?" (I.5)

Table 13/E: Representative Quotes for Close Innovation Gap/Radical Innovation

4.1.5.1 Business Model Innovation

To deliver strategic value, data analysis showed that the CA aims to identify new business models relevant to the PC (E.1). The CA serves as a way for the PC to experiment with low-risk business model innovation (E.3). Furthermore, the CA creates strategic value by questioning the existing business model of the PC as a basis to create a new one (E.2).

4.1.5.2 Newstream Innovation

It was found that CAs aim to find and "create radical innovations" (E.5) that will be relevant for the PC in the future (E.4, E.8). In this matter, the CA proceeds independently of the current needs of the parent company and identifies new innovations itself (E.7), however is commissioned by the parent company to find such disruptive innovations (E.6).

4.2 Post-Acceleration Activities

In the following, the aggregate dimensions supporting post-acceleration management are explained by presenting the 2nd-order themes in detail. In contrast to section 4.1, in which deductive logic was applied, this data structure was developed primarily inductively due to the exploratory nature of the research. Any existing literature that influenced concept development is mentioned in Chapter 5.

4.2.1 Relationship Building
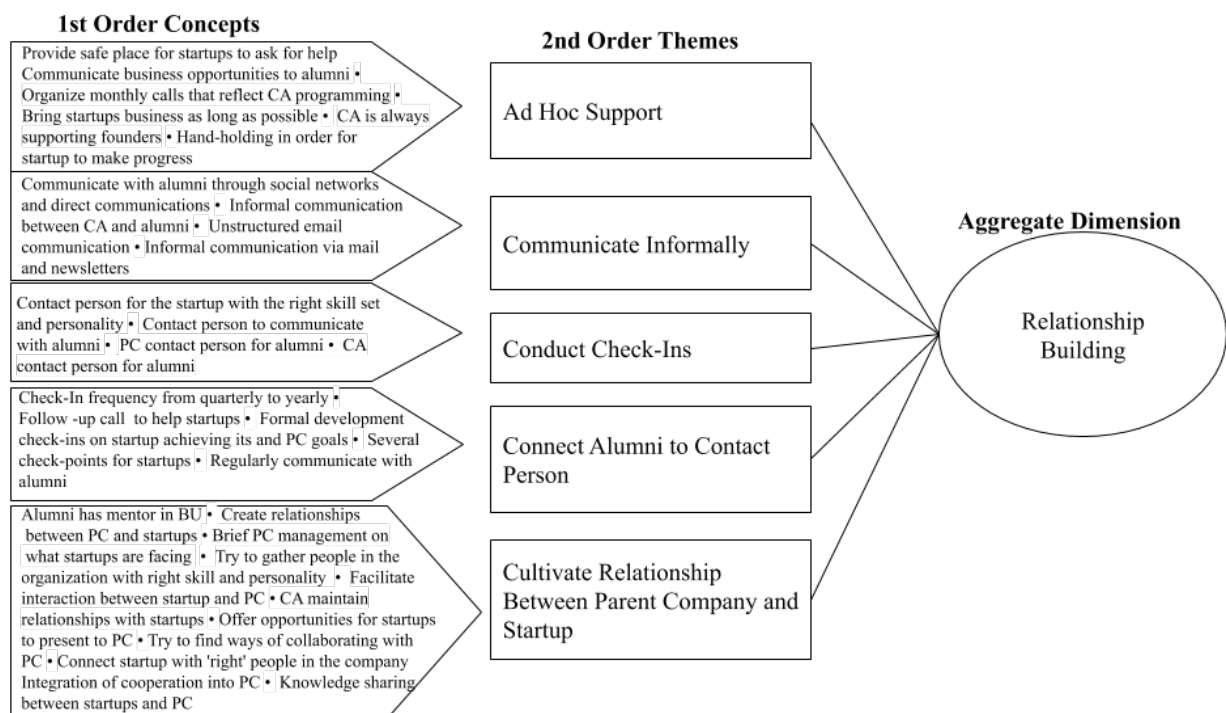
Figure 6: Data Structure for Relationship Building

This aggregate dimension refers to the activities that CAs conduct in order to build and maintain relationships with accelerated startups. Building a relationship lays the groundwork for future corporate-startup collaborations and is a post-acceleration focus for CAs that is achieved through activities based on strategic communication and support. Activities are grouped into 2nd-order themes of: 'Ad-Hoc Support', 'Communicate Informally', 'Conduct Check-ins', 'Connect Alumni to Contact Person', 'Cultivate Relationship Between PC and Startup'.

2nd Order Themes	Representative Quotes
Ad-Hoc Startup	(F.1) "We want to make sure that our founders have sort of a safe place to say 'I'm really struggling with this' and getting them help if they need it."

Support	(I.5) (F.2) "Some startups that continue to interact with us after one year, two years, because they need some help [...] As long as we can bring them business we bring them business" (I.3) (F.3) "I needed to be like holding everyone's hands helping up with the legal stuff, helping them to set up the next meeting, helping set up KPIs helping them with everything, because otherwise they would no progress forward." (I.10)
Communicate Informally	(F.4) "[*We*] have also informal ways of communicating, for example, have a social group [*on social media*] where we will chat [...] with all the startups." (I.1) (F.5) "We had a Slack channel also that we communicated with" (I.10)
Conduct Check-Ins	(F.6) "We try and make sure that they're moving forward consistently, in meeting their own goals [*startup*] and meeting the [*PC*] goals." (I.5) (F.7) "Every four to six months, we tried to have a follow on follow up call to see where we can help the most to our startups." (I.9)
Connect Alumni to Contact Person	(F.8) "We need to really try to gather people in our organization that are very open minded and [...] have the right skill set and personality to do this in a good way." (I.2) (F.9) "Each of them [*startups*] had their own [*PC*] mentor in the business unit." (I.10)
Cultivate Relationship Between PC and Startup	(F.10) "We also work in trying to find ways of collaborating with [*PC*]" (I.1) (F.11) "To get [startups] connected with the right people in the company [...] We are working together, we are talking together." (I.3)

Table 14/F: Representative Quotes for Relationship Building

4.2.1.1 Ad-Hoc Startup Support

Depending on the startups' various needs, a CA may continue to provide tailored support in the form of problem-solving, for example, by helping startups with legal issues or contributing to their business development (F.2, F.3). CAs keep communication channels open with the startups to ask for this type of support and ask for help (F.1).

4.2.1.2 Communicate Informally

In the post-acceleration period, CAs will maintain relationships with accelerated startups through informal communications, using social media (eg., Slack, WhatsApp) as a means to facilitate communication (F.4, F.5).

4.2.1.3 Conduct Check-Ins

If a formal collaboration between a startup and a parent company has occurred after acceleration, the CA will continue monitoring the startup's progress through check-ins to determine the achievement of PC goals (F.6). However, a CA may also check-in with startups to offer support, even without a business agreement (F.7).

4.2.1.3 Connect Alumni to Contact Person

In order to continue the relationship that is formed during the acceleration period, data analysis showed that CAs strategically pair the startup with the *right* PC employee as a contact, choosing someone who exhibits entrepreneurial traits, such as open-mindedness (F.8). It also occurs that CAs ensure that each startup has a point-of-contact who works at the parent company after acceleration (F.9).

4.2.1.4 Cultivate Relationship Between PC and Startup

It was found that CAs act as intermediaries between the PC and accelerated startups by finding ways in which the startup can collaborate with the corporate (F.10). Furthermore, CAs will cultivate the relationship with accelerated startups by working to connect the startups with the right employees of the PC (F.11).

4.2.2 Provide Opportunities for Exposure
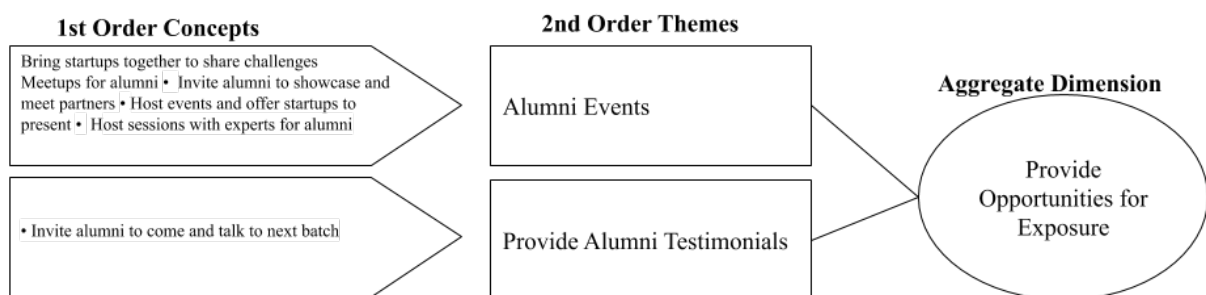
Figure 7: Data Structure for Provide Opportunities for Exposure

This aggregate dimension focuses on the post-acceleration activities pursued by CAs to provide alumni with opportunities for exposure. The data shows that CAs frequently invite alumni to meetings and events that are beneficial for the startup's growth. These opportunities are grouped into 2nd-order themes of 'Alumni Events' and 'Provide Alumni Testimonials'.

2nd Order Themes	Representative Quotes
Alumni Events	(G.1) "We invite partners, [...] startups, academia, enterprises to join [*CA*] and learn and share their experience. We showcase all the achievements [...] so we invite the alumni of the program to a designated area in this event [...] And every time there is a delegation [*from PC*] that is interested in specific types of companies, because they have an opportunity or they want to invest in companies, we invite relevant startups that could fit this kind of opportunity [*and*] speak on stage." (I.6) (G.2) "We have like all of the startups in the same room, and they share their challenges and their 'aha' moments." (I. 9)
Provide Alumni Testimonials	(G.3) "We actually invited lots of the participants the first program, regardless if they were still cooperating with [*PC*] or not to share their experience with the new batch [*of startups*]" (I.8) (G.4) "We still have a connection to our alumni [...] and in some cases, they also come and talk to the next batch [*of startups*] (I.7)

Table 15/G: Representative Quotes for Provide Opportunities for Exposure

4.2.2.1 Alumni Events

The CA hosts alumni events post-acceleration to bring together alumni and partners (e.g delegation from PC) with the goal of letting the startups introduce their solutions to gain exposure and provide the groundwork for potential partnerships (e.g. investments) between the participating parties (G.1). Post-acceleration, the CA may also organize exclusive events for alumni to network with each other and learn about their experiences (G.2).

4.2.2.2 Provide Alumni Testimonials

The CA may invite alumni to exchange their knowledge and experiences with current participants of the acceleration program (G.3, G.4). Thus, the CA incorporates past participants in its programs as testimonials for the current participants.

4.2.3 Facilitate Collaborations with the PC
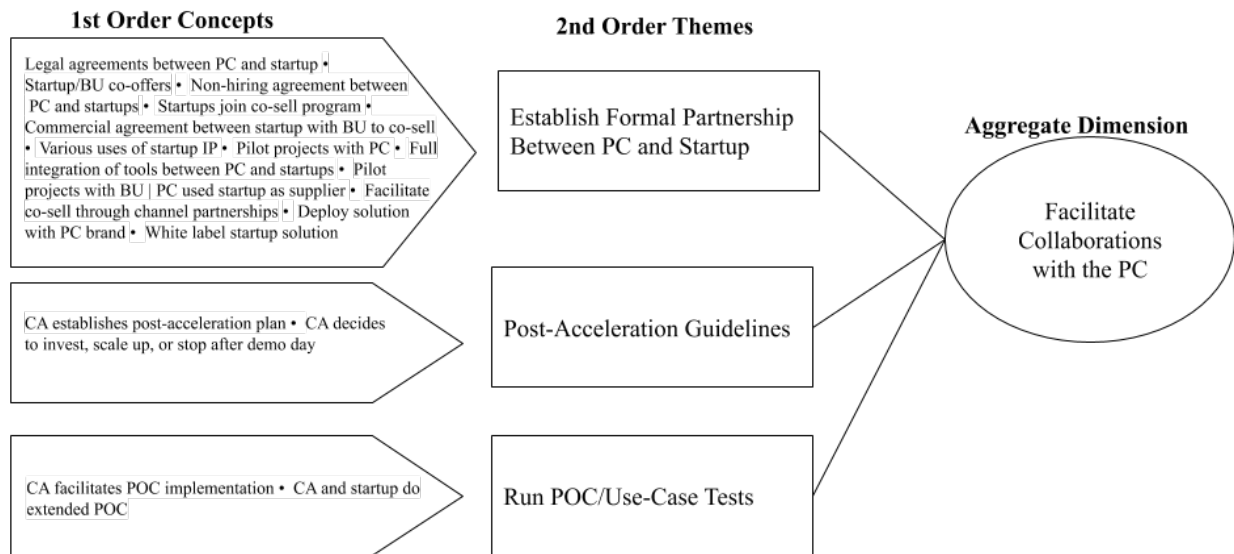
Figure 8: Data Structure for Facilitate Collaborations with the PC

This aggregate dimension relates to the post-acceleration activities conducted by CAs that facilitate collaborations with the PC. It was found that the CA acts as an intermediary to facilitate collaborations that may result in business partnerships between the startup and PC. This form of collaboration is typically formal, and benefits both the startup and the corporate. The 2nd-order themes representing this dimension include: 'Establish Formal Partnership Between PC and Startup, 'Post-Acceleration Guidelines', and 'Run POC/Use-Case Tests'.

2nd Order Themes	Representative Quotes
Establish Formal Partnership Between PC and Startup	(H.1) "There are some commercial agreements with some of the startups [...] with [*PC*] departments. [...] And actually, [*PC*] is selling [*startup goods*] and doing the monetization for the startups." (I.6) (H.2) "[*We*] introduced them and push them [*startups*] to actually do tests with the business units, because then you can actually see what is the connection between [*PC*] and startup" (I.10) (H.3) "[*With CA help, startup can*] deploy a solution that may be in combination with the [*PC*] brand, but being wholly branded just as the the startup company, or it could be completely white labeled." (I.5)
Post-Acceleration Guidelines	(H.3) "The so-called post acceleration plan. What do we want to do afterwards?" (I.7) (H.4) "After the demo day [*we decide*]: Do we need to invest? Do we need to scale it up? Or do we stop it [...]?"(I.8)
Run POC/ Use-Case Tests	(H.5) "We can get moving depending on the size of [...] the proof of concept implementation" (I.5) (H.6) "And a second [*situation*] which is a little bit more often the case is an extended proof of concept." (I.7)

Table 16/H: Representative Quotes for Facilitate Collaborations with the PC

4.2.3.1 Establish Formal Partnership Between Parent Company and Startup

In the post-acceleration phase, the CA takes on an intermediating role between the PC and the startup to establish formal partnerships between the two. Thereby, commercial partnerships are created which also lead to joint sales between PC and startup (H.1). The deployment of the startup solution as integration in the PC product portfolio falls under this activity. The task of the CA is to bring the startup closer to the BUs and "push" for tests (eg., business trials) to determine potential of partnership (H.2).

4.2.3.2 Post-Acceleration Guidelines

CAs establish post-acceleration guidelines, which outline the further development of a startup by the CA and the PC (H.3). Various factors are addressed in post-acceleration guidelines, for example, clearly defining which action steps are necessary and how the CA will proceed with the startup (H.4).

4.2.3.3 Run POC/ Use-Case Tests

When there is the opportunity to explore a direct business collaboration between the startup and the parent company, the CA will help implement a proof-of-concept with a business unit - or, if a use-case test has already happened during the acceleration program, the CA will facilitate an extension of the proof-of-concept in the post-acceleration phase (H.5, H.6).

4.2.4 Access to Training, Education, and Resources
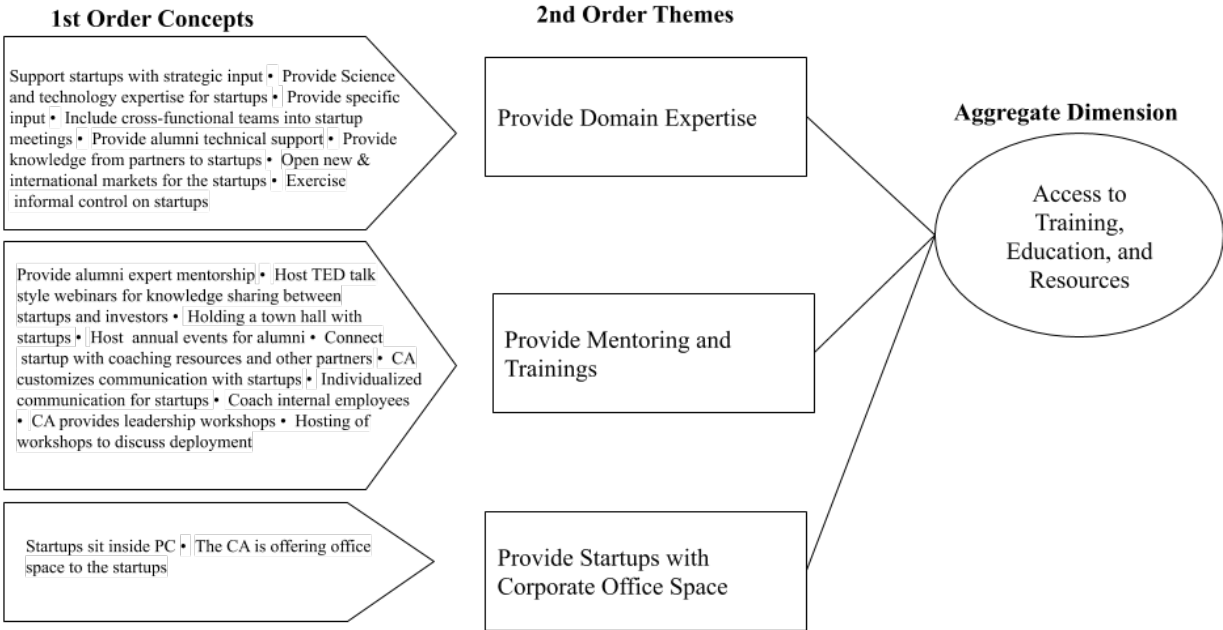
Figure 9: Data Structure for Access to Training, Education, and Resources

This aggregate dimension involves the CAs role in providing accelerated startups access to education, training, and resources as a support mechanism. Providing support in the form of education, training, and other resources demonstrates that CAs take an active role in the development of accelerated startups. The extent to which CAs provide support includes both internal expertise and even connections to external sources of knowledge. The ways in which access to these resources are provided are represented as 2nd-order themes as: 'Provide Domain Expertise', 'Provide Mentoring and Trainings', and 'Provide Startups with Corporate Office Space'.

2nd Order Themes	Representative Quotes
Provide Domain Expertise	(L.1) "So what we support them with is very strategic input on clinical trial design, product design, customer expectations, exit strategies, those type of things which we believe [...] could be difficult for them to acquire from outside." (I.2) (L.2) "If [*startup's have*] a technical issue that is related to specific technology [...] they reach directly to me or my team [*at CA*]." (I.6)
Provide Mentoring and Training	(L.3) "We leverage other partners and content [...] they [*the startups*] can tap into coaching resources, as well as specifically leadership development." (I.5) (L.4) "We had a session just a few days ago, with five architects from [*PC*], five architects, CTO level, so [...] this kind of mentorship and It was like for three hours."(I.6)
Provide Startups with Corporate Office-Space	(L.5) "These companies [*startups*], they sit inside our buildings." (I.2) (L.6) "[*The startups*] get office space if they want it." (I.5)

Table 17/L: Representative Quotes for Access to Training, Education, and Resources

4.2.4.1 Provide Domain Expertise

After acceleration, a CA may continue to support startups with expertise from the PC in the form of product, technology, and otherwise strategic topics (L.1). Based on the relationship formed during acceleration, CAs expect that the startups will have contacts within the CA to reach out when they need expert guidance (L.2).

4.2.4.2 Provide Mentoring and Trainings

CAs will continue to support startups in post-acceleration by providing coaching sessions with experts employed at the PC (L.4). The CA may also organize these coaching/mentoring sessions featuring partners outside of the parent company, thereby including startups into a broader ecosystem of post-program mentoring (L.3).

4.2.4.3 Provide Startups with Corporate Office Space

After a CA program ends, some PCs may offer startups corporate office space, providing them with a key resource that might be difficult to obtain without the support of the CA (L.5, L.6).

4.2.5 Access to External Partners
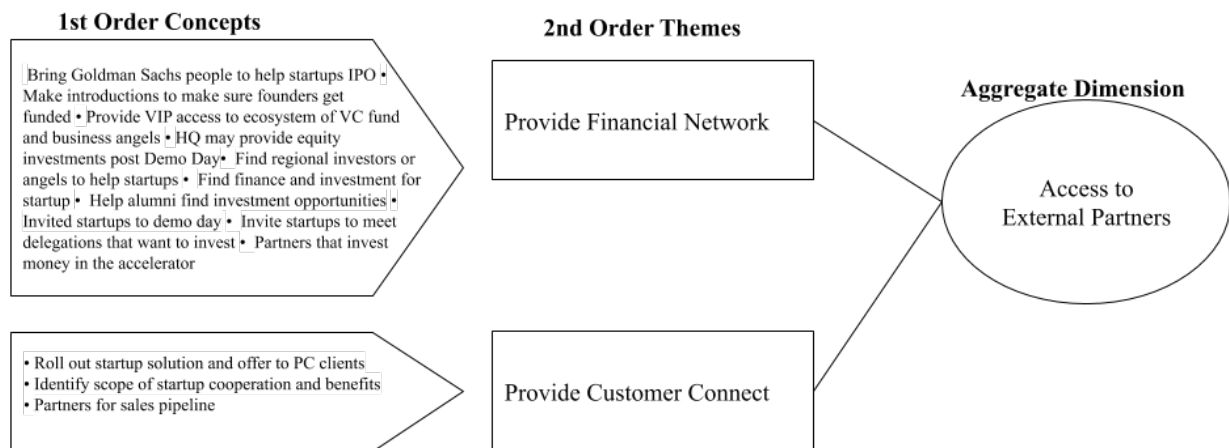
Figure 10: Data Structure for Access to External Partners

This aggregate dimension refers to the ways in which CAs support accelerated startups by providing them with access to external partners. The findings show that CAs operate in a broader entrepreneurial ecosystem and help alumni on their growth trajectories by opening doors to financial investors and customers. The financial network is a particularly relevant activity for equity-taking accelerators. To this end, post-acceleration activities include 'Provide Financial Network; and 'Provide Customer Connect' which are listed as 2nd-order themes.

2nd Order Themes	Representative Quotes
Provide Financial Network	(J.1): "We have an ecosystem of VC fund and business angels and you know [a] club of investment and so on [...] [*startups*] have a VIP access to them." (I.3) (J.2): "We have been spreading [*information about startups*] to other investors in the region to help them" (I.1) (J.3): "We try to secure [...] finance and investment into [*startups*]" (I.8)
Provide Customer Connect	(J.4): "[*CA*] just roll [*startup's offering*] out and offer it to our [*PC*] clients" (I.7)

Table 18/J: Representative Quotes for Access to External Partners

4.2.5.1 Provide Financial Network

The CA provides startups' access to its investor ecosystem, including business angels or VCs (J.1). CA's share information about accelerated startups to other investors within their geographical vicinity to help startups secure investment (J.2, J.3).

4.2.5.2 Provide Customer Connect

Post-acceleration, CAs may distribute the startup's solutions to potential clients of the PC to increase customer base (J.4).

4.2.6 Facilitating Strategic Investments through CVC
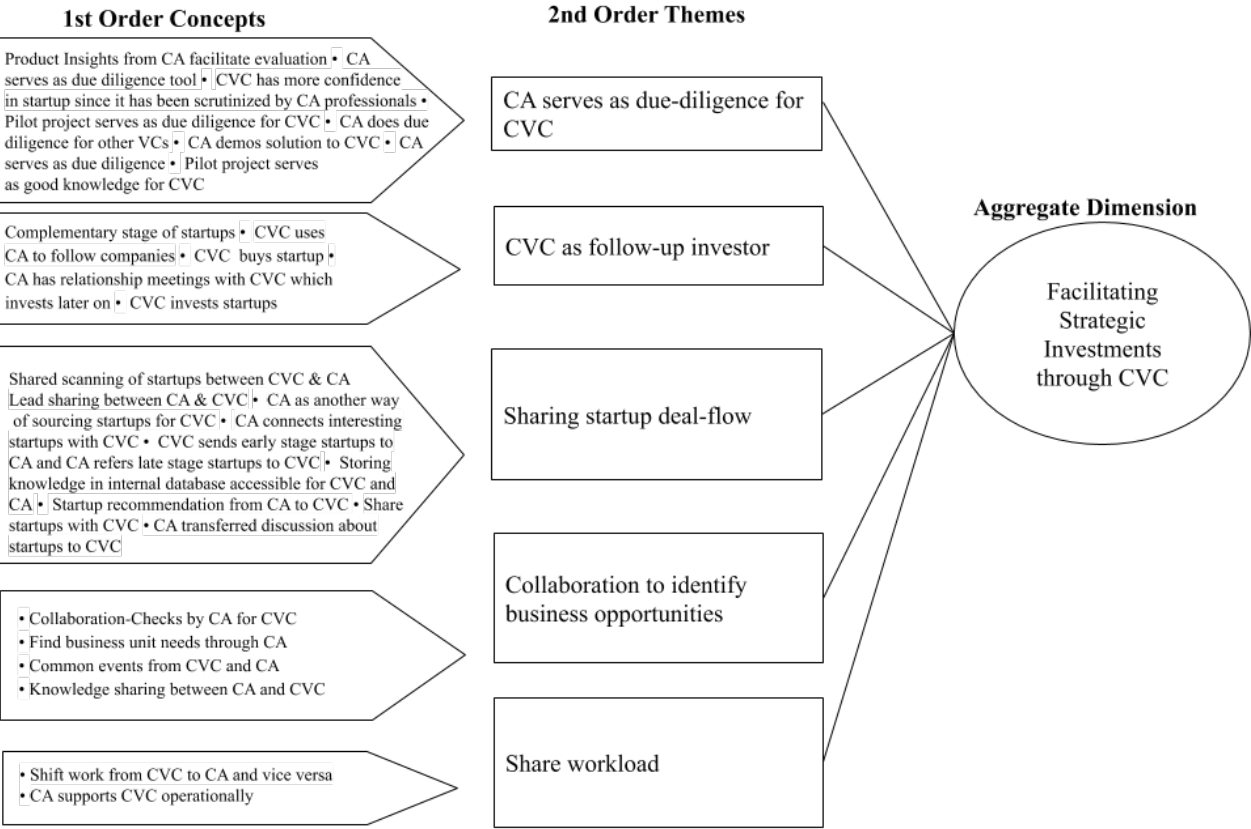
Figure 11: Data Structure for Facilitating Strategic Investments through CVC

This aggregate dimension indicates that CAs facilitate strategic corporate investments through the PC's CVC. This finding was uncovered through the use of CA and CVC interview data and is the only occasion in which CVC interview data was used in tandem with CA data. In order to facilitate this form of strategic investment, the findings show that a complementary relationship exists between the CA and CVC at the same PC. This cooperative relationship enables strategic investments to be made by the CVC on behalf of the PC. The relationship between the CA post-acceleration phase and CVC is broken down into

2nd-order themes labeled as 'CA Serves as Due Diligence for CVC', 'CVC as Follow-Up Investor', 'Sharing Startup Deal-Flow', 'Collaboration to Identify Business Opportunities', and 'Share Workload'.

2nd Order Themes	Representative Quotes
CA Serves as Due Diligence for CVC	(K.1): "They went through our program [...] we developed a successful project that really helps on the Investment Committee. [...] Yes, you had an understanding of the product [...] 20 to 30% of the due diligence work is already covered by [*CA*]" (I.14) (K.2): "Gives [*CVC*] more confidence that they've been scrutinized by some professional people before" (I.15) (K.3) "Some other times, we [*CA*] demo the solution [*to CVC*]" (I.8).
CVC as Follow-Up Investor	(K.4): "We had in the past few cases where [*CVC*] invested in the startup." (I.3) (K.5): "[*Startup from CA*], that is probably the most early stage company we've invested in" (I.11) (K.6): "Once in a while, [*CA*] ha[*s*] a startup that [*CVC*] buys." (I.8)
Sharing Startup Deal-Flow	(K.7): "We share it with [*CVC*]... look, we're working with them [*the startup*]" (I.8) (K.8): "When [*CVC*] see someone that is too early, [...] they'll send them to us. [...], when we see someone that is pretty late stage, [...] then we refer them to [*CVC*]" (I.9)
Collaboration to Identify Business Opportunities	(K.9): "We can also do a post-check [...] if [*the CVC*] is interested in cooperating with them" (I.7)
Share Workload	(K.10): "So [*the CVC*] can shift a lot of work from or to [*the CA*]" (I.14) (K.11): "Sometimes the implementation of this project in the business line takes longer. And you need a dedicated team [*the CA*] which is doing the project management work" (I.14)

Table 19/K: Representative Quotes for Facilitating Strategic Investments through CVC

4.2.6.1 CA Serves as Due Diligence for CVC

Due to the participation of the startup in the CA, the CVC's investment decision-makers get more confidence in an accelerated startup, considering they are audited and presented by the CA staff (K.1, K.2, K.3). Furthermore, the CA has acquired a deep understanding of the startup by the time it graduates from the program, making the CA post-acceleration phase a key source for due diligence (K.1).

4.2.6.2 CVC as Follow-Up Investor

It was found that CAs help facilitate strategic investment for the PC due to the complementary presence of a CVC. The CVC was found to act as a follow-up investor for CA's startups. It has to be noted that this happens occasionally and on a case-by-case basis (K.4, K.6), as the target startup is not always the same between both parties (K.5).

4.2.6.3 Sharing Startup Deal-Flow

When a CA has successfully worked with a startup, it may refer the startup to the CVC for strategic investment exploration (K.7). If located within the same parent company, a CA will refer promising accelerated startups to the CVC, depending on the growth stage of the startup (K.7, K.8).

4.2.6.4 Collaboration to Identify Business Opportunities

The CA may connect with the CVC for a post-check on accelerated startups to ascertain if cooperation will benefit the PC (K.9).

4.2.6.5 Share Workload

Due to their different scopes of work, the CA is generally more hands-on with startup support after acceleration to benefit the parent company, thus CVCs may shift operational work with portfolio companies over to the CA (K.10, K.11).

5. Analysis and Discussion

The data structures presented in the previous chapter allowed researchers to construct a grounded theory model combining CA post-acceleration activities and strategic value creation. This chapter analyzes and discusses the empirical data, while taking the literature review into consideration, in order to answer the research question. The grounded theory model presented in this chapter is discussed in detail, with a special focus on explaining the relationships between post-acceleration activities and strategic value creation.

5.1 Grounded Theory Model

The grounded theory model (**Figure 12** on the next page) was developed by analyzing the interactions among the aggregate dimensions presented in Chapter 4 and with the use of literature. The purpose of the model is to provide an answer to the research question by illustrating: (1) the post-acceleration activities conducted by CAs; and, (2) the influence of these post-acceleration activities on strategic value creation for a CA's PC.
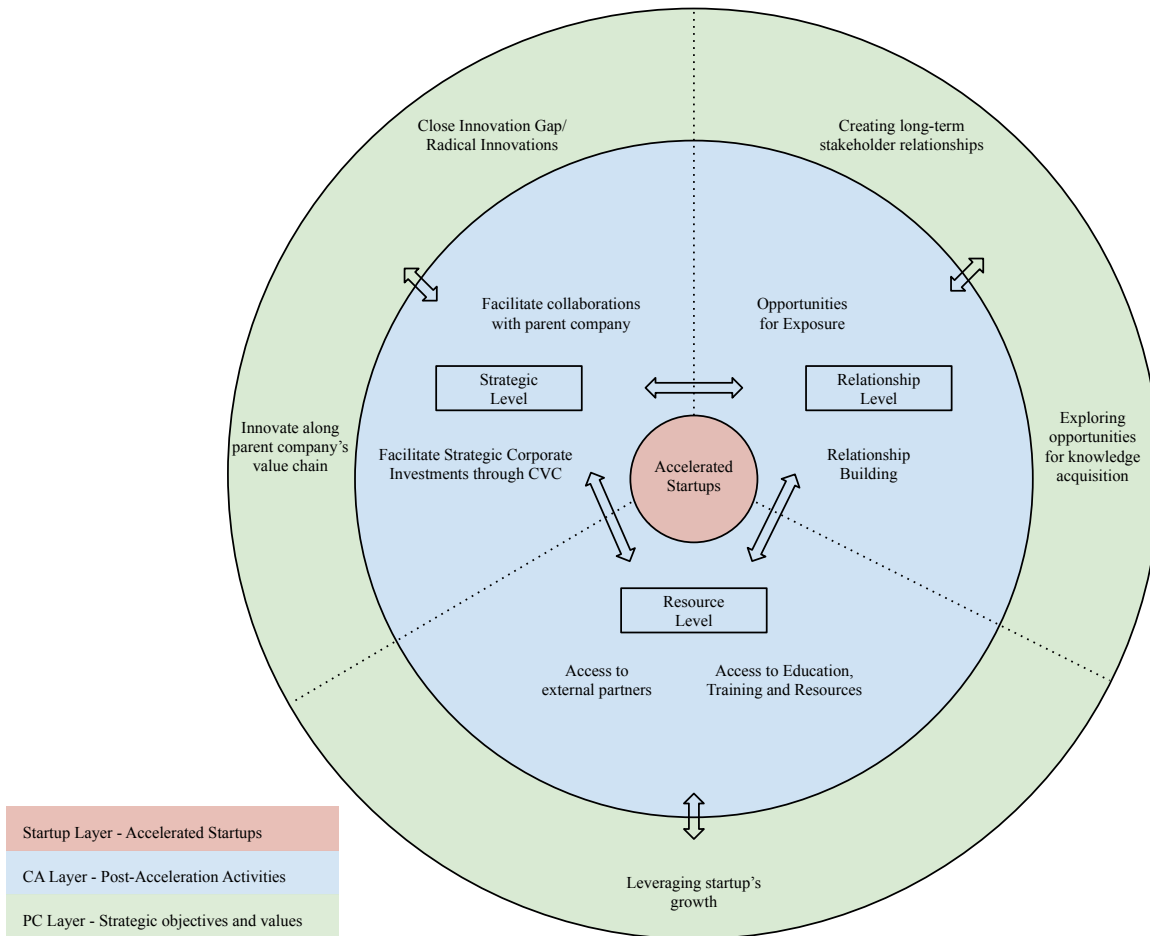
Figure 12: Grounded Theory Model of Post-Acceleration Activities and Their Influence on Strategic Value Creation for the PC

The model consists of three layers in color code: (Red) represents the accelerated CA startups; (Blue) represents the CA and the aggregate dimensions of post-acceleration activities and the (Green) layer shows the PC, its strategic objectives, and thus the corresponding aggregate dimensions of strategic value creation from post-acceleration activities. In the following paragraphs, each layer will be explained:

(Red): The central layer of 'Accelerated CA Startups' represents the center point that post-acceleration management practices revolve around in order for the CA to facilitate strategic value creation for the PC.

(Blue): Based on an analysis of the findings, the CA's post-acceleration layer of the model is divided into three levels of interaction between the startup and the CA: (1) Resource Level; which encompasses two aggregate dimensions: 'Access to Education, Training and Resources' and 'Access to External Partners'; (2) Relationship level; composed of aggregate

dimensions 'Opportunities for Exposure' and 'Relationship Building'; and (3) Strategic Level, which corresponds to the aggregate dimensions 'Facilitate Collaborations with Parent Company' and 'Facilitate Corporate Strategic Investments through CVC'.

The levels representing CA post-acceleration activities were established by discovering patterns of how CAs conduct these activities. To identify patterns, not only were the relationships between aggregate dimensions analyzed, but also between 2nd-order themes. The three levels influence the green outer layer of strategic value creation, which is discussed next.

(Green): The outer layer of the model represents the strategic objectives and values gained by the PC from the post-acceleration activities. This level shows the strategic value aggregate dimensions from the relevant data structure, which are: 'Exploring Opportunities for Knowledge Acquisition'; 'Innovate Along Parent Company's Value Chain'; 'Create Long-Term Stakeholder Relationships'; 'Leveraging Startup's Growth'; and 'Close Innovation Gap / Radical Innovation'.

The grounded theory model is dynamic and interaction between aggregate dimensions takes place within several parts (Gioia, Corley & Hamilton, 2012).

Firstly, the levels are separated with dotted-lines, showing that levels are permeable and not clearly delineated because both activities and strategic value might differ depending on the context of the CA.

Secondly, because the model is dynamic, the three arrows between the three levels in the CA layer indicate that the post-acceleration activities of the strategic, resources, and relationship levels are not "either-or" decisions but can be pursued in parallel and simultaneously by the CA. In other words, although the three levels are composed of different aggregate dimensions of post-acceleration activities, the aggregate dimensions all relate to one another as activities conducted by the CA.

Thirdly, post-acceleration activities within each level influence the overall strategic value creation for the parent company, which is demonstrated by the three arrows between the blue and the green layers. The arrows point in both directions to indicate that not only are the post-acceleration activities influencing strategic value creation for the PC, but the PC's strategic objectives are also influencing the post-acceleration activities. Furthermore, key connections between post-acceleration activities and strategic value created for the PC were identified in this study. These connections contribute to the relationship between post-acceleration aggregate dimensions and strategic value creation 2nd-order themes, which are

described in further detail and presented visually (**Figures 13, 14, & 15**) within each of the following sections.

In summary, the grounded theory model presents a novel way of understanding CA post-acceleration activities by categorizing them into three levels, based on overarching patterns from the data. The model exposes how CAs conduct post-acceleration activities in order to gain strategic value for the parent company.

5.2 Resource Level
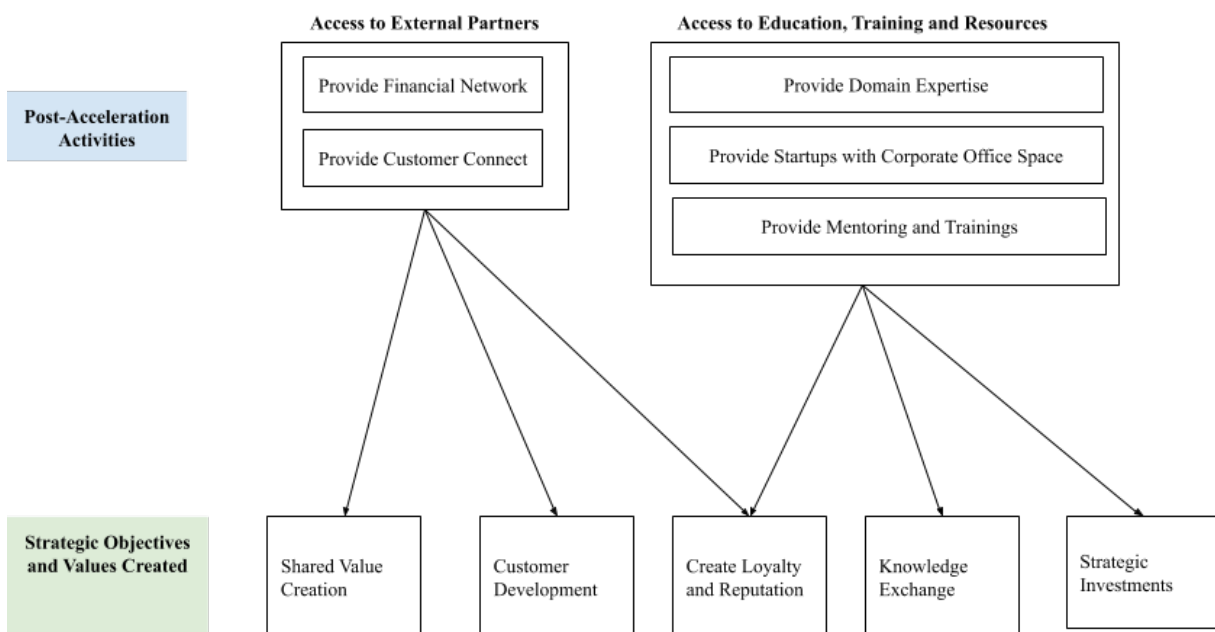
Figure 13: Resource Level - Aggregate Dimensions and 2nd-Order Themes of Post-Acceleration Activities and Their Influence on Strategic Value Creation

Post-acceleration activities conducted within the resource level have been identified as a part of creating strategic value for the PC. The resource level includes resource-based activities facilitated by the CA to support accelerated startups. Resources may come from internal origins as illustrated in the aggregate dimension 'Access to Education, Training, and Resources' or may come from external resources through 'Access to External Partners'. **Figure 13** shows how resource level post-acceleration activities influence the strategic value creation for the PC.

CAs are providing resources to their alumni in order to nurture the post-acceleration startup-engagements. Providing access to external partners is a way of nurturing these engagements, which is discussed by Shankar and Shepherd (2019, p.7) who introduced the post-acceleration activity of providing "*customer connect*". However, this prior research only considered the perspective of enabling startups to generate traction by gaining access to the PCs network of clients. In turn, CAs are actively providing this connection to enable customer development for the PC by applying startup solutions to the corporate customer base in "*revenue sharing mode*" (I.3) and via "*co-sell programs*" (I.4) (Pauwels et al., 2016).

Thus, through resource level post-acceleration activities, CA facilitates "*shared value between the startup and the corporation*" (I.3). This approach to shared value creation is targeted by focusing on the development of a "*win-win for both parties.*" (I.10). Shared value creation includes a collaborative approach, rather than competing with one another, as Interviewee 7 described: "*[...] We realized that it's actually much, much better to join forces.*" (I.7). Therefore, CAs are not only used by PCs to monitor competition as introduced by Richter, Jackson and Schildhauer (2018) but are actively providing access to resources for startups in order to collaborate and create shared value rather than compete.

Shared value between CAs and accelerated startups is also created when the CA connects startups to potential investors, as supported by Uhm, Sung, and Park (2018) and Isabelle (2013) who find that CAs provide accelerated startups with opportunities to find follow-on investors. Providing resources to startups in the form of access to financial network development, aims to build the reputation of the CA, and ultimately influences startup loyalty to the PC, as described by one Interviewee: "*the idea is to create a reputation [...] and then it creates opportunities for [PC] to do future business*" (I.6). Thus, it is shown that CAs build the brand of the PC as grounds for innovation by supporting startups after the acceleration program ends. This approach creates a new perspective on the strategic goal of "*creating an image of being innovative*" through resource allocation to startups (Kanbach and Stubner, 2016, p.1765).

Startup loyalty to the PC is strengthened when the CA provides startups with resources such as "*office space*" (I.5) as well as workshops where both CA and PC "*work together with a startup to discuss [...] the deployment [of the startup's innovations]*" (I.7). These collaborative mechanisms also support corporate-startup knowledge exchange, considering integration ultimately creates opportunities for knowledge absorption in the PC (Van de Vrande, Vanhaverbeke & Duysters, 2011). CAs may also facilitate valuable knowledge exchange by "*coaching back into [their parent] corporations on how they can be*

doing better for founders" (I.5). Thus, through close collaboration with accelerated startups, CAs promote and increase the PC's capacity to absorb new knowledge (Cohen & Levinthal, 1990; Yang, Narayanan & De Carolis, 2014).

The research analysis shows that CAs provide resources in a different way compared to CVC. While CVCs support portfolio startups by offering capital and access to knowledge through R&D, CAs focus on training and close mentoring as resource allocation (Block et al., 2018; Colombo & Murtino, 2017; Galloway et al., 2017). CAs offer mentoring sessions and trainings to further develop startup founders' skills and leadership practices. Examples of such trainings were emphasized by Interviewee 5: *"We leverage other partners and content [...] they can tap into coaching resources, as well as specifically leadership development"*. The interviewee confirms that post-program training sessions are essential support mechanisms for CAs to nurture early-stage startups and facilitate knowledge sharing. In this sense, the strategic goal of knowledge exchange can be met through mentoring and training (Uhm, Sung & Park, 2018).

Furthermore, CAs may leverage post-acceleration support mechanisms as a channel towards early stage strategic investments in two ways. Firstly, CAs provide alumni with specific domain expertise, as Interviewee 2 states: *"We support them with very strategic input on clinical trial design, product design, customer expectations, exit strategies, those types of things which we believe [...] could be difficult for them to acquire from outside."* (I.2). By providing strategic input in the form of domain expertise, the CA can influence the entrepreneurial process of the startup in the favor of the PC, enhancing the probability that it is an attractive investment that can add value to the PC. Secondly, CAs provide their alumni with technology in an early stage, as Interviewee 4 describes: *"This is up to $120,000 in [PC] credits and load of different business tools, [...] the idea of it is we want to see them scale and grow using our tech."* (I.4). This early-on technological dependency of the startup on the CA technological resources, creates long-time collaboration between the startup and the PC, in which the startup stays loyal to the PC and its future growth is dependent upon the PC technology.

5.3 Relationship Level
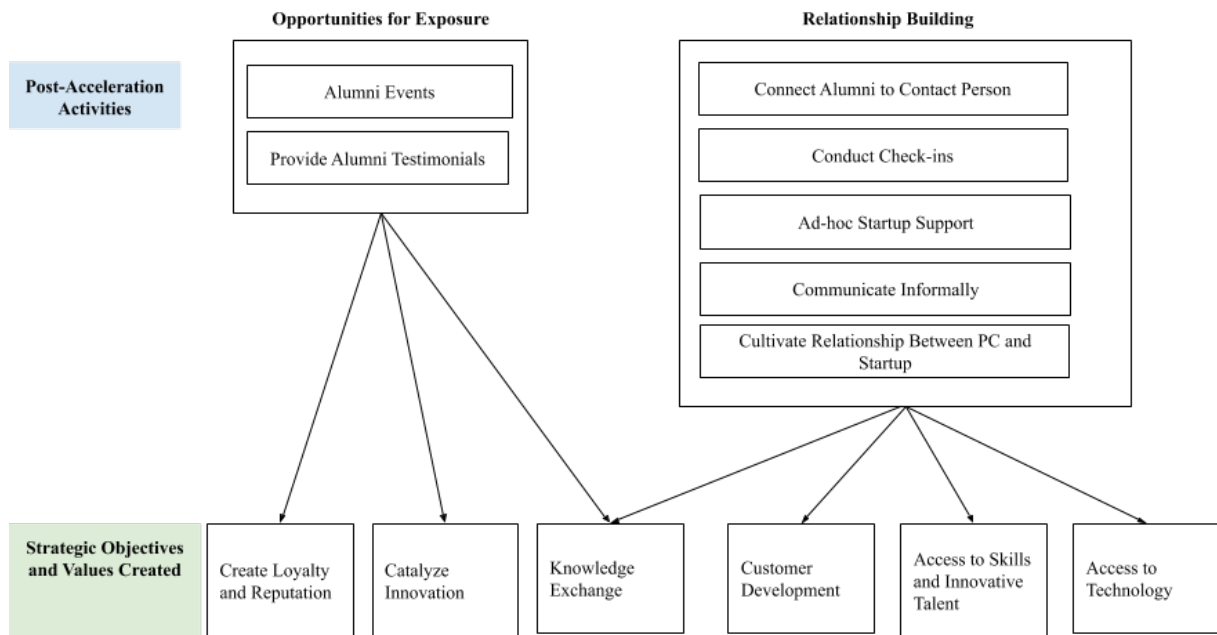
Figure 14: Relationship Level - Aggregate Dimensions and 2nd-Order Themes of Post-Acceleration Activities and Their Influence on Strategic Value Creation

The aggregate dimensions of (1) 'Opportunities for Exposure' and (2) 'Relationship Building' make up the Relationship Level. Within this level of post-acceleration activities, the overarching goal is to build and nurture relationships with accelerated startups through the CA and with the PC.

Post-acceleration engagement with startups is achieved by hosting alumni events and providing *"alumni testimonials"*, an activity found by Shankar and Shepherd (2019). As one interviewee mentioned: *"we showcase all the achievements [...] so we invite the alumni of the program to a designated area in this event"* (I.6) in order to provide opportunities for exposure of the alumni startups. This is a way of creating business opportunities for the startups through networking, introduced by Shankar and Shepherd (2019). By bringing together alumni, testimonials, and employees from the parent company, the CA facilitates knowledge exchange which *"catalyz[es] innovation"* (I.2) by *"finding cross convergence between different tech fields"* (I. 2). Thus, bringing together alumni and stakeholders serves as a basis for knowledge exchange between different expertise groups besides providing mentorship and investor relations (Pauwels et al., 2016).

Furthermore, in order to establish and maintain the relationship with accelerated startups, the CA conducts several ongoing tasks. In the first place, CAs strive for a close and supportive relationship between CA and startup in order to establish loyalty to the PC's products, as well as build the reputation for the accelerator. Interviewee 4 describes this effect on alumni startups: *"why would I [startup] leave [PC] if I've gone through this fantastic program [refers to post-acceleration]" (I.4).* This is closely related to the fact that the ongoing relationship aims to develop customers for the PC, *"we want the alumni to be great [PC] customers."* (I.4). Even though existing literature by Kohler (2016) and Pauwels et al. (2016) has described that CAs aim to increase activity of stakeholders and develop a customer ecosystem around the PC, this activity provides a new perspective of CAs aiming to turn alumni into customers.

Furthermore, CAs take on a 'caring' role for the startups by providing ad-hoc support and communicating informally and frequently with their alumni startups, as mentioned by Interview I.1: *"[We] have also informal ways of communicating, for example, have a social group [on social media]".* This role is taken to offer ongoing and frequent support for the startups. Besides facilitating go-to-market strategies for the ventures, which has been stated by Uhm, Sung and Park (2018), it further demonstrates a very customized approach for helping startups with their challenges faces, as interviewee 5 describes *"We want to make sure that our founders have sort of a safe place to say 'I'm really struggling with this' and getting them help if they need it"*.

In addition to customized communications, the CA conducts check-ins to keep track of whether the accelerated startup is *"meeting their own goals [startup] and meeting the [PC] goals"* (I.5). Check-ins enable the CA to track startups' technical and product development that align with the PC's goals, opening the possibility to track strategically interesting products or services. Thus, by monitoring the startup's progress, the CA can help identify technologies that can strategically benefit the PC (Kanbach and Stubner, 2016).

Aside from check-ins, CAs can gain access to technology by actively connecting and cultivating the relationship between startups and PC. Connecting entrepreneurial startups to the PC helps the firm to stay ahead of trends and technological developments. Most importantly, the exchange between entrepreneurs and technological experts from the PC side allows for the PC to learn from the entrepreneurs, as Interviewee 9 describes: *"So they*

[entrepreneurs] kind of have their own vision and apply their own vision to those technologies [from PC] to revolutionize whatever field they feel passionate about." (I.9).

However, in order to make use of the entrepreneurial knowledge, the CA strives to find a suitable contact person from the PC, who is *"very open minded and [...] have the right skill set and personality to do this in a good way"* (I.2). The CA needs to find a contact person within the PC, which understands both the startup as well as the corporate world in order to leverage the knowledge created through the relationship. Thus, CAs are connecting startups and suitable *"gatekeepers"* from the PC in order to exercise absorptive capacity (Cohen & Levinthal, 1990, p.132).

By working closely with the entrepreneurial talents in accelerated startups, the CA further provides the opportunity for talent sourcing and the possibility for *"institutional change"* by enabling rejuvenation of the corporate culture (Leatherbee & Gonzalez-Uribe, 2018, pp.118; Shankar & Shepherd, 2019; Kohler, 2016). By working closely and continuously with entrepreneurs, the CAs enable a transition of the internal corporate culture which boosts the *"entrepreneurial spirit"* of the PC (Prexl et al., 2019, p.633). This phenomenon is described by Interviewee 2: *"I think we've become a bit more relaxed in taking risks in certain areas. I think we are much more open to test new things"* (I.2). This form of corporate-startup engagement can be considered as *"collaboration [with startups] as a means to create innovation"* (I.2) which enables the CA to support the PC's strategic objectives of enhancing innovation capabilities.

5.4 Strategic Level
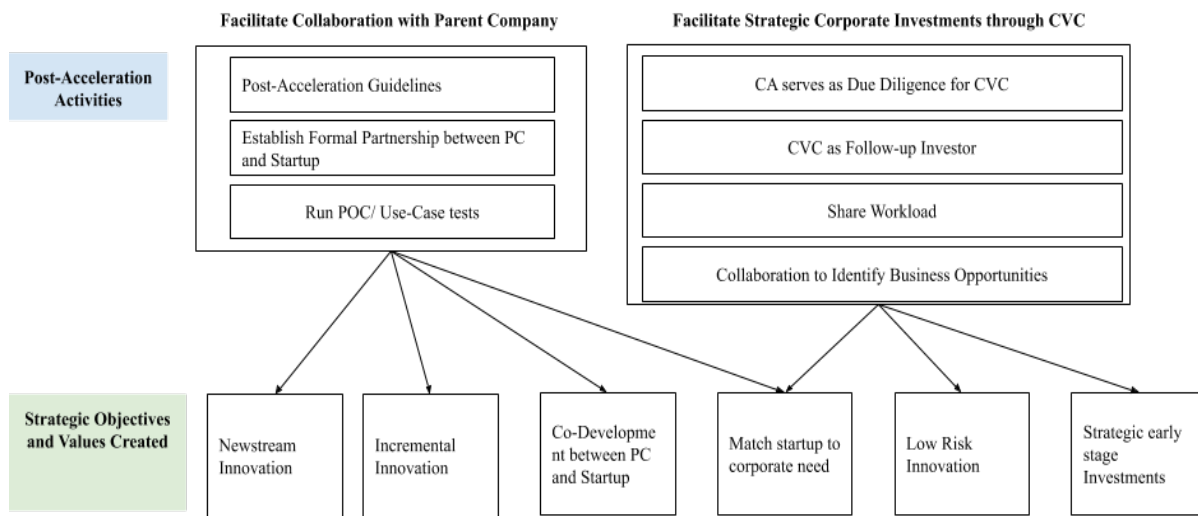
Figure 15: Strategic Level - Aggregate Dimensions and 2nd-Order Themes of Post-Acceleration Activities and Their Influence on Strategic Value Creation

Key activities of a CA after the program ends is to 'Facilitate Collaborations with [the] Parent Company' and 'Facilitate Strategic Corporate Investment through CVC', which are two aggregate dimensions within the scope of CA post-acceleration activities.

In order to reach these goals of enhancing innovation post-acceleration, CAs will develop post acceleration guidelines that serve as the basis for a business relationship. Using guidelines to follow-up with startups is expressed by Interviewee 7 who asks: "*What do we want to do afterwards?"* and then introduces "*the so-called post acceleration plan".* Guidelines serve as a planning mechanism that CAs use to track the development towards reaching innovation goals. In the event that a CA has the option to invest in accelerated startups, post-acceleration guidelines support the use of *"milestone-based funding"* in order to provide strategic investments in a structured way (Cohen et al., 2019, p.1791). In a sense, the use of post-acceleration guidelines are a strategic way for CAs to follow-up with startups, seeing as CAs typically do not exercise strategic control through a board seat like a CVC (Lin, Chen, & Lin, 2017).

Another way to achieve the strategic aims of enhancing innovation post-acceleration is through establishing business partnerships between the PC and accelerated startups (Kohler, 2016; Shankar & Shepherd, 2019). Post-acceleration activities focused on developing partnerships between the startups and PC in return create strategic value for the PC by reaching goals of corporate-startup co-development, as stated by Interviewee 10 that the goal

of the CA program is to *"integrate [the startup] to the business unit or [PC] to actually get the pilot up and running"* (I.10). CAs will deploy pilot projects and strive to create *"commercial agreements"* (I.6) between the PC and alumni startups, as summed up by Interviewee 5 who states that the CA will *"deploy a solution that may be in combination with the [PC] brand [...]or it could be completely white label"*. The deployment of pilot projects are evidence of a successful acceleration program and one form of formal partnerships between alumni and the PC. Additionally, Interviewee 8 emphasizes *"product and service"* co-development as a form of formal partnership with the strategic objectives of generating new technologies for the PC (Van de Vrande, Vanhaverbeke & Duysters, 2011). The process of co-development has been discussed in CVC literature but is not yet addressed in literature on CAs, thus the post-acceleration activity of co-development presents a new understanding of how CAs operate by using CVC literature.

Co-development is another way to achieve strategic objectives of *"creat[ing] value with [PC] units"* (I.3) by nurturing the development of innovations in post-acceleration. Nurturing innovations describes a CA's activities aimed at finding strategic fit between startups and the PC (Shankar & Shepherd, 2019). CAs will also conduct *"extended proof of concept[s]"* (I.7) in order to nurture innovations through corporate-startup collaborations, which reflects the post-acceleration activity of *"run POC/ use-case test"* which is introduced by Shankar and Shepherd (2019, p.7).

CAs aim to enhance innovation activity around the PC's core business with the goal of supporting the PC's incremental innovation ability (Kohler, 2016). In the strategic level, delivering strategic value to the PC through post-acceleration is understood as a relationship focused on leveraging startup innovation. CAs may focus on either incremental innovation building or radical innovation, for example, Interviewee 7 focuses on nurturing accelerated startups that *"could somehow already fit with the existing infrastructure right now"* (I.7) and Interviewee 8 states they aim to find solutions to make the PC *"more efficient"* (I.8). A CA's role in facilitating innovation between a PC and startup is further illustrated when it matches startups to the PC's needs, and develops connections between accelerated startups to *"solve business challenges"* within the PC (Kohler, 2016, p.351). Some CAs will reach out to BUs in the PC in order to *"address their needs"* (I.1) through matchmaking, which is discussed by Interviewee 5: *"we find enough startups - and it's a right match on the corporate side"* (I.5). Matchmaking allows for incremental innovation to occur due to the existing synergies between the startup's scope and the PC's expertise (Cohen & Levinthal, 1990). Thus, by facilitating both corporate-startup partnerships and matching startup strengths to BU

weaknesses, it can be inferred that CAs conduct these specific activities to help innovate *"along the value chain"* of the PC (Richter, Jackson & Schildhauer, 2018, p.17).

Furthermore, CA post-acceleration activities aimed at facilitating collaborations with the PC may also support facilitation of radical and exploratory innovation. By developing partnerships, a CA *"should also be looking for technologies that they [PC] don't even know they need yet."* (I.1). Exploring newstream and radical innovations is an essential objective of CAs in order to *"close the innovation gap"* (Kanbach & Stubner, 2016; Kohler, 2016, p.351). CAs not only look for new innovations but aim to "*challenge*" the industry standard (as described by interviewee 2: *"The pharma industry is known for "saying no to the unknown" and innovation challenges this"* (I.2)**.**

Furthermore, CAs nurture an active relationship with the CVC post-acceleration. Thus, this study contributes new knowledge about CA post-acceleration activities by uncovering insight into how a CA interacts with a CVC on behalf of a PC to create strategic value.

It was discovered that CAs and CVCs share their workload in order to support strategic early stage investments into startups. Due to the CAs collaborative and active approach to supporting startups, CVCs will often *"shift a lot of work from or to [the CA]"* due to the CA's *"dedicated team [...] which is doing [...] project management work"* (I.14). Sharing the workload is evidence of a complementary relationship between the CA and CVC and facilitates common objectives. Sharing the workload provides an opportunity to solve the PC's problems jointly and more efficiently, as described by CVC: *"We're also trying to incorporate our [accelerator], identify concrete needs of the business line, and then check it with our portfolio."* (I.14). Another reason for this supportive relationship may stem from the shared goal of supporting the PC to innovate at a lower risk (Van de Vrande, Vanhaverbeke & Duysters, 2011). In order to facilitate low risk innovation, the CA manages risk by supporting the CVC in early stage investments.

To lower the risk of early stage strategic investments, the CA serves as 'Due Diligence' for the CVC, as mentioned by a CVC: "*20 to 30% of the due diligence work is already covered by [accelerator]"* (I.14). By accepting this sort of support from the CA, the CVC develops an informed position on a potential startup investment, as explained by Interviewee 15: '*[We CVC gain] more confidence that they've [startups] been scrutinized by some professional people before*"' (I.15), minimizing the risk of taking strategic investments. It was also found that CAs may prepare a '*demo [...] solution'* (I.8) of their startup alumni to showcase it to the CVC, presenting them with an opportunity to invest or acquire new

technologies, as stated by Interviewee 8: *"once in a while, [CA] ha[s] a startup that [CVC] buys"* (I.8).

6. Conclusions and Implications

The following chapter presents the conclusion of this research. First, researchers sum up and present this study's contribution to the field of CA literature. Secondly, limitations to the study are defined. In the next section, managerial implications are given. Finally, ideas for future research are presented based on the findings uncovered in this study.

6.1 Conclusions & Contributions

The aim of this study was to explore the post-acceleration phase of CAs. Specifically, the study examined what post-acceleration activities CAs conduct and how they relate to the strategic value created for the PC. This dynamic was explored through a multiple-case study across different industries and geographies, guided by an empirical strategy to create a grounded theory model. Additionally, the empirical strategy allowed for comparability between startup management practices of CA and CVC, strengthening this study's contribution to CA literature by highlighting CA uniqueness. Furthermore, the research design and use of grounded theory increases the generalizability of the established model (Bryman & Bell, 2011).

Firstly, this research contributes to literature of CAs, based in both open innovation and corporate venturing fields, by examining the post-acceleration phase. Previous studies have only contributed limited knowledge about CA post-acceleration, leading researchers to state that corporate-startup engagement within the post-acceleration phase is under-researched and requires more in-depth analysis (Shankar & Shepherd, 2019; Colombo, Rossi-Lamastra & Wright, 2018). In order to address this research gap, this study's contribution to literature on CAs is explained through different levels of post-acceleration activities in the context of strategic value creation for the PC, which is demonstrated in the grounded theory model. By identifying three levels, the post-acceleration phase was divided into strategic-, resource-, and relationship-related activities.

Findings show that a CA can deliver strategic value to the PC in the form of customer development, brand loyalty, and external knowledge through resource level activities, such as providing alumni startups with access to training, resources, and external partners. By demonstrating a new angle of how PCs are using CAs in order to build a brand as grounds for innovation, this study showed the importance of resource-based support for startups.

In order to promote innovation and provide the PC with new technology and innovative talent, CAs build relationships with startups post-acceleration and create opportunities for exposure through relationship level activities. Our findings make an important contribution to the relationship between CA, PC, and startups by providing a new perspective of CAs aiming to turn alumni into long-term customers. CAs aim for an informal, close, and supportive relationship in order to increase the strategic value from post-acceleration activities. Previous research has not investigated the communication strategies between CAs and their accelerated startups, thus, this research provides detailed insight into previous scholars' discussions on post-program CA-alumni relationships (Colombo, Rossi-Lamastra & Wright, 2018; Pauwels et al., 2016; Shankar & Shepherd, 2019). Furthermore, this research uncovers that the CA actively aims to increase the absorptive capacity of its PC, which provides a connection between CA and open innovation literature.

This study also contributes insight into how CAs conduct strategic-level activities, such as facilitating collaborations between startup and PC and strategic investments through the CVC. The research demonstrates that CAs actively match startups with BU needs to enable co-development between those parties, which makes a contribution to CA literature. Within this scope, another key contribution is made by uncovering a systematic process conducted by CAs post-acceleration to structure activities, including process milestone-based tracking, in order to support PCs achieving their strategic objectives. Furthermore, CAs provide the option for strategic early stage investments, thus are found to serve as a low risk innovation approach.

This study also contributes new insight to both CA and CVC literature by discovering what post-acceleration interactions occur between a CA and the PC's CVC in order to support the facilitation of corporate strategic investments. Previously, Moschner et al. (2019) found that CAs serve as due diligence for a CVC; however, their research discussed independently-run corporate accelerators. Therefore, the findings in this study contribute new knowledge about how single company-run CAs serve as due diligence for CVC. Thus, this research provides a greater understanding into the *"subtle ways"* that CAs influence CVC and makes a contribution to the limited literature examining this relationship (Shankar and Shepherd, 2019, p.18; Colombo, Rossi-Lamastra & Wright, 2018).

Given the limited research on CA and their synergies with CVC, CVC literature was used as a starting point to understand CAs and was consulted to analyze findings, specifically regarding corporate-startup co-development and absorptive capacity through external startup engagement. Due to use of CVC literature and cross-checking of CA and CVC data

(**Appendix 4.2 & 4.3**), this study also found critical differentiators between CA and CVC in startup management practices, underlining their approach to startup management. CAs focus on open and supportive startup-engagement, including ad-hoc support, training, as well as alumni networking events with a strong focus on creating shared value. In contrast, CVCs generally focus on collaborating with startups through capital-oriented resource allocation and the execution of strategic control to make use of startup-engagements by exploitation of opportunities (Lin, Chen & Lin, 2017). In this sense, this research strengthens the understanding in the research frontier that CAs are a new, distinct form of corporate venturing.

6.2 Managerial Implications

This study contributes valuable knowledge about CA post-acceleration activities that can serve as actionable insight for current CA managers who have influence over post-acceleration decisions. The grounded theory model developed by researchers is relevant for CAs that are operating on behalf of one parent company, regardless of the industry or location. The model provides managers with a guideline about what post-acceleration activities to pursue in order to obtain strategic value for the PC.

Firstly, this study shows the importance for CA managers of building and nurturing a close relationship with startups in order to enable value creation. If the main goal of the accelerator is to establish strategic innovations for the PC, it is critical to communicate frequently and informally with the alumni startups in order to identify their challenges and how the partnership can support both parties. The communication with startups should also involve suitable contact persons from the PC to facilitate the knowledge flow. Therefore, it is important to designate the right contact person who has both a startup mindset as well as an understanding of the corporate world with access to the management level.

Secondly, the findings conclude that managers in CAs should strategically structure how to engage with accelerated startups. This study showed that a systematic process is used to structure and conduct post-acceleration activities. This is achieved by firstly establishing post-acceleration guidelines with both startup and PC in order to outline collaboration strategies. Secondly, setting suitable goals for the startup in the form of milestones to be assessed during check-ins, will guide the relationship and intensity of collaboration with the PC in the post-acceleration phase.

Thirdly, the theory developed is particularly relevant for established firms where both a CA and a CVC operate. The research provides a window into how CAs can facilitate corporate strategic investments in post-acceleration by sharing their knowledge with CVCs. To enhance the strategic value creation, our findings conclude that CA and CVC collaboratively distribute tasks and share workload. Thus, a CAs manager can take an active role in due diligence for strategically-interesting startups by sharing product-specific information or demoing the solution to the CVC. Furthermore, the findings of this study may also be of interest to managers at an established firm with a CVC that are interested in learning how to enhance innovation through the addition of a CA. The research indicates that a complementary relationship between CA and CVC exists, particularly seeing how accelerated startups are interesting candidates for follow-on investment by the parent company's CVC.

6.3 Limitations

Limitations to this research must be considered. Firstly, the study explores corporate-startup engagement strictly from the corporate perspective. Thus, the startup perspective was not consulted, but could provide greater insight into the efficacy of CA post-acceleration activities. For example, accelerated startups may return to CA programs to offer insight for newly accepted startups, but the shared value creation from such alumni engagement is not explored through the startup view (Pauwels et al., 2016). Without the startup perspective, the assumption of win-win alumni engagement activities relies solely from the corporate perspective.

Secondly, researchers attempted to collect data from a geographically diverse sample (from eight countries across three continents). However, a potential limit to the theoretical generalizability of the findings may be how they translate into other cultures (Bryman & Bell, 2011). Different cultures may perceive innovation differently, thus CA post-acceleration activities will carry different consequences.

Thirdly, researchers specifically collected data on CAs that belong to *one* parent company; therefore, the findings of this research may not be applicable to CAs where the ownership is divided between different companies. Thus, the contribution to the post-acceleration space in literature is more generalizable towards CAs fulfilling objectives from one organization.

Lastly, from an ontological perspective, the position of constructivism implies that the research is an account of the authors imparting their perception of reality (Bryman & Bell, 2011). Thus, the subjective influence of the researchers, such as personal values and bias, will have influenced the findings and analysis to some degree (Bryman & Bell, 2011, p. 31, 408).

6.4 Future Research

As previously discussed, the influence of culture on the relationship between CAs and the PC presents an interesting research opportunity. Researching the cultural influence on the CA-startup relationship post-acceleration would contribute a valuable perspective on how CAs contribute strategic value to the PC. Furthermore, gaining an understanding of how culture plays a role in CA post-acceleration practices would provide actionable insight for CAs who are part of a multinational corporation.

This study uncovered a valuable finding into how CAs interact with CVCs post-acceleration. Future research can further build upon this study's finding and investigate deeper into the relationship between CAs and CVCs in the same parent company. The need for this research is also demonstrated in the literature, where Colombo, Rossi-Lamastra and Wright (2018) raise the question regarding the advantages and disadvantages for a parent company of having both CVC and CA.

In order to deepen the theoretical understanding of CA post-acceleration, future research can explore post-acceleration activities by collecting data from CAs and their accelerated startups. Incorporating the startup perspective would add to the knowledge about how CAs build relationships with startups in order to gain strategic value for the parent company. Consulting startups would additionally provide insight into how CA post-acceleration activities are perceived by the startups, providing practical implications into CA post-acceleration best practices.

This research has disclosed a supportive function of the CA to the absorptive capacity of the PC. However, the literature of CVC was used to analyze this relationship. Thus, future research can explore further how a CA exercises absorptive capacity to deepen the understanding of how this finding contributes to the CA and open innovation, specifically absorptive capacity literature.

Lastly, this research focused on strategic value creation via post-acceleration activities conducted by CAs who operate on behalf of one parent company. As a result, future research

can examine post-acceleration activities that occur in consortium model accelerators which are hosted by several companies (Hochberg, 2016; Moschner et al., 2019). Researchers can explore how the presence of multiple hosting companies affects the strategic value gained from alumni.

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Appendix

Appendix 1: CA Interview Guide

Introduction
Clarify about our role as researchers at Lund University. Clarify that the data will be processed anonymously and no third party will have access to it. Recording will only take place for transcription processes. Start recording after consent form has been signed. Explain shortly the structure of the interview (13 questions in 4 parts).

Part 0: Introductory Questions
Q1. Can you explain the background of this accelerator?
Q2. How many & what kind of startups has this program accelerated?
Q3. Can you tell us about your role at this accelerator?

Part 1: Objectives of Accelerator?
Q4. Why does the company run an accelerator?
Q5. What value does the accelerator want to create for the parent company?
- **Q5a**. Finding disruptive and newstream innovations? (Richter, Jackson & Schildhauer, 2018; Kanbach and Stubner, 2016; Kohler, 2016)
- **Q5b**. Financial (Kanbach and Stubner, 2016)
- **Q5c**. Knowledge sharing (Mina, Bascavusoglu-Moreau & Hughes, 2014)
- **Q5d**. Developing an entrepreneurial culture within the company (Selig, Gasser & Baltes, 2018)
- **Q5e**. Talent acquisition (Shankar & Shepherd, 2019; Kohler, 2016)
- **Q5f**. Product development (Kohler, 2016)
- **Q5g**. Finding new interesting technology (Kanbach and Stubner, 2016)
- **Q5h**. Revenue growth (Richter, Jackson & Schildhauer, 2018)

PART 2: Startup Management Practices
Explain post-acceleration → Starting from the Demo-Day:
Q6. Once the accelerator has finished - what **activities** do you do with accelerated startups? What does ongoing support look like?
- **Q6a**. Pilot projects (Kohler, 2016; Shankar & Shepherd, 2019)
- **Q6b**. Partnerships (Kohler, 2016; Shankar & Shepherd, 2019)
- **Q6c**. Alumni & mentoring (Pauwels et al., 2016)
- **Q6d**. Follow-on funding or network of funders (Isabelle, 2013; Uhm, Sung and Park, 2018)
- **Q6e**. Connecting key stakeholders (e.g. customers) with startups (Pauwels et al., 2016)

Q7. How do these activities relate to each objective mentioned?
The purpose of this question is to learn about how each activity is related to achieving each of the goals they listed.

Q8. How does the relationship with the startups look like after they graduate? (Shankar & Shepherd, 2019; Pauwels et al., 2016):

- **Q8a**. What ways of interaction do you have with your alumni startups and in what frequency?
- **Q8b**. How do you keep your alumni engaged?
- **Q8c**. At what point does the relationship with an alumni end?
  - *If* they invest:
    - **Q8d**.What kind of control mechanisms or formal requirements do you use? (e.g. board seat, observation rights, etc.?)
    - **Q8e**. How do you follow up with startups that have high potential, although they are not ready yet for investment?

Q9. Do you keep investing in them? Provide follow-on investments? Or open the door to other investors? (Uhm, Sung and Park, 2018)

Q10. How are the startup engagements managed?

Part 3: KPIs

Q11. How do you measure the strategic value created by the startups for the parent company?

- **Q11a**. Are there any specific KPIs used to measure the strategic value? (Leatherbee and Gonzalez-Uribe, 2018)

Q12. How do you measure the achievement of the accelerator's strategic objectives?

Part 4: Correlation to CVCs

Q13. Does your company also have a corporate venture capital unit?

- *If yes*:
  - Q13a. What is the relationship between the accelerator and the CVC?
  - Q13b. Follow-up: does the CVC invest in accelerated startups?
  - Q13c. What type and stage of startups does the CVC invest in?
- *If no:*
  - Q13d. Is the accelerator collaborating with other investment firms/ parts of the corporation?

Closing Follow-Up/Spontaneous Questions

Appendix 1.1: CA Interview Guide Explanation

Question	Aim of the question	Reference
Introductory Questions		
Can you explain the background of this accelerator?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
How many & what kind of startups has this program accelerated?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
Can you tell us about your role at this accelerator?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
Objectives of Accelerator		
Why does the company run an accelerator?	Identify overall objectives of why CA has been initiated by PC in informant terms	---
What value does the accelerator want to create for the parent company?	Uncover the CA's strategic objectives coming from the PC	---
Finding disruptive and newstream innovations?	Investigate the importance of finding disruptive and newstream innovation.	(Richter, Jackson & Schildhauer, 2018; Kanbach and Stubner, 2016; Kohler, 2016)
Financial	Investigate the importance of financial objectives	(Kanbach and Stubner, 2016)
Knowledge sharing	Investigate the importance of facilitating knowledge sharing between PC and startup as objective	(Mina, Bascavusoglu-Moreau & Hughes, 2014)
Developing an entrepreneurial culture within the company	Investigate the importance of rejuvenating the PC's corporate culture as an objective	(Selig, Gasser & Baltes, 2018)
Talent acquisition	Investigate the importance of finding new talent as strategic value creation.	(Shankar & Shepherd, 2019; Kohler, 2016)
Product development	Investigate the importance of achieving product development through the accelerator.	(Kohler, 2016)
Finding new interesting technology	Investigate the importance of finding new interesting technologies	(Kanbach and Stubner, 2016)
Revenue growth	Investigate the importance of expanding the parent company's revenue through the CA	(Richter, Jackson & Schildhauer, 2018)

Startup Management Practices		
Once the accelerator has finished - what **activities** do you do with accelerated startups? What does ongoing support look like?	Provide open-ended question to explore post-acceleration activities	---
Pilot projects	Investigate whether pilot projects are being implemented through CA	(Kohler, 2016; Shankar & Shepherd, 2019)
Partnerships	Investigate whether partnerships between parent company and startups are being established by the CA	(Kohler, 2016; Shankar & Shepherd, 2019)
Alumni & mentoring	Investigate ongoing alumni management practices and mentoring activities.	(Pauwels et al., 2016)
Follow-on funding or network of funders	Investigate how and to what degree providing follow-on funding and a network of investors and other founders is part of post-acceleration activities.	(Isabelle, 2013; Uhm, Sung and Park, 2018)
Connecting key stakeholders (e.g. customers) with startups	Investigate the importance of being the intermediary between key stakeholders such as customers from PC and startups	(Pauwels et al., 2016)
How do these activities relate to each objective mentioned?	The purpose of this question is to learn about how each activity is related to achieving each of the goals they listed.	---
How does the relationship with the startups look like after they graduate?	Open-ended question to investigate the post-acceleration relationship between founders and CA.	(Shankar & Shepherd, 2019; Pauwels et al., 2016):
What ways of interaction do you have with your alumni startups and in what frequency?	Determine if interaction between startups and CA post-acceleration takes place in formal or informal way and in what frequency	Inspired by (Mahmoud-Jouini, Duvert and Esquirol, 2018)
How do you keep your alumni engaged?	Open question for further startup engagement practices.	---
At what point does the relationship with an alumni end?	Investigation of ending points with startup engagements.	---
What kind of control mechanisms or formal requirements do you use, when investing? (e.g. board seat, observation rights, etc.?)	Investigation of startup control mechanisms, especially relevant when CA is pursuing an equity investment approach	(Lin, Chen & Lin, 2017)
Do you keep investing in them? Provide follow-on investments? Or	Investigation of follow-on investment approach when equity is taken.	(Uhm, Sung and Park, 2018)

open the door to other investors?		
How are the startup engagements managed?	Open-ended question for further startup management practices and identification of responsibilities.	---
KPIs		
How do you measure the strategic value created by the startups for the parent company?	Open-ended question to identify measurement mechanisms of benefits (strategic value)	---
Are there any specific KPIs used to measure the strategic value?	Identification of quantitative or qualitative key performance indicators	(Leatherbee and Gonzalez-Uribe, 2018)
How do you measure the achievement of the accelerator's strategic objectives?	Determine CA internal success measurements to draw connections to strategic value created	(Leatherbee and Gonzalez-Uribe, 2018)
Correlation to CVC		
Does your company also have a corporate venture capital unit?	Obtain background information	---
What is the relationship between the accelerator and the CVC?	Open-ended question to determine the relationship between CA & CVC	---
Follow-up: does the CVC invest in accelerated startups?	Determine whether Ca & CVC are targeting similar startups.	(Moshner et al., 2019)
What type and stage of startups does the CVC invest in?	Identify complementarities between CA & CVC	(Block et al., 2019)
Is the accelerator collaborating with other investment firms/ parts of the corporation?	Identify further investment relationships within parent company or externally	---

Appendix 2: CVC Interview Guide

Introduction
Clarify about our role as researchers at Lund University. Clarify that the data will be processed anonymously and no third party will have access to it. Recording will only take place for transcription processes. Start recording after consent form has been signed. Explain shortly the structure of the interview (13 questions in 4 parts).

Part 0: Introductory Questions
Q1. Can you explain the background of this CVC?
Q2. How many startups has this fund invested in?
Q3. What is the portfolio area in which investments are considered?
Q4. Can you tell us about your role at this CVC?

Part 1: Objectives of CVC?
Q5. Why does the company have a corporate venture capital arm?
Q6. What value does corporate venture capital aim to bring the parent company?
- **Q6a**. Finding new and complementing technologies for parent company (Noyes et al., 2014; Ma, 2019)
- **Q6b**. Co-development opportunities (Van de Vrande, Vanhaverbeke and Duysters, 2011)
- **Q6c**. Reaching out to new potential customers? (Noyes et al., 2014)
- **Q6d**. Encourage entrepreneurial spirit (Ernst, Witt and Brachtendorf, 2005)
- **Q6e**. Leverage existing and add new R&D capabilities (Ernst, Witt and Brachtendorf, 2005); (Noyes et al., 2014)
- **Q6f**. Return on invest for corporate investor (Alvarez- Garrido & Dushnitsky, 2016)
- **Q6g**. Building *early on* relationships with startups (Ma, 2019)

Q7. Is there an exit strategy? (Ernst, Witt and Brachtendorf, 2005)

PART 2: Startup Management Practices

Q8. How would you describe the relationship with the startups after investment?
- **Q8a**. Which control mechanisms? (e.g. board seat, etc.?) (Lin, Chen, and Lin, 2017)
- **Q8b**. Is the relationship more formal or informal? (Mina, Bascavusoglu-Moreau & Hughes, 2014)
- **Q8c**. What ways of interaction do you have with startups and in what frequency? (Maula, Autio & Murray, 2009)

Q9. After the startups receive investment - what activities do you do with portfolio companies?
- **Q9a**. Strategic guidance? (Fredriksen and Klofsten, 2001)

- **Q9b**. Facilitating knowledge absorption by parent company? E.g. by connecting startup and contact person within business units(Weiblen and Chesbrough, 2015)

Q10. What is the strategy guiding your portfolio set-up?
- **Q10a**. Specialized, with little industry diversification? (Yang, Narayanan & De Carolis,, 2014; de Leeuw, Lokshin & Duysters, 2014)
- **Q10b**. Diversified set-up (Yang, Narayanan & De Carolis,, 2014; de Leeuw, Lokshin & Duysters, 2014)
- **Q10c**. Are there interdependencies between the startups? (Yang, Narayanan & De Carolis,, 2014)

Speaker note: Do they sometimes work with cohorts of startups?

Part 3: KPIs

Q11. How do you measure the strategic value created by the startups for the parent company?
- **Q11a**. Are there any specific KPIs used to measure the value?

Q12. How do you measure the achievement of the CVC's strategic objectives?

Part 4: Correlation to CAs

Q13. Does your company also have a corporate accelerator?
- *If yes*:
  - **Q13a**. What is the relationship and in what frequency between the accelerator and the CVC?
  - **Q13b**. Follow-up: does the CVC invest in accelerated startups?
  - **Q13c**. How are accelerated startups managed as compared to your portfolio companies?
    Speaker note: Is e.g. the deal flow affected?
- *If no*:
  - **Q13d**. Does the CVC have any relationship with other accelerators and what is the goal of this relationship?

Closing Follow-Up/Spontaneous Questions

Appendix 2.1: CVC Interview Guide Explanation

Question	Aim of the question	Reference
Introductory Questions		
Can you explain the background of this CVC?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
How many startups has this fund invested in?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
What is the portfolio area in which investments are considered?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
Can you tell us about your role at this CVC?	Obtain background Information and ensure suitability in sample criteria	Bryman and Bell (2011)
Objectives of CVC		
Why does the company have a corporate venture capital arm?	Identify overall objectives of why CVC has been initiated by PC in informant terms	---
What value does corporate venture capital aim to bring to the parent company?	Uncover the CVC's strategic objectives coming from the PC	---
Finding new and complementing technologies for parent company	Investigate the importance of technological innovation as a CVC strategy	(Noyes et al., 2014; Ma, 2019)
Co-development opportunities	Investigate the importance of investing in startups with the goal of co-development between startup and PC	(Van de Vrande, Vanhaverbeke and Duysters, 2011)
Reaching out to new potential customers?	Investigate if the investment strategy supports customer development	(Noyes et al., 2014)
Encourage entrepreneurial spirit	Investigate if changing the corporate culture is a goal of CVC	(Ernst, Witt and Brachtendorf, 2005)
Leverage existing and add new R&D capabilities	Investigate the role that R&D plays in investment decisions	(Ernst, Witt and Brachtendorf, 2005; Noyes et al., 2014)
Return on invest for corporate investor	Investigate the importance of seeking financial return on investment for PC	(Alvarez- Garrido & Dushnitsky, 2016)

Building early on relationships with startups	Investigate whether relationship-building is a goal for CVC	(Ma, 2019)
Is there an exit strategy?	Investigate if the CVC has an end-goal with the startup investments	(Ernst, Witt and Brachtendorf, 2005)
Startup Management Practices		
How would you describe the relationship with the startups after investment?	Provide open-ended question to explore post-investment relationship	---
Which control mechanisms? (e.g. board seat, etc.?)	Investigate what control mechanisms are being implemented by the CVC	(Lin, Chen, and Lin, 2017)
Is the relationship more formal or informal?	Investigate in general terms what the relationship between the CVC and portfolio companies is	(Mina, Bascavusoglu-Moreau & Hughes, 2014)
What ways of interaction do you have with startups and in what frequency?	Investigate for specific details about how the relationship unfolds post-investment	(Maula, Autio & Murray, 2009)
After the startups receive investment - what **activities** do you do with portfolio companies?	Open-ended question to investigate the post-investment activities conducted by CVC	---
Strategic guidance?	Investigate the importance of strategic guidance post-investment	(Fredriksen and Klofsten, 2001)
Facilitating knowledge absorption by parent company? E.g. by connecting startup and contact person within business units	Investigate how or if the CVC facilitates knowledge exchange between startup and PC	(Weiblen and Chesbrough, 2015)
What is the strategy guiding your portfolio set-up?	Investigate details about portfolio strategy and set-up	(Block et al., 2019)
Specialized, with little industry diversification?	Specific follow-up question to learn more about set-up	(Yang, Narayanan & De Carolis,, 2014; de Leeuw, Lokshin & Duysters, 2014)
Diversified set-up?	Specific follow-up question to learn more about set-up	Yang, Narayanan & De Carolis,, 2014; de Leeuw, Lokshin & Duysters, 2014
Are there interdependencies between the startups?	Investigate whether the portfolio set-up	(Yang, Narayanan & De Carolis, 2014)

	includes a strategic element around leveraging startup interdependencies to see if there are parallels with a CA cohort strategy	
KPIs		
How do you measure the strategic value created by the startups for the parent company?	Open-ended question to identify measurement mechanisms of benefits (strategic value)	---
Are there any specific KPIs used to measure the strategic value?	Identification of quantitative or qualitative key performance indicators	---
How do you measure the achievement of the CVC's strategic objectives?	Determine CA internal success measurements to draw connections to strategic value created	---
Correlation to CA		
Does your company also have a corporate accelerator?	Obtain background information	---
What is the relationship and in what frequency between the accelerator and the CVC?	Open-ended question to determine the relationship between CA & CVC	---
Follow-up: does the CVC invest in accelerated startups?	Determine whether CA & CVC are targeting similar startups.	(Moshner et al., 2019)
How are accelerated startups managed as compared to your portfolio companies?	Identify complementarities between CA & CVC	(Block et al., 2019)
Does the CVC have any relationship with other accelerators and what is the goal of this relationship	Identify further investment relationships within parent company or externally	---

Appendix 3: CA Data Structures - KPIs

1st Order Concepts

- KPI: Funds raised by startups
- KPI: Collective funds raised by startups
- KPI: Fundraising stages

- KPI: How many employees startup hired

- KPI: Startup Sales
- KPI: Project management KPIs
- KPI: Startups that are still 'standing'
- KPI: Startups that got sold
- KPI: Number of Exits

- KPI: Unrealized value of shares
- KPI: Value of startups
- KPI: Value of shares
- KPI: Valuation of company and value of shares

2nd Order Themes

Funding raised by startup

Measurement of startup employee growth

Measurement of startup milestones

Valuation of startups

Aggregate Dimension

Measurement of startup growth and valuation

1st Order Concepts

- KPI: Social Media outreach
- KPI: Application countries tracking
- KPI: Geographical location
- KPI: Budget Income from external sources - partners & services
- KPI: Reputation of Accelerator
- KPI: Attractiveness of Accelerator

- KPI: Spillover effects
- KPI: Impact measurement
- KPI: Pilots projects within PC

- KPI: Potential future areas

2nd Order Themes

Measurement of accelerator attractiveness

Measurement of spillover effects

Measurement of cohort vertical diversity

Aggregate Dimension

Measurement of accelerator performance and impact

1st Order Concepts

KPI: Revenue from startups • KPI: Additional Revenue • KPI: Percentage & Turnover • KPI: PC sales growth from alumni • KPI: Increase in client base • KPI: Increase of PC's Sales

KPI: number of publications • KPI: number of collaborations • KPI: Number of signed agreements between startup and PC • KPI: Partnerships from pilot projects • KPI: Quality pilot projects • KPI: Signed contracts • KPI: Variables depending on the company a contract was signed with

KPI: Net promoter Score • KPI: Customer experience • KPI: customer satisfaction

2nd Order Themes

Measurement of Market Traction for Parent Company

Measurement of finalized collaborations between startup and PC

Measurement of PC customer satisfaction

Aggregate Dimension

Measurement of strategic value created for PC

Appendix 4: CVC Data Structures - Strategic Value

1st Order Concepts   **2nd Order Themes**   **Aggregate Dimension**

• Make money
• Financial Return
• Serves as a financial investor
• Revenue growth
• Wants startup investment to increase
• Exit opportunity
• Exit scenario
• CVC becomes investment part-owner
• Minority stake in company that controls something bigger
• Return on investment
• Revenues are increasing

Financial Return for Parent Company

Mitigating risk for financial return

• Considers strategic goal of investment
• Support strategic development of BUs
• Investments related to corporate vision
• Integrate startup at lower cost and risk
• Measure strategic and financial fit

Managing strategic uncertainty

1st Order Concepts   **2nd Order Themes**   **Aggregate Dimension**

• Strategic investments
• Stake in company that could disrupt PC
• Knowledge transfer between startups and CVC
• Learn where the industry is going
• Learn from startups
• Measuring ability to provide value to startups and PC colleagues

Build early relationship with startups for learning

Leverage complementary knowledge through relationships with startups

• Commercial cooperation between startups and CVC
• Pilot Project within PC
• KPI: Startup meets milestones
• Measuring collaboration with parent company

Collaborative co-development

1st Order Concepts **2nd Order Themes** **Aggregate Dimension**

• Provide future options for parent company
• Create an ecosystem that will eventually benefit HQ
• Innovative character to communicate
• Cooperation with startups in 3-5 years post-investment
• Steering the industry in favorable direction for parent company

Create new growth opportunities

Exploring opportunities for competitive advantage

• Invest into new business model
• Test new business models
• Open future options for PC
• Identify problems people are facing and future industry direction
• Bring in new opportunities for parent company
• Transformed to a CVC due to market changes

Explore external environment

1st Order Concepts **2nd Order Themes** **Aggregate Dimension**

• Cost reduction
• Cost reduction in parent company
• Using startup solution internally
• Achieve innovation character and product development
• Additional innovation character to BU

Increase internal innovation

Enhance internal innovation of parent company

• Strategic investment in technology
• CVC likes startup technology

Development of new technologies

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Appendix 4.1: CVC Data Structures - Startup Management Practices

1st Order Concepts **2nd Order Themes** **Aggregate Dimension**

Expert knowledge support • Give industry expertise through board seats • Advise startup with expertise • Support with knowledge from employees and branches • Support with expertise Offer customized Support • Board observer to reduce legal responsibilities • No operational influence on startup • Bringing in competence to the board of directors • Being an advisor to startup • Provide corporate perspective through board seat • Solve problems for startup

→ Providing Knowledge support

• Follow-on investment • Providing unfair advantage of parent company • Provide access to company assets • PR support • Provide access to customer • Provide access to supply chain data • Provide a expert steering committee from inside the PC for startup • Provide startups external investors

→ Provide access to parent company resources

Provide support mechanisms for startup growth

• Support networking between startups and business lines
• Host portfolio workshops
• Give startups opportunities to present to HQ

→ Host informal networking events

1st Order Concepts **2nd Order Themes** **Aggregate Dimension**

• Follow specialized portfolio / fund strategy
• Follow granular portfolio strategy
• Follow diversification as key element of portfolio strategy
• Portfolio diversification
• Facilitate connections between portfolio companies

→ Establish interorganizational setup

Facilitating knowledge absorption

• Supervisor proactively developing the product further
• Support joint product-development
• Provide network
• Contact person in the company for the day to day relationship
• Find experts for startup from BU's

→ Facilitating knowledge flow with parent company

• Establish milestones on product development and strategic measures • Provide business development projects • Kick-off meeting at startup HQ • Informal communication between CA and alumni • Slowly declining engagement after three to six months • Lot of engagement right after investment • Contact person has to understand startup and corporate worlds (culture) • Pilot project within PC • Commercial agreement with parent company

Close continuous collaboration

Exploit strategic benefit from collaboration

• Frequent virtual calls with steering committee and startups
• CVC takes board seat
• Assign board member with right competence for startup
• Provide startups early strategic direction

Exercise strategic control

Appendix 4.2: CA & CVC Comparison - Strategic Value

	CA		CVC

CA   **CVC**

Correlations

CA	CVC
Incremental innovation	Increase internal innovation
Access to technology	Development of new technologies
Co-development between parent company and startups	Collaborative co-development
Knowledge Exchange	Build early relationship with startups for learning
Newstream Innovation	Create new growth opportunities
Business Model Innovation	Explore external environment
Low risk innovation	Managing strategic uncertainty

Specifics

CA	CVC
Match startup to corporate needs	
Create loyalty and reputation	Financial return for parent company
Customer development	
Shared value creation	
Strategic investments	
Catalyze innovation	
Access to skills and innovative talent	

Appendix 4.3: CA & CVC Comparison - Startup Management Practices

CA Activities	Relations	CVC Activities
Alumni events	————————	Host informal networking events
Communicate informally	————————	Close continuous collaboration
Connect alumni to contact person	————————	Connect alumni to contact person
Cultivate relationship between parent company and startup	————————	Facilitating knowledge flow with parent company
Provide domain expertise	————————	Providing knowledge support

Specifics

CA Activities	CVC Activities
Establish formal business partnership between parent company and startup	
Provide customer connect	
Ad-hoc startup support	
Conduct check-ins	
Post-acceleration guidelines	Establish interorganizational setup
Provide financial network	Exercise strategic control
Provide mentoring and trainings	Provide access to parent company resources
Provide startups with corporate office space	
Provide alumni testimonials	
Run POC / Use-Case tests	

Appendix 5: Quotes and 1st-order Concept per Interviewees

Corporate Accelerators Interviews

5.1 **Interviewee I.1**

Area	Quote	1st Order Concept
Activity	"We have been spreading [*information about startups*] to other investors in the region to help them."	Find regional investors or angels to help startups
Activity	"We also work in trying to find ways of collaborating with [*PC*]."	Try to find ways of collaborating with PC
Activity	"[*We*] have also informal ways of communicating, for example, have a social group [*on social media*] where we will chat [...] with all the startups."	Informal communication between CA and alumni
Activity	"We're going to hire somebody specifically for that [*contact the alumni startups*]."	Contact person to communicate with alumni
Activity	"End of November, [*CA*] gathers everybody [*startups*] from around the world in Tokyo [*where PC HQ is located*] to present their technology internally for [*PC*] business units [...] and we share all the startup ideas with [PC *CA*] competition in Japan."	Offer opportunities for startups to present to PC
Activity	"And if that happens, we will be working, [*and*] introduce them to work with projects inside of [*CA*]."	Pilot projects with PC
Objective	"But since we are so early, we should also be looking for technologies that they [*PC*] don't even know they need yet."	Finding technologies for PC that are not aware about yet
Objective	"You risk only $100,000 in these companies. We know we might lose the majority of the money but that's how we find that Spotify, that's how you find the future unicorn."	Low risk innovation approach
Objective	"And then we do the other way around, we have contacted business units and ask them for help to reveal [*their challenges, and*], we will address their needs."	Address BU needs
Objective	"Every year we sit down, we discuss about our vision and mission [*with PC HQ*], what we should accomplish and why."	Align objectives with HQ vision and mission
Objective	"We all work with NGOs, [...] now we work with universities trying to find partnerships. And we also work with all the companies trying to make an open innovation [*and*] creating your business."	Work with universities to find partnerships
Measurements	"When they're [*startups*] going to be fundraising again."	KPI: Fundraising stages
Measurements	"[*We*] keep tracking the valuation of the startups to see their progress."	KPI: Value of startups
Relations	"When they [*CVC*] look [*for*] startups that [*could*] work for them,	Startup recommendation

	they [*also*] recommend [*startups*] to us [...] one startup yesterday, contacted us [*CA*] and applied."	from CA to CVC
Relations	So of course we use it as a direction where they invest and we have relationship meetings with them [*CVC*] once a month and [...] [*it*] strengthens our relationship."	CA has relationship meetings with CVC which invests later on

5.2 **Interviewee I.2**

Area	Quote	1st Order Concept
Activity	"So what we support them with is very strategic input on clinical trial design, product design, customer expectations, exit strategies, those types of things which we believe [...] could be difficult for them to acquire from outside."	Support startups with strategic input
Activity	"These companies [*startups*], they sit inside our buildings."	Startups sit inside PC
Activity	"We need to really try to gather people in our organization that are very open minded and [...] have the right skill set and personality to do this in a good way."	Contact person for the startup with the right skill set and personality
Activity	"We have a huge responsibility trying to create relationships between relevant people in our organization and between the companies in the hub."	Create relationships between PC and startups
Activity	"No, I mean, not everybody is suitable to be a contact person. That's the first answer. So we need to really try to gather people in our organization that are very open minded and can, you know, have the right skill set and personality to do this in a good way."	Try to gather people in the organization with the right skill and personality to contact startups
Activity	"So they [*startups*] interact with our people on a daily basis. They are totally integrated."	Facilitate interaction between startups and PC
Activity	"They interact with our people on a daily basis. They are totally integrated [...] so it's knowledge sharing in both directions."	Knowledge sharing between startups and PC
Activity	"There is no typical collaboration, they are all unique and they're all [*seen*] case by case. So I mean, once there is an [*legal*] agreement to enter [...] with a company, it is done the normal way."	Legal agreements between PC and startup
Activity	"All we do is to provide science and technology expertise [for startups]."	Provide science and technology expertise for startups
Objective	"[*CA*] is a way to test both new business models and new technology at a very low risk."	Test business model
Objective	"Help scale up companies to grow."	Help startups to scale up
Objective	"More like applying the circular economy to industry by bringing together companies that are non-competing."	Bringing together non-competing startups
Objective	"So, I mean, it's our responsibility to use what we learn and it is their [*startups*] responsibility to use what they learn. What this does is to facilitate knowledge exchange."	Facilitate Knowledge Exchange between startups and PC

Objective	"They [*startups*] have skills [...] that are of interest to us."	PC is interested in startups skills
Objective	"Yes, both directions [*in terms of hiring between parent company and startups*]."	Talent sourcing between startups and PC
Objective	"They [startups] have [...] technology that is of interest to us, but we don't compete on a product basis."	Access to the startup new technology
Objective	"The sole driver is access to complementary competence [*of startups*]."	Access to complementary startups competences
Objective	"We want to create radical innovation."	Create radical innovation for PC
Objective	"I know we changed the culture [...] I think we've become a bit more relaxed in taking risks in certain areas. I think we are much more open to test new things"	Entrepreneurial Culture
Objective	"[*We want to have*] access to new [*startups*] ideas [...]."	Access to new ideas
Objective	"[...] Finding cross convergence between different tech fields."	Finding cross convergence between different technological fields
Objective	'It's about catalyzing innovation."	Catalyze Innovation
Objective	"We try to mix different industry segments that we believe will be of relevance to [*PC's industry*] going forward."	Mix different industry segments
Objective	"We look at collaboration [*with startups*] as a means to create innovation."	Collaboration with startups to create innovation
Objective	"Mixing technologies that we believe could result in new innovation and doing that in a non competitive fashion, really results in, a lot of things that are starting to happen."	Mixing different technologies for innovation
Objective	"So when the company has a need, we try to locate people who can support them."	Help solving a need of the PC
Objective	"This is a way to test both new business models [...] at a very low risk."	Test new BM at low risk
Objective	"This is a way to test [...] new technology at a very low risk."	Test new technology at low risk
Objective	"The pharma industry is known for 'saying no to the unknown' and innovation challenges this."	Innovation challenges industry standard
Measurements	"We have looked into to what degree we help companies, we have looked into joint publications."	KPI: Number of publications
Measurements	"We [CA] are of course, looking into the number of collaborations we enter into."	KPI:Number of collaborations
Measurements	"One way how this is sometimes measured is by spillover effects. So how much do the stakeholders or the government or other	KPI: Spillover effects

| | companies learn.” | |

5.3 **Interviewee I.3**

Area	Quote	1st Order Concept
Activity	“Some startups that continue to interact with us after one year, two years, because they need some help [...] As long as we can bring them business we bring them business.”	Bring startups business as long as possible
Activity	“We have an ecosystem of VC fund and business angels and you know [a] club of investment and so on [...] [*startups*] have a VIP access to them.”	Provide VIP access to ecosystem of VC fund and business angels
Activity	“To get [startups] connected with the right people in the company [...] We are working together, we are talking together.”	Connect startup with 'right' people in the company
Activity	“We communicate with startups [via] ‘Slack’ [and] ‘Whatsapp’.”	Informal communication between CA and alumni
Activity	“[We] can help them [startups] to go international and to really open [up to] new market, international market.”	Open new & international markets for the startups
Activity	“It depends. [how we communicate with startups] I mean for each startup [it looks differently].”	Individualized communication for startups
Objective	“To help them [startups] to get surprised and find new disruptive solution as well.”	Find disruptive solutions
Objective	"We are here to invent you know the future."	Help PC invent the future
Objective	“We [...] work with current solutions that can be deployed today.”	Finding solutions ready for deployment
Objective	“We're going to distribute your [*startup*] service to our customer base and then we will work in revenue sharing mode.”	Work in revenue sharing mode with startups
Objective	“It's a shared value between the startup and the corporation.”	Shared value for startup and PC
Objective	“[We sometimes end up] signing a commercial contract.”	Sign a commercial contract with startup
Objective	“Proximity between startup and business unit [...] Create value with [*PC*] business units first.”	Create value with business units
Measurements	“We did an impact measurement.”	KPI: Impact measurement
Measurements	“What we are interested in is to do the job and to make business development and to sign contract[s].”	KPI: Signed contracts
Relations	“We take the startup in acceleration [*program*] and the acceleration is the due diligence [*process*].”	CA serves as due diligence
Relations	“We had in the past few cases where [*CVC*] invested in the startup.”	CVC invests in startups

5.4 Interviewee I.4

Area	Quote	1st Order Concept
Activity	"The [*PC employees*] who support [*startups*] will ultimately be their account managers down the road."	PC contact person for alumni
Activity	"Once [*startups*] graduate from [*CA*] program, they hopefully go into the co-sell program [...] and then ultimately become [...] bigger, better partners, customers."	Startup join co-sell program
Activity	"[*CA gives*] up to $120,000 in [*PC*] credits and loads of different business tools, [...] the idea of it is we want to see [*startups*] scale and grow using our tech."	PC provides startup PC technology credits
Objective	"Early sales channel for [*PC*] later on"	Startups grow PC sales pipeline
Objective	"Why would I [*startup*] leave [*PC*] if I've gone through this fantastic program [refers to post-acceleration]"	Brand Loyalty
Objective	"It builds that brand loyalty, it builds [*startups*] sense of [...] why would I leave [*PC*] if I've gone through this [*program*]?"	CA builds PC brand loyalty
Objective	"We want the alumni to be great [*PC*] customers [...] our kickback is through the potential of them becoming much larger [*PC*] partners."	Alumni to become PC customers
Objective	"[*Startup*s are] more likely to be longer term [...] customers."	CA makes startups long-term PC customers
Objective	"They've introduced [*PC*] to some of [*startup's*] great customers."	Introduction of PC to startup's customers
Objective	"If [*startup*] is on [*PC*] app source marketplace, it fundamentally means that they've come up with a technology, they're doing something that we as [*PC*] aren't doing."	Startup's technology offered on PC marketplace
Measurements	"[*Startup's*] signed agreements with [*PC*], and they're really driving the sales pipeline."	KPI: Number of signed agreements between startup and PC
Measurements	"This year alone, [*PC has*] been able to drive a billion dollars in sales [...] from startups that have graduated from [*CA]*."	KPI: PC sales growth from alumni

5.5 Interviewee I.5

Area	Quote	1st Order Concept
Activity	"[*The startups*] get office space if they want it."	The CA is offering office space to the startups
Activity	"We leverage other partners and content [...] [*the startups*] can tap into coaching resources, as well as specifically leadership development."	Provide knowledge from partners to startups

Activity	"We can get moving depending on the size of [...] the proof of concept implementation."	CA facilitates POC implementation
Activity	"We try and make sure that they're moving forward consistently, in meeting their own goals [*startup*] and meeting the [*PC*] goals."	Formal development check-ins on startup achieving its and PC goals
Activity	"We want to make sure that our founders have sort of a safe place to say 'I'm really struggling with this' and getting them help if they need it."	Provide safe place for startups to ask for help
Activity	"We're [*the CA*] always here to support our founders."	CA is always supporting founders
Activity	"It's via email [*how CA contacts alumni*]" ; " We've tried newsletters."	Informal communication via mail and newsletters
Activity	"Basically a monthly check-in [*between CA and startups*], then goes through a quarterly check-in, and then a yearly check in."	Check-In frequency from quarterly to yearly
Activity	"So coming out of the cohort, there will be [...] one person that [...] manages [...] then as [*the startup*] move[s] into the second year, that usually gets [...] handed off and down the line."	Contact persons for alumni
Activity	"[*CA*] just really try and maintain those relationships [*with startups*] as best we can going forward."	CA maintain relationships with startups
Activity	"Full integration of tools [*between PC and startup*]."	Full integration of tools between PC and startups
Activity	"Through channel partnerships, you can see [*startup goods*] on store shelves."	Facilitate co-sell through channel partnerships
Activity	"[*With CA help, startup can*] deploy a solution that may be in combination with the [*PC*] brand, but being wholly branded just as the the startup company, or it could be completely white labeled."	Deploy startup solution with PC brand
Activity	"Deploy a solution that [...] could be completely white labeled."	White label startup solution
Activity	"[*The CA will*] try and make introductions from an equity standpoint to make sure that our founders get funded."	Make introductions to make sure founders get funded
Activity	"There's some [*startups*] that have gotten equity investments, post Demo Day, and from the corporation."	HQ may provide equity investments post Demo Day
Activity	"We leverage other partners and content [...] they [*the startups*] can tap into coaching resources, as well as specifically leadership development."	Connect startup with coaching resources and other partners
Activity	"[*CA*] customize[s] the conversations that happen for the startup company."	CA customizes communication with startups
Activity	"We're also coaching back into our corporations on how they [*PC*] can be doing better for founders."	Coach internal employees
Activity	"[*CA provides*] holistic leadership development, which includes	CA provides leadership

Area	Quote	1st Order Concept
	workshops."	workshops
Objective	"How *[startup tech]*could be leveraged [...] *[CA]* leans much more *[towards]* tech."	Leverage new technology
Objective	"What is in the space of 'not today', but next year?"	Finding trends of "next year"
Objective	"We try to connect [*programs*] to a theme each year."	Innovate in specific theme
Objective	"We find enough startups - and it's a right match on the corporate side."	Match startups to corporate needs
Objective	"We can jumpstart [*startup engagement*] into a longer relationship where we'll work together."	Long Relationship to work together
Objective	"But we spend about two months, sometimes a little bit more with the corporate business units to define the journey for the coming year."	Work with business units to define CA strategy
Objective	"We could take an equity position later."	Take an equity position later
Measurements	"What's the impact on [*the PC's*] customer experience?"	KPI: Customer experience
Measurements	"If it's a channel partnership: does it increase sales? [...] If it's an internal tool, [*the PC*] will track efficiencies."	KPI: Increase of PC's Sales
Measurements	"*[CA tracks]* funding information."	KPI: Funds raised by startups
Measurements	"[*CA tracks*] number of employees that [*the startup has*] hired."	KPI: How many employees startup hired
Measurements	"Once [*the startup*] enter[s] into a contract, there will be KPIs directly tied to each company, depending on what the contract is supposed to deliver."	KPI: Variables depending on the company a contract was signed with

5.6 Interviewee I.6

Area	Quote	1st Order Concept
Activity	"If [*startup's have*] a technical issue that is related to specific technology [...] they reach directly to me or my team [*at CA*]."	Provide alumni technical support
Activity	"We had a session just a few days ago, with five architects from [*PC*], five architects, CTO level, so [...] this kind of mentorship and it was like for three hours."	Provide alumni expert mentorship
Activity	"There are some commercial agreements with some of the startups [...] with [*PC*] departments. [...] And actually, [*PC*] is selling [*startup goods*] and doing the monetization for the startups."	Commercial agreement between startup with BU to co-sell
Activity	"We invite partners, [...] startups, academia, enterprises to join [*CA*] and learn and share their experience. We showcase all the achievements [...] so we invite the alumni of the program to a designated area in this event [...] And every time there is a	Invite alumni to showcase and meet partners

	delegation [*from PC*] that is interested in specific types of companies, because they have an opportunity or they want to invest in companies, we invite relevant startups that could fit this kind of opportunity [*and*] speak on stage."	
Activity	"Every time we [*at CA*] identify an opportunity that is relevant for the startup, we communicate [*it*] with them and ask them if they want to be a part of this opportunity."	Communicate business opportunities to alumni
Activity	"We have meetups [*for alumni*]."	Meetups for alumni
Activity	"And every time there is a delegation [*from PC*] that is interested in specific types of companies, because they have an opportunity or they want to invest in companies, we invite relevant startups that could fit this kind of opportunity [*and*] speak on stage."	Host events and offer startups to present
Activity	"We had a session [...] just a few days ago [...] It's like $4,000 session."	Host sessions with experts for alumni
Activity	"The communication on the social networks and direct communication, it's a way that we approach the alumni."	Communicate with alumni through social networks and direct communications
Activity	"If [*startups*] have any questions, or any challenge they can come communicate on a regular basis with us."	Regularly communicate with alumni
Activity	"We have another member of the team that has responsibility for the communication."	CA contact person for alumni
Activity	"When [*startups*] apply for the accelerator, they sign a [...] legal document, that we [*at CA*] will not recruit their team and they will not try to recruit someone from our team [...] we try not not to do that because it is counterproductive for the startups."	Non-hiring agreement with startups
Activity	"We [*at CA*] help [*startups*] with investments and it is not limited to the course of the course of the program."	Help alumni find investment opportunities
Activity	"Every time there is a delegation that is interested in specific types of companies [...] we invite relevant startups."	Invite startups to meet delegations that want to invest
Activity	"We [*at CA*] have some key events that we run each year."	Host annual events for alumni
Objective	"We [*at CA*] decided to focus on cross types of industry startups. So it's not a specific industry or specific technology [*that we target*]."	CA targets cross-industry startups
Objective	"[*The CA*] could be a future pipeline for [*PC*] sales, maybe because we promote technology."	CA promotes sales pipeline for PC
Objective	"And then [*startup engagement*] creates opportunities for [*PC*] to do future business."	Startup engagement creates PC business opportunities
Activity	"For each startup, we [*at CA*] tailor the development activities for the startup."	Tailor startup development activities
Objective	"Win-win situation for the startups [...] we [*at CA*] don't demand the startups that they must use [*PC*] technology."	Win-Win for Startup and PC
Objective	"The idea is to create a reputation [...] and then it creates	CA creates a reputation for

	opportunities for *[PC]* to do future business."	PC
Objective	"Reputation you build as an accelerator that actually promotes how [*PC*] is seen as a leader in innovation and reputation."	Build reputation as CA
Objective	"The idea is to create a long lasting relationship with the startups. That's the idea of reputation."	Create a long lasting relationship with startups
Objective	"When [*CA*] ha[s] a portfolio of startups that are successful, this is a good sign for the attractiveness of the accelerator."	Attractiveness of the accelerator
Objective	"Over the years the requirements changed - at the beginning, the accelerator was part of the cloud department and *[back]* then we were focusing on cloud sales."	CA strategy aligned with PC
Measurements	"[*Startups*] share with [*CA*] the revenue, measure them, measure it [...] Specifically, so we know how much they use our services."	KPI: Revenue from startups
Measurements	"We measure KPIs like how much money [*the startups*] raised in and if they were sold."	KPI: Funds raised by startups
Measurements	"We measure KPIs like how much money [*the startups*] raised in and if they were sold."	KPI: Startups that got sold
Measurements	"[*The measurement*] is the total number of startup exits, divided by the total number of accepted startups [...] We have the total number of startup exits, and we have the total amount of startup exits. And total investments."	KPI: Number of Exits
Measurements	"Budget income to the accelerator from external sources, partners and services."	KPI: Budget Income from external sources - partners & services
Measurements	"We tend to use more standard project management KPIs"	KPI: Project management KPIs
Measurements	"Reputation you can measure easily by counting the number of applicants."	KPI: Reputation of Accelerator
Measurements	"Accelerator attractiveness is calculated by the number of accepted startups divided by the number of nominated startups."	KPI: Attractiveness of Accelerator
Relations	"There is a corporate VC, but they have their own agenda."	CVC has their own agenda
Relations	"We [*at the CA*] do due diligence for other VCs, for example, there are several VCs, both in Israel and in the US, that ask us [*about*] the startup that was part of our accelerator."	CA does due diligence for other VCs

5.7 **Interviewee I.7**

Area	Quote	1st Order Concept
Activity	"[*CA*] just roll *[startup's offering]* out and offer it to our [*PC*] clients."	Roll out startup solution and offer to PC clients
Activity	"And a second [*situation*] which is a little bit more often the case is an extended proof of concept."	CA and startup do extended POC

Activity	"The so-called post acceleration plan. What do we want to do afterwards?"	CA establishes post-acceleration plan
Activity	"We still have a connection to our alumni [...] and in some cases, they also come and talk to the next batch [*of startups*]."	Invite alumni to come and talk to next batch
Activity	"Do the pilot project [*between startup and PC*]."	Pilot project with PC
Activity	"Who will be the beneficiaries of this service? [...] we need to understand who is really interested. And how big is the scope?'	Identify scope of startup cooperation and benefits
Activity	"Very often a couple of workshops take place where we [*at the CA*] work together with a startup [*to*] discuss [...] the deployment [*of the startup innovations*]."	Hosting of workshops to discuss deployment
Objective	"We invite fintechs globally from all around the world [...] [*to collaborate with*]."	International knowledge acquisition
Objective	"The proof of concept [...] could be in any of the network banks or in the head office."	Application of POC within broad area
Objective	"Is it the banks? Or is it the startups? And eventually, I think by time both parties realized that it's actually much, much better to join forces [*rather than compete*]."	Join forces with startups
Objective	"We focus on technology ideas that could somehow already fit with the existing infrastructure right now."	Finding technologies fitting in existing infrastructure
Objective	"The aim is really to [...] bring together the startup and the business unit that actually should cooperate."	Bring together startup and BU to cooperate
Measurements	"You take KPI such as NPS, which is a net promoter score."	KPI: Net promoter score
Measurements	"Additional Revenue [*as a KPI*]"	KPI: Revenue
Measurements	"You can also measure either volumes or new [...] clients [*of the startup*]."	KPI: Increase in client base
Measurements	"Customer Satisfaction [*as a KPI*]."	KPI: Customer satisfaction
Measurements	"How many of these pilot projects will develop into a partnership?'	KPI: Partnerships from pilot projects
Measurements	"Any kind of social media outreaches that you can measure [...] how many clicks [...] how many people actually watched it."	KPI: Social Media outreach
Measurements	"From which countries we had applications [*as a KPI*]."	KPI: Application countries tracking
Relations	"The [*PC*] ventures [...] is basically a venture capital fund. In many cases, if we [*at the CA*] do a cooperation with a company, and [*CVC*] are interested in financing, then of course we connect the two things [*startup and CVC*]."	CA connects interesting startups with CVC
Relations	"We can also do a post-check [...] if [*the CVC*] is interested in cooperating with them."	Collaboration-Checks by CA for CVC
Relations	"Do the pilot project to kind of prove yourself [*as the startup*] and then the [*CVC*] ventures to invest in startups."	Pilot project serves as due diligence

Relations	"We have a FinTech database, which is our internally built database for FinTechs. And this is where we store [...] the knowledge from all the previous programs."	Storing knowledge in internal database accessible for CVC and CA
Relations	"And it's actually also for [*CVC]* a very good knowledge that [...] this FinTech has been tested, we [*at the CA]* did a pilot project with them, they are really cool."	Pilot project serves as good knowledge for CVC

5.8 **Interviewee I.8**

Area	Quote	1st Order Concept
Activity	"After the demo day [*we decide*]: Do we need to invest? Do we need to scale it up? Or do we stop it [...]?"	CA decides to either invest, scale up, or stop the startup after demo day
Activity	"We try to secure [...] finance and investment into [*startups*]"	Find finance and investment for startup
Activity	"We actually invited lots of the participants of first program, regardless if they were still cooperating with [*PC*] or not to share their experience with the new batch [*of startups*]."	Invite alumni to come and talk to next batch.
Activity	"If the staff [*startups*] cannot cope with our expectations, we have several checkpoints at every checkpoint."	Several check-points for startups
Activity	"It's really integrating the cooperation into our [*PC*] environment. So it's really keeping the value that we can offer to them [*startups*]."	Integration of cooperation into PC
Activity	"[*Secure*] rights to use the patent"; " [*Startup and PC*] had an agreement on the IP" ; "We [*PC*] actually bought the patent."	Various uses of startup IP
Objective	"Challenge our business model today in order to develop the business model of the future."	Challenge PC business model
Objective	"Some people [...] joined the company after the cooperation."	Talent sourcing
Objective	"We're pretty good in knowing what we need. Actually, we're not that good in knowing what we don't know yet, that we need."	Learning about future needs
Objective	"How can we reshape our stores in a way that would meet [*the standards*] of the future."	Finding innovations for the PC that will meet 'the future'
Objective	"Innovation in how we manage the goods in store and outside the store or services in order to deliver goods or sell in a different way or online ordering services, all sorts of basically innovations along the value chain."	Innovation along the value chain
Objective	"How can we [*PC*] deliver the goods in a better way?"	How PC can deliver goods better
Objective	"What we look for is in innovation in material for instance, and that might be interesting for us."	CA looks for innovation in materials
Objective	"Innovation is starting from solving a [*PC*] problem."	Innovation by solving a PC

		problem
Objective	"How can we be more efficient in our organization?"	Increase efficiency of PC
Objective	"The product and the service that we developed together *[with the startup]*."	Product and service co-development with startups
Objective	"Services and products to offer to our customer."	Increase product / service portfolio to offer customers
Objective	"Start the discussions about either buying the solution [*or buying the rights to use*]".	Buy startup's solution or right-to-use
Measurements	"Calculate [...] strategic impact that might have in percentage and turnover."	KPI: Percentage & Turnover
Measurements	"[We measure] solving the problem itself."	KPI: Problems solved
Measurements	"The development of the initiative on hypothesis validation."	KPI: Hypothesis Validation
Relations	"We share it with [*CVC*]... look, we're working with them [*the startup*]"	Share startups with CVC
Relations	"Once in a while, [*CA*] ha[*s*] a startup that [*CVC*] buys."	CVC buys startup
Relations	"Sometimes it happened also that the solution was so good already, and was applicable for a specific need that we had the new addition that we transferred the whole discussion to [CVC] directly, and they took it from there."	CA transferred discussion about startups to CVC
Relations	"Some other times, we [*CA*] demo the solution [*to CVC*]."	CA demos solution to CVC

5.9 **Interviewee I.9**

Area	Quote	1st Order Concept
Activity	"We have like all of the startups in the same room, and they share their challenges and their 'aha' moments."	Bring startups together to share challenges
Activity	"Every four to six months, we tried to have a follow on follow up call to see where we can help the most to our startups."	Follow-up call to help startups
Activity	"So we'll kind of try to incentivize them to organize calls every month, where they can share their challenges and stuff. And that's kind of like in line with what we do at the accelerator every week."	Organize monthly calls that reflect CA programming
Activity	"I feel like these people are my family type thing."; "We ongoing kind of like just emails on an ad hoc basis. Like we don't really structure anything."	Unstructured email communication
Activity	"[*PC CTO*] So he's able to come like, get briefed on what the startups are facing. And then he leads like the 200, or whatever research projects that are happening at the same time at [*PC*]"	Brief PC management on what startups are facing
Activity	"So we have a rule that states that our startups can not hire anyone	Non-hiring agreement

	from [*PC*]. And [*PC*] cannot hire anyone from the startups for a certain period of time."	between PC and startups
Activity	"So we'll try to get a time that works for everyone scheduled. So that includes the [...] technology person, myself, that Global Head of the accelerator, a whole US team, including our UK team as well now"	Include cross functional teams into startup meetings
Activity	"So we don't have any control terms in the term sheet, specifically intended for board observation, or like information rights, but informally, it just happens to be that way."	Exercise informal control on startups
Activity	"So there'll be companies that are planning on going public and doing an IPO we'll help them will bring like the Goldman Sachs people to the table with them, even though we're not participating in the upcoming rounds."	Bring Goldman Sachs people to help startups IPO
Activity	"But we definitely are trying to explore what else we can do more thinking of TED Talk style webinars where people can share their domain expertise, their investor, their investor, network, etc."	Host TED talk style webinars for knowledge sharing between startups and investors
Activity	"Having some sort of virtual content that we can use. So tomorrow, for example, we're holding a town hall with our startups"	Holding a town hall with startups
Objective	"[*PC*] is trying to disrupt as many things as possible"	Disrupt different areas
Objective	"[*During startup collaboration*] And we can see where the edge cases are in terms of where the machine stopped working as optimally, because the application is like a little different or require some like pre processing of the sample or some other thing."	Identify potential for improvements of technology during startup collaborations
Objective	"The best way to actually drive innovation is to get entrepreneurs access to those tools."	Provide startup access to PC tools to drive innovation
Objective	"So they [*entrepreneurs*] kind of have their own vision and apply their own vision to those technologies [*from PC*] to revolutionize whatever field they feel passionate about."	Apply entrepreneurs vision to corporate's technology
Objective	"The accelerator program informs technical development."	Technological Development
Objective	"I think it's a long term investment into an expansion of the customer base."	Expand customer base
Objective	"[*Startups are*] using our platform, our technology, and they're relying on it heavily. So we're creating customers."	Creating customers
Objective	"[*After investment, we*] expect some value inflection points."	Expect value inflection points
Objective	"And the last thing is financial returns. So like if you ask our team, the accelerator team, we do take equity, we are expecting some returns."	Take equity and expect returns
Objective	"The point of having the accelerator is just like, making [*vertical area*] [*pharmaceutical product*] pervasive everywhere, right."	Making [*vertical area*] pervasive everywhere
Measurements	"One way that we track success is by companies that are still	KPI: Startups that are still

	standing."	'standing'
Measurements	"The amount of money that has been fundraised by our startups collectively."	KPI: Collective funds raised by startups
Measurements	"What percentage is like therapeutics what percentage is hardware or synthetic biology? And whatever the unrealized value of the shares the report the revenue as well coming from us, and then like presence as well."	KPI: Unrealized value of shares
Measurements	"Geographic extension of those applications as well, different areas."	KPI: Geographical location
Measurements	"We tried to kind of like cover all the potential areas we see there's a future for us before [*CA creation*] [...] what percentage is like therapeutics what percentage is hardware or synthetic biology"	KPI: Potential future areas
Measurements	"We track our startup sales down the line [...] to check how much revenue the accelerator is generating just from from creating a very explicit or like way of understanding or recreating a new customer."	KPI: Startup Sales
Measurements	"We're also tracking the, the value of our shares, and that's more of like an iffy kind of projection based on like fundraising and like how much of a percentage we own of the valuation of these companies."	KPI: Value of shares
Measurements	"We're also tracking the, the value of our shares, and that's more of like an iffy kind of projection based on like fundraising and like how much of a percentage we own of the valuation of these companies."	KPI: Valuation of company and value of shares.
Measurements	"But I would say that [*PC*] accelerator had like a pretty intense play here in what they ended up focusing on [...] so I think that we do we do have like an impact for sure."	KPI: Impact of CA on startups
Relations	"[*The CVC*] kind of incorporate a bit more, a bit more of a broader scope"	(CVC) Incorporate broader scope
Relations	"When [*CVC*] see someone that is too early, [...] they'll send them to us. [...], when we see someone that is pretty late stage, [...] then we refer them to [*CVC*]"	CVC sends early stage startups to CA and CA refers late stage startups to CVC
Relations	"[*CVC*] is not allowed to invest in our stuff until one price round has actually happened. And the reason why we did that is because how optics really matter a loss, and we are in the middle of the Bay Area, like everyone's very connected."	CVC is not allowed to invest (till first price round)

5.10 **Interviewee I.10**

Area	Quote	1st Order Concept
Activity	"[*We*] introduced them and push them [*startups*] to actually do tests with the business units, because then you can actually see what is the connection between [*PC*] and startup."	Pilot projects with BU

Activity	"Each of them [*startups*] had their own [*PC*] mentor in the business unit."	Alumni has mentor in BU
Activity	"We had a Slack channel also that we communicated with."	Informal communication between CA and alumni
Activity	"I needed to be like holding everyone's hands helping up with the legal stuff, helping them to set up the next meeting, helping set up KPIs, helping them with everything, because otherwise they would not progress forward."	Hand-holding in order for startup to make progress
Activity	"They [*startups*] work very close to our business units and having co-offers to different customers."	Startup/BU co-offers
Activity	"They [*startups*] are our supplier and in some cases it was very obvious that we were using a supplier."	PC Used startup as supplier
Activity	"In some cases we white label their [*startups*] solution and made it our own."	White label startup solution
Activity	"I invited them [*alumni*] to all the demo days and stuff like that so they can all meet there."	Invited startups to demo day
Objective	"My general goal was to find new business models."	Find new business model for PC
Objective	"Startups [...] maybe not hundred percent connected to our core business but a bit of connection [...] order to make the transition."	Accelerate startups that are not related to core business
Objective	"[*PC*] needed to be more flexible [...] and work with different kinds of companies to find new ways of working."	PC to be more flexible
Objective	"And [*goal is*] thinking outside the box."	CA allows for thinking outside the box
Objective	"Find new business ideas."	Find new business ideas for PC
Objective	"Have a change in how people worked in turn internally [...] because we didn't have innovation in culture [...] [*we*] transition the culture internally."	Transition PC culture internally
Objective	"We wanted to learn how to work with startups."	Work with startups
Objective	"We could get new customers."	Get new customers for PC
Objective	"Win-win for both parties, both the employees and startups."	Win-Win for Startup + Corporate
Objective	"Goal was that they should integrate it [*the startup*] to the business unit or [*PC*] to actually get the pilot up and running."	Integrate startup in PC business
Objective	"[*Startup*] would be a good investment in the end because they were growing quite quickly."	Equity taken by CA because startup was growing
Measurements	"We measure also how many pilots we did [...] [it] was also a way to know that the company think [that] this is a good thing and are interested in changing and wants to [*explore*] new ideas."	KPI: Pilots projects within PC

Measurements	"I thought one or two from each batch, that's a really good result if you continue with them. So that was I had, like the goal was one or two and not more."	KPI: Only or one two quality pilot projects

Corporate Venture Capital Interviews

5.11 **Interviewee I.11**

Area	Quote	1st Order Concept
Activity	"[*We provide*] The day to day business development projects."	Provide business development projects
Activity	"After an investment I normally go to their headquarters to have the kickoff session with them. I think that sends a really nice signal of us actually caring about them."	Kick-off meeting at startup HQ
Activity	"[*The way*] we communicate with the startups is quite informal"	Informal communication between CA and alumni
Activity	"We have a lot of engagement with a startup, and then it sort of slowly declines over the next three to six months."	Slowly declining engagement after three to six months
Activity	"Typically what happens is that right after we invest, we have a lot of engagement with a startup."	Lot of engagement right after investment
Activity	"[*For contact person at PC*] it's very important to sort of have the right mindset and I also believe that that's something that definitely takes having that understanding of both the startup world but also very much the corporate world on how you engage with C level stakeholders"; "So it's, it takes a bit of understanding of both worlds"	Contact person has to understand startup and corporate worlds (culture)
Activity	"I'm running these business development projects with the startups, when I typically have a biweekly or monthly virtual call with a small steering committee consisting of colleague from from inside of *[PC]* and one, typically the CEO or the CEO of the startup."	Frequent virtual calls with steering committee and startups
Activity	"We do take a board seat."	Taking Board Seat
Activity	"Regardless if you want to open a new office in Japan [...] then we have someone who can help you with that."	Provide network
Activity	"Will either find someone, a colleague in *[PC]*, who will take care of some of the more day to day relationship."	Contact person in the company for the day to day relationship
Activity	"How can we apply some of the unfair advantage of being a giant corporate [*to startups*]?	Providing unfair advantage of parent company
Activity	"[*We provide*] access to warehouses or vessels or maybe even suppliers, trucks"	Provide access to company assets
Activity	"We do a lot of PR with with our companies"	PR support
Activity	"Depending on the state of the startup, we can help getting access to some of those customers."	Provide access to customer

Activity	"[*We can provide*] vast amount of data from across the supply chain."	Provide access to supply chain data
Activity	"[*We*] find someone who is an expert within any given area; [*and provide startup*] with a small steering committee consisting of colleague from from inside of *[PC]*."	Provide a expert steering committee from inside the PC for startup
Activity	"[*We*] find someone who is an expert within any given area; [*and provide startup*] with a small steering committee consisting of colleague from from inside of *[PC]*."	Support with expertise
Activity	"[*We will offer*] whatever they might [...] need."	Offer customized Support
Objective	"We will definitely sort of investing into new business models."	Invest into new business model
Objective	"Investing into sort of these alternative business models, provide us with some learnings very early on what works, what what doesn't work."	Test new business models
Objective	"We are here to provide some future options for three to five years down the road.."	Provide future options for parent company
Objective	"We're investing in [...] some kind of fit with the overall vision and strategy of *[PC]* longer term."	Investments related to corporate vision
Objective	"Own minority stake [*in a startup*] but in a company that [...] controls something bigger."	Minority stake in company that controls something bigger
Objective	"Then it also gives us sort of a stake in a company that could potentially disrupt us."	Stake in company that could disrupt PC
Objective	"[...] We can then make [*them - startups*] part of the family at a lower cost and with lower risk because we know the company better."	Integrate startup at lower cost and risk
Measurements	"How good is the strategic case here? And how does it develop then over time from quarter to quarter, so we can see [...] the high strategic and financial fit, [...] if it [*startup*] started moving in that direction."	Measure strategic and financial fit
Measurements	"[...] Our ability to provide value to our startups and provide value to our colleagues in rest of *[PC]*."	Measuring ability to provide value to startups and PC colleagues
Relations	"So basically it [*accelerator*] was just another way of sourcing startups."	CA as another way of sourcing startups for CVC
Relations	"[*Startup from CA*], that is probably the most early stage company we've invested in."	Complementary stage of startups

5.12 **Interviewee I.12**

Area	Quote	1st Order Concept
Activity	"We already have a number of investments in [*CA expertise field*].	Portfolio diversification

	So for that reason, we may decide to hold a little bit back and taking on new immuno oncology projects"	
Activity	'We have a board positions in these companies."	CVC takes board Seat
Activity	"Because it gives strategic direction as possible you invest so early and get reports because you wanna influence the strategic arrangement."	Provide startups early strategic direction
Activity	"We all come with, with relevant backgrounds from the industry, [...] we take board seats, and then we give guidance to the companies."	Give industry expertise through board seats
Activity	"We call ourselves engaged investors. [...] we cannot go in and influence day to day business and operational level."	No operational influence on startup
Objective	"We have the purpose to make money."	Make money
Objective	"As an investor, we are a financial investor."	Serves as a financial investor
Objective	"The investment thesis will always require that there is some inflection point where the valuation of the company will go up"	Wants startup investment to increase
Objective	"Create an exit opportunity [...] so in reality, it's an IPO that we planned for."	Exit opportunity
Objective	"There is a strategic element [to what we do with the startups]."	Considers strategic goal of investment
Objective	"So those things that we know, we can almost predict that they won't be profitable, we call them strategic."	Strategic investments
Measurements	"Performance is measured in whether you meet milestones. Because in such a project plan, there's a large number of milestones."	KPI: Startup meets milestones

5.13 **Interviewee I.13**

Area	Quote	1st Order Concept
Activity	"The bank [*PC*] will distribute the product or service to its customers on behalf of the startup - like a pilot project."	Pilot project within PC
Activity	"Once the startup does a commercial agreement with us, then a startup will understand what another bank needs, to launch a product."	Commercial agreement with parent company
Activity	``If we know that wonderful portfolio companies have a experience which could be useful for another company, then we try to facilitate a contact between these companies."	Facilitate connections between portfolio companies
Activity	"Then we put in people in the board of directors which have the right competencies to manage what [*startups*] create."	Assign board member with right competence for startup
Activity	"We have a lot of knowledge from different employees and	Support with knowledge

	different branches."	from employees and branches
Activity	"Then we put in people in the board of directors which have the right competencies to manage what [*startups*] create."	Bringing in competence to the board of directors
Objective	"Our mission is to support the bank's strategic development, and the business units within the bank."	Support strategic development of BUs
Objective	"Can be a cooperation [*with startups*] in maybe three or five years time, but not today. That's, I think that's a second priority, but it's within our scope."	Cooperation with startups in 3-5 years post-investment
Objective	"If a business unit identifies a product or a service which they think is important for them to have in their product offering or a world map, then it could be beneficial for all parties to involve us as the corporate venture unit. You get certain benefits of becoming an investment part owner."	CVC becomes investment part-owner
Objective	"We have transformed ourselves to a corporate VC due to the rapid changes in the Financial Markets regarding digitalization and technologies and also the new laws, which has been been adopted by the EU."	Transformed to a CVC due to market changes
Objective	"We are looking for companies which could be interesting to have commercial cooperation with [*us*]."	Commercial cooperation between startups and CVC
Objective	"There is a lot of knowledge transfer in a day to day relationship."	Knowledge transfer between startups and CVC
Objective	"The bank [*PC*] will distribute the product or service to its customers on behalf of the startup - like a pilot project."	Pilot Project within PC

5.14 **Interviewee I.14**

Area	Quote	1st Order Concept
Activity	"To be quite clear on product development and strategic measures on key hiring."	Establish milestones on product development and strategic measures
Activity	"So we have a fund strategy where we have understanding of how many startups we want to have in our our fund which stage and also Which verticals so we have the clear mandate to invest just within FinTech."	Follow specialized portfolio / fund strategy
Activity	"We try to have a kind of really granular portfolio."	Follow granular portfolio strategy
Activity	"[...] We believe that diversification is one key element. So, we avoid to have a kind of, let's say, five reg- tech companies and another one which is in the private wealth management or digital wealth Management Area. Or we try to keep it as granular as possible."	Follow diversification as key element of portfolio strategy
Activity	"There needs to be someone who is actively proactively developing the product further [...] on this action plan, and here we are at the	Supervisor proactively developing the product

	moment examining different solutions on that so that someone from the internal organization or its investment manager who is taking care of it."	further
Activity	"We introduced our portfolio companies to get in [a] course [we also] have a kind of breakfast [with] our colleagues and also the business lines."	Support joint product-development
Activity	"We introduced our portfolio companies to get in [a] course [we also] have a kind of breakfast [with] our colleagues and also the business lines."	Support networking between startups and business lines
Activity	"There is once a year kind of meeting where all the portfolio companies are working together having a workshop."	Host portfolio workshops
Activity	"We have a clear understanding of the follow up round and therefore our investment."	Follow-on investment
Activity	"And here we are supporting, for example, with expert knowledge from our bank."	Expert knowledge support
Objective	"We have kind of [...] principle where we say 60 to 80% is financial return."	Financial Return
Objective	"And here we are also using their [startup] solution internally for customer data verification."	Using startup solution internally
Objective	"We try to stipple or to nail it down to either cost reduction."	Cost reduction
Objective	"Innovation and kind of new product development for the bank and innovative characters."	Achieve innovation character and product development
Objective	"[We take into consideration] revenue growth."	Revenue growth
Objective	"We try to really think through the whole exit scenario."	Exit scenario
Measurements	"We try to see if there are, after a while [...] kind of cost reduction"	Cost reduction in parent company
Measurements	"[...] [We observe that] revenues are increasing"	Revenues are increasing
Measurements	"Or if there's a kind of innovation character to the business unit. So we have our pitching material. And in addition to that, we can insert one slide saying okay, we have also state of the art digital distribution platform for this product."	Additional innovation character to BU
Measurements	"So firstly, the innovative character we can communicate to our clients."	Innovative character to communicate
Relations	"We're also trying to incorporate our [CA], identify concrete needs of the business line, and then check it with our portfolio"	Find business unit needs through CA
Relations	"So [the CVC] can shift a lot of work from or to [the CA]"	Shift work from CVC to CA and vice versa
Relations	"And you need to scan a lot of good startups."	Shared scanning of startups between CVC & CA
Relations	"They still have interesting leads, we share it if they have	Lead sharing between CA

Relations	"Sometimes the implementation of this project in the business line takes longer. And you need a dedicated team [*the CA*] which is doing the project management work"	CA supports CVC operationally
Relations	"Sometimes [*we participate in*] [...] lectures and knowledge sharing with them [*CVC*] on the route of financing topic [*and*] on market trends and so on."	Common events from CVC and CA
Relations	"Sometimes [we participate in] [...] lectures and knowledge sharing with them [*CVC*] on the route of financing topic [*and*] on market trends and so on."	Knowledge sharing between CA and CVC
Relations	"They went through our program [...] we developed a successful project that really helps on the Investment Committee. [...] Yes, you had an understanding of the product [...] 20 to 30% of the due diligence work is already covered by [*accelerator*]"	CA serves as due diligence tool
Relations	"We know the company for nearly one year and they went through our intense program [...] over five months, we [...] developed a successful project that really helps on the Investment Committee [...] and then [...] you had an understanding of the product."	Product Insights from CA facilitate evaluation

5.15 Interviewee I.15

Area	Quote	1st Order Concept
Activity	"[*PC*] is quite big and we have the possibility to actually find experts in different disciplines inside [*PC*].'	Find experts for startup from BU's
Activity	"We run yearly opportunities for the startups to actually present that technology internally in [*PC*]. So we're done wanting us to allow another one in Japan, where we invite startups to go there and a bit like it's an exhibition show."	Give startups opportunities to present to HQ
Activity	"So we opened the doors and they got some clients and also far further investors from Japan."	Provide startups external investors
Activity	"We put three of our most senior engineers to advise them on how to optimize design, how to choose the right components."	Advise startup with expertise
Activity	"We don't want to get a board seat because that comes with a lot of you know, legal responsibility as well. But it's one of the requirements that we want to have a board observer."	Board observer to reduce legal responsibilities
Activity	"We help the company in a lot of different ways sometimes is more like advisory role."	Being an advisor to startup
Activity	"So, since the startup typically wants to have, especially in a b2b scenario wants to have business with the corporation, being there in the board with the company can help them see the contract or the deal from the point of view of a corporation"	Provide corporate perspective through board seat
Activity	"We can connect the dots in any problem that we can see if we can help you."	Solve problems for startup

Objective	" We [...] want to be a bit more strategic [...] we invest in technology. We are a technology company."	Strategic investment in technology
Objective	"When we say that we want to create an ecosystem that will benefit eventually *[PC]*, we want to win on two sides, we want to bet on companies that maybe they can make a lot of money and then we get our return on investment, but also, because they become very good. [...] so we invest in Europe, US and Japan. And we recently started also investing in India. And I think also us guys invest in some Canadian company. [...] we have three people based in Israel just put investments in Israel'.'	Create an ecosystem that will eventually benefit HQ
Objective	"There are so many different things that you need to think when you invest how this can benefit [*PC*], maybe not now, but maybe in the future."	Open future options for PC
Objective	"Maybe we really like the technology or the direction of the business."	CVC likes startup technology
Objective	"One thing is to read nice report from an investment bank [*and*] another is to actually talk with hundreds of people every year and hear what they actually say what problems they're facing, what directions the industry is going."	Learn where the industry is going
Objective	"One thing is to read nice report from an investment bank [*and*] another is to actually talk with hundreds of people every year and hear what they actually say what problems they're facing, what directions the industry is going."	Identify problems people are facing and future industry direction
Objective	"[*It is a*] way to learn from them [*startups*] [...] [*it is*] a great way for [*PC*] to have the first-hand information from people who are actually fighting the war every single day."	Learn from startups
Objective	"Maybe we can steer the industry or the innovation in directions that [*will*] benefit [*PC*]."	Steering the industry in favorable direction for parent company
Objective	"That can actually bring new opportunities because these are these new opportunities [that] will create the appetite for new image sensor for *[PC]*."	Bring in new opportunities for parent company
Objective	"We want to win on two sides, we want to bet on companies that maybe they can make a lot of money and then we get our return on investment, but also, because they become very good."	Return on investment
Measurements	"What is the relationship with *[PC]*? Have they created some collaboration with anyone in *[PC]*?"	Measuring collaboration with parent company
Relations	"We could use them [*CA*] to follow companies."	CVC uses CA to follow companies
Relations	"Gives [*CVC*] more confidence that they've been scrutinized by some professional people before."	CVC has more confidence in startup since it has been scrutinized by CA professionals