



Master Thesis

*Corporate entrepreneurship: empirical considerations for fostering
entrepreneurial internal environments*

ENTN19 - Degree Project - New Venture Creation

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Submitted 21 May 2021

Exam date 26 May 2021

Word Count: 17.939/18.000 words excl. Cover page, Literature List & Appendix

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Abstract

We explore what factors are relevant in creating and fostering a creative, innovative and entrepreneurial internal environment in established organizations, through the perception of those who manage them. Towards this end we conduct semi-structured interviews to perform qualitative case studies, in three companies, drawing on the knowledge and insight from 12 managers. We take an inductive, explorative approach to our research, but supplement our findings with existing literature in the relevant field of Corporate Entrepreneurship. On this basis we argue that, from a managerial perspective, there are three interrelated key dimensions, consisting of several factors, that are critical in creating and fostering an organizational environment that is conducive to corporate entrepreneurship. We claim that when managers strive to create an innovative and entrepreneurial environment, they perceive that the dimensions of Cultural Drive, Organizational Access, and Leadership Encouragement are dimensions which can either effectively drive or impede creativity and innovation. Our argument builds on an in-depth methodological analysis of the statements from the managers interviewed, as well as the corroborating existing literature we uncovered. Our analysis contributes to the existing academic discourse through being thoroughly grounded in empirical data, as well as offering actionable insights into a field which is becoming ever more relevant.

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1. Introduction

1.1. Background

Today, corporate companies in many industries experience highly competitive pressure while also being subject to increasingly complex and volatile changes in their environment and customer behaviors (Morris, 2008).

With markets shifting and the external environment constantly in flux, what a company does today cannot ensure its survival tomorrow. This has never been more true for corporate companies that are perceived as dinosaurs of the past who do things in old ways, stick to old product lines and fail to adapt to the changing business and the emerging competitive landscape that lies ahead.

The future is uncertain and corporate companies must begin to innovate or die. Corporates *must* change and things *must* change. Although challenging, some companies are beginning to adopt new mindsets, cultures and approaches to doing business.

One such way for companies to keep pace with their fast-changing environment, is to adopt a corporate entrepreneurship strategy, as a means of enhancing their ability to adapt to the environment (Guth & Ginsberg, 1990; Covin & Miles, 2006; Arz, 2017).

However, for an organization to be fit for corporate entrepreneurship, the internal conditions of the firm must be conducive for entrepreneurial and innovative activity. Kuratko and Morris claim that “For successful corporate entrepreneurship, those within the firm must be encouraged and supported in how to think and act in entrepreneurial ways” (2018, p. 10).

Frameworks and diagnostic tools have been developed to study and model these internal conditions, the work of Hornsby, Kuratko and Wales (2013) points to arguments by other researchers (Fayolle, Basso, and Bouchard, 2010; Rauch, Wiklund, Lumpkin, and Frese, 2009) that research into the prerequisite conditions of entrepreneurial actions has not been in abundance.

This lack of research into these conditions informs the purpose of this thesis which is outlined below.

1.2. Research Purpose

The purpose of this thesis is to develop an understanding of how managers actively foster internal organizational conditions that are conducive for entrepreneurship.

Having reviewed the literature in the field and before moving into methodology, we outline how our research contributes to the broader academic discourse in two distinct ways.

Firstly, the theoretical relevance is that the reviewed literature and frameworks leave a gap through being predominantly diagnostic focused (Amabile et al., 1996; Kuratko, Hornsby & Covin, 2013), mostly through questionnaires, our study is in depth open exploration through interviews with managers who allow us to understand the key considerations in creating an internal environment. Furthermore, it gives us an understanding of which considerations and behaviors carry most weight to the managers.

Secondly, the practical relevance is that in addition to the above, Schindehutte, Kuratko and Morris (2019, p. 29) state that “the need is for theories that transcend innovation processes and address human action necessary to actually execute and implement novelty and newness within an organizational context”.

Our thesis does exactly this by looking into managerial actions and behaviors, through explorative case studies, in an attempt to clarify how they create an internal environment conducive to entrepreneurship.

Based on these reflections, we conclude that an explorative study in this phenomenon contributes to the existing discourse. And we intend to aim our thesis at the question:

What factors do managers perceive as creating and fostering an organizational environment that is conducive to corporate entrepreneurship, and how are the factors connected?

As part of our research, we look into the field of corporate entrepreneurship (CE), specifically corporate entrepreneurship strategy (CES), and conduct an explorative study which then can serve as the foundation for further qualitative and quantitative research in the field of corporate entrepreneurship and the creation of internal entrepreneurial environments.

1.3. Thesis outline

This thesis is thus outlined as follows.

Chapter 2 will identify two diagnostic frameworks, which are aimed directly at diagnosing the internal climate for innovation and creativity. A critical review of the validity of the conditions that foster a supportive internal entrepreneurial climate will be made by also comparing them with existing literature.

Chapter 3 will present our arguments and logic for the methodological design of the case studies conducted and discuss the considerations made that are relevant to our research question and problem, as well as inform our approach to analysis.

Chapter 4 will present the analyzed findings and summaries for each of the companies researched and as well as present a conceptual model developed based on the analysis.

Chapter 5 will outline the discussion and reflections of our analysis across the entire study and conclude the thesis.

2. Literature review

2.1. Introduction to the paragraph

In this thesis, we argue that, from a managerial perspective, there are three interrelated key dimensions with several factors that are critical in creating and fostering an organizational environment that is conducive to corporate entrepreneurship.

In this chapter, we look at prominent literature in the field of CE to clarify key terminology, review existing frameworks, reflect on how they can support our analysis, and outline how our study contributes to the academic discourse.

CE has been studied for decades with researchers developing various theories, concepts and frameworks. There are various facets to the field which each concern themselves with CE on different levels of an organization. The facets reviewed are corporate entrepreneurship strategy (CES), entrepreneurial orientation (EO), corporate venturing (CV), and strategic renewal (SN).

An elaboration of CES identifies it as an organization-wide reliance on entrepreneurial behavior to spot opportunities and act on them to rejuvenate the organization. This entrepreneurial behavior is dependent on the internal conditions of the organization being supportive, which is done through the existence of various internal dimensions.

2.2. Definitions and terminology

Starting broad, and narrowing down, we first outline the general field of corporate entrepreneurship (CE) and then further narrowing down to the study of corporate entrepreneurship strategy (CES).

2.2.1. Corporate Entrepreneurship (CE)

Entrepreneurship in the context of corporate companies can be referred to as corporate entrepreneurship, and it has been studied for decades with many researchers developing theories, concepts and frameworks that correspond with the various dimensions of it.

Schindehutte, Kuratko and Morris (2019, p. 27) argue that corporate entrepreneurship “is not an empirical construct” as it has been treated in previous research, but rather a field of the research of entrepreneurship within established firms. Subsequently, with its empirical ground still disputed, corporate entrepreneurship continues to lack clear terminology.

Recognizing this lack of common definition, we created an overview of different attempts to define corporate entrepreneurship and its synonyms for us to craft an understanding and thus enabling us to conduct our research.

Corporate Entrepreneurship (CE)

Author(s)	Definition
Ireland, Kuratko & Morris, 2006, p. 10	Corporate entrepreneurship is a process through which individuals in an established firm pursue entrepreneurial opportunities to innovate without regard to the level and nature of currently available resources.
Antoncic & Hisrich, 2003, p. 9-10	Intrapreneurship is defined as entrepreneurship within an existing organization (...) [it] refers not only to the creation of new business ventures, but also to other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures. (...) corporate entrepreneurship may also be considered an appropriate term.
Sharma & Chrisman, 1999, p. 18	... the process whereby an individual or a group of individuals, in association with an existing organization, create a new organization, or instigate renewal or innovation within that organization.
Guth & Ginsberg, 1990, p. 5	... corporate entrepreneurship encompasses two types of phenomena and the processes surrounding them: (1) the birth of new businesses within existing organizations, i.e. internal innovation or venturing; and (2) the transformation of organizations through renewal of the key ideas on which they are built, i.e. strategic renewal.

Figure 1: Corporate Entrepreneurship.

Our conclusion is, that CE is entrepreneurship within the boundaries of existing companies, and it encompasses both the creation of new ventures, the creation of new value, and strategic renewal of the key ideas on which the companies are built (Antoncic & Hisrich, 2003; Sharma & Chrisman, 1999; Guth & Ginsberg, 1990).

Building on this notion of CE, research in the field is divided into different aspects. In figure 2 below we define the facets of CE relevant to the context of our research, for us to place our study in the appropriate context.

Facets of CE		
Concept	Definition	Author(s)
Corporate venturing (CV) + (ICV)	A project is a venture when it is a new activity, is initiated or conducted internally, involves higher risk, and will be managed, at least in part, separately. Undertaken for increasing sales, profit, productivity, or quality.	Block & McMillan, 1993
Strategic renewal	Strategic renewal refers to the transformation of companies through renewing the ideas they are built on.	Guth & Ginsberg, 1990;
Entrepreneurial orientation (EO)	EO refers to the process of creating strategies which provide organizations with a basis for entrepreneurial decisions and actions .	Lumpkin & Dess, 1996; Covin and Slevin, 1998; Wiklund & Shepherd, 2003
Strategic entrepreneurship (SE)	A vision-directed, organization-wide reliance on entrepreneurial behavior that purposefully and continuously rejuvenates the organization and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunity.	Ireland, Covin & Kuratko, 2009, p. 21 <i>Other sources: Hitt et. al, 2011</i>

Figure 2: Facets of CE.

A brief clarification on the different facets of CE follows below.

2.2.2. Entrepreneurial orientation (EO)

Entrepreneurship can be found, not only on the level of employee and management behavior but also on company-level, in the orientation of the company. Research on the entrepreneurial orientation of a company is referred to as EO.

EO is the process of creating strategies which provide organizations with a basis for entrepreneurial decisions and actions (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003). Research on EO concerns itself with organizational dimensions, or traits which are displayed on company-level.

Tools to measure EO, for example, entrepreneurial intensity (EI) concern themselves with understanding the degree to which a company is entrepreneurial by measuring the existence of the five assessment factors, but they offer very little in the way of answering why some companies achieve higher EI scores than others (Kuratko and Morrish, 2015).

Kuratko and Morris (2015) explain that EO, and specifically the EI tool, is good at measuring the intensity of entrepreneurship on a company-level, but does not clarify why, and how, one company scores higher than another.

2.2.3. Corporate venturing (CV)

CE is often thought about as companies participating in entrepreneurial projects outside their own organizational structure, this is called corporate venturing (CV). CV is the activity of a large company, either sponsoring start-ups, or creating a new business within the existing organization (Cambridge Business English Dictionary, 2021). Corporate venturing is then, by definition, an organization's entrepreneurial activity, happening in parallel with the mature core business (Block & McMillan, 1993).

2.2.4. Strategic renewal (SR)

CE can also take the form of renewing the core business of the company. This process is referred to as strategic renewal (SR), and it encompasses a transformation of the existing company through renewing the very foundational ideas which it is built on (Guth & Ginsberg, 1990)

2.2.5. Corporate Entrepreneurship Strategy (CES)

CES, like entrepreneurship and CE, has multiple definitions.

Ireland, Covin and Kuratko (2009) claims that entrepreneurial strategy is sometimes viewed as dealing mainly with the space where the company can fill a gap in the market, or how the company can create sustained differentiation. Differently, Amit, Brigham and Markman (2000) focus on the internal organization of the company, and so see strategic entrepreneurship as a largely internal phenomenon.

CES focuses on the intent of the company to, ongoing and on purpose, rely on entrepreneurial behavior to leverage opportunities and rejuvenate the organization (Ireland, Covin & Kuratko, 2009).

In this thesis, we will focus on CES because the value of CE lies in how well it is used to dictate a strategic direction for the company, to continuously take entrepreneurial actions, and thereby remain competitive in an ever-changing competitive landscape (Vanhaverbeke & Peeter, 2005; Kamffer, 2009; Ireland, Kuratko & Morris, 2006)

Looking closer at CES, we find that, like entrepreneurship and CE, CES has multiple definitions.

“Creating a work environment where all employees are encouraged and are willing to ‘step up to the plate’ to innovate on their jobs is a centerpiece of an effective CES.”
(Ireland, Kuratko & Morris, 2006, p. 11)

Following this being able to “step up to the plate”, Ireland, Kuratko and Morris (2006) state it requires employees who are in a work environment conducive to both creativity and innovation. This means that we must understand and define creativity and innovation.

As specified: “Novel and useful ideas are the lifeblood of entrepreneurship” (Ward, 2004, p. 174).

In research, concerning itself with the instigation of innovation and entrepreneurship in existing companies, the terms “innovative” and “creative” often get used interchangeably (McLean, 2005). However, they are not the same, and have different maturity levels in the entrepreneurial process.

According to Amabile et. al (1996) creativity is coming up with new ideas in any area, while innovation should be defined as a successful implementation of ideas in an organization.

Lasrado, too, emphasizes that; “It is of vital importance to understand that creative ideas provide a firm basis for innovation” (2019, p. 5), and companies need creative people to initiate innovation (Coelho, Augustu & Lages, 2010). Morris, Kuratko & Covin (2008) support the notion that “creativity is the foundation upon which entrepreneurship is built” (p. 162).

Creativity is thus a prerequisite for innovation in a company (McLean, 2005; Shalley, Zhou, and Oldham 2004; Coelho, Augustu & Lages, 2010), but without implementation, the results of creativity remain in the intangible idea stage.

This means, innovation is the development and implementation of the idea, which results from the presence of creativity in employees and managers. Entrepreneurship is therefore the act of seizing an innovative opportunity and attempting to profit from it and creative people are its origin (Coelho, Augustu & Lages, 2010).

As a result, this also means that CES relies on entrepreneurial behavior from individuals within the organization, as a way for companies to remain competitive.

A corporate entrepreneur needs to embody a certain mindset, building on this, an entrepreneurial mindset is a way of understanding opportunities which arise in a company's internal and external environment, and the drive to pursue them despite uncertainty (Johnson, 2001; Ireland, Kuratko and Morris, 2006). Furthermore, we include the conditions of uncertainty to encompass personal risk of losing face and violating norms (Jong & Wennekers, 2008).

Furthermore, when reviewing literature on the topic of intrapreneurship and CE points to the fact that there are antecedent factors which include organization and environmental conditions, as well as culture, and leadership (Jong & Wennekers, 2008), and the term organizational culture comes up in various forms when researching it (Arz, 2017; Ireland, Kuratko and Morris, 2006; Amabile et al., 1996).

OC refers to the core identity of an organization, and it is a factor which shapes the human behavior and beliefs within it (Flamholtz & Randle, 2012; Schein, 2010; Kotter & Heskitt, 1992). It is the social energy which drives the company (Ireland, Kuratko and Morris, 2006). Furthermore, Schein claims that culture stays stable even as members of an organization leave, it is deeply embedded and less visible, and it influences all aspects of how an organization deals with its primary task (2010). Thus, the existence of an entrepreneurially intense culture is a reinforcing mechanism, which drives the innovative and entrepreneurial efforts of an organization.

For entrepreneurial behavior to occur, the company and its managers must nurture an environment conducive to creativity, innovation and entrepreneurship which is what we review in the next section.

2.3. Fostering a creative and innovative environment

In this subchapter, we argue that employees and managers of the company are the pivotal point where creativity, innovation, and entrepreneurship happen. Therefore, we claim that the key to successfully achieving these factors is for managers to foster an internal environment inductive to them. We further argue that existing research on these conditions is limited in its focus on diagnosing the extent to which they exist, and that an explorative study into entrepreneurial companies is prudent for the content validity of these frameworks.

To make this argument, we review and discuss existing literature and frameworks covering factors for an internal entrepreneurial environment, as well as clarify the limitations and the need for further research for us to determine this thesis's contribution to the broader academic discourse.

2.3.1. Tools and Frameworks

Looking at existing frameworks focusing on creativity and innovation in existing companies, we take our offset in the CEAI: Corporate Entrepreneurship Assessment Instrument by Kuratko, Hornsby and Covin (2013).

We recognize that there are limitations to the framework, both in design and in content, therefore we supplement it with further research on fostering creativity and innovation.

Below follows a brief outline of the framework where we first offer a clarification of each dimension presented in the tool, and then critically compare and evaluate it against related literature in the broader field.

2.3.2. CEAI: Corporate Entrepreneurship Assessment Instrument

The widely referenced CEAI, developed by Kuratko, Hornsby and Covin (2013), is used for diagnosing the internal environment of the firm in relation to entrepreneurship and innovation.

The tool measures the perceptions that middle-level managers have of the degree of the entrepreneurial, and innovative, climate in the internal environment of their organization. It is centered around five dimensions; top management support, work discretion, rewards and

reinforcement, time availability, and organizational boundaries (Kuratko, Hornsby & Covin 2013).

Top management support is the first dimension which, according to Kuratko, Hornsby and Covin (2013), is important to fostering an entrepreneurial environment. This factor gauges the perceptions of managers of support from top management to support, promote and facilitate entrepreneurial behavior, including championing of ideas and providing the resources necessary to engage in entrepreneurial behavior.

Work discretion is the second dimension. This factor gauges the perceptions of managers in terms of how much the firm tolerates failure, the extent of decision-making freedom, and how much authority lower-level managers are allowed (Kuratko, Hornsby and Covin, 2013).

Rewards and reinforcement are the third condition. According to Kuratko, Hornsby and Covin (2013) this condition refers to how managers perceive the organization's use of rewards systems for entrepreneurial behavior. They claim that systems such as these have shown to have a strong effect on an individual's tendencies to behave entrepreneurially.

Time availability is the fourth condition mentioned in the CEAI tool. This factor measures the perception of time allocated for managers and their teams to pursue innovation. This is suggested as an important resource for entrepreneurial activities (Kuratko, Hornsby & Covin, 2013).

Organizational boundaries are the last condition mentioned in the tool. This factor gauges the perceptions managers in terms of sufficiently adaptable boundaries that enhance the flow of information between the external environment and the firm as well as interdepartmentally within the firm as well as the clarity of the explanations and expected outcomes for developing innovations (Kuratko, Hornsby & Covin, 2013).

A factor analysis of the CEAI tool was performed by Hornsby, Kuratko and Wales (2013) and results showed that the organizational boundary factor was not validated in further studies as part of the five-dimension factors of the CEAI tool.

However, an echoing factor was found in the framework below (Amabile et al., 1996), and as such we will keep it.

In sum, CEAI is designed to be a diagnostic basis for understanding a company's environment for entrepreneurship, in order to be able to successfully implement a corporate innovation strategy based on perceived prevalence of its dimensions from a middle-management point of view (Kuratko, Hornsby and Covin 2013).

2.3.3. Critical Review of Conditions in Framework

In this subchapter, we review and reflect on literature which relates to the dimensions in the frameworks.

The *top management support* dimension, and its elements, is echoed throughout research on CE, (Kuratko & Morris, 2018; Hornsby, Kuratko, & Zahra, 2002) and direct leader involvement, as well as a keen interest in innovation is important to incentivize entrepreneurial behavior (Lasrado, 2019), however, as previously established the dimension of *top management support* spans too widely to be useful in our context. We will therefore try to break this dimension into smaller parts, and use organizational encouragement, as well as the following three KEYS dimensions as they are more detailed, and thus will provide a better critical reflection of our data (Amabile et al., 1996).

In a similar framework, KEYS, which measures the organizational environment for creativity, the *organizational encouragement* dimension encompasses “a valuing of risk from the highest to the lowest management”, and “fair supportive evaluation” of ideas, as well as “rewards and recognition”, as well as an open flow of information across the organization (Amabile et al., 1996, p. 1160). They claim that this is due to the exposure to other ideas increases the likelihood of creative idea generation (Amabile et al., 1996).

“A free flow of information—both along the vertical axis and between units that belong to the same hierarchical level—helps ensure that (...) organizations are ripe for innovation success” (Lasrado, 2019, p. 59).

The *organizational boundaries* dimension, in relation to the ease of flow of information, alludes to hierarchy and access in the organization, as well as goal clarity (Antoncic & Antoncic, 2011; Kuratko, Hornsby & Covin, 2013; Amabile et al., 1996).

Supervisory encouragement from the KEYS framework is mirrored in the literature, as directives from top management trigger entrepreneurial behavior, and it is the responsibility of top management to ensure that the work environment does not hinder it (Ireland, Kuratko & Morris, 2006). Furthermore, in relation to supervisory encouragement, direct leader involvement, as well as a keen interest in innovation is important to incentivize entrepreneurial behavior (Lasrado, 2019).

Work group support, from the KEYS framework, emphasizes that diversity can lead to a constructive challenging of ideas, which enhances creativity (Amabile et al., 1996). They stipulate that diversity in backgrounds, with openness and constructive challenging of each other's assumptions impacts creativity through exposure to other viewpoints. The dimension of "work group diversity should result in more alternatives being considered, more solutions generated, increased communication both within and outside of the team, and ultimately increased creativity" (Shalley & Gilson, 2004, p.44)

In relation to *work discretion*, managers who perceive a high amount of discretion over their work, recognize themselves as having a say in both how they execute their work, and also feel encouraged to experiment in their job (Kuratko, Hornsby & Covin, 2013). Lasrado (2019) explains that co-worker support can make up for a lack of autonomy, but that autonomy leads to intrinsic motivation, which in turn leads to increased creativity (Deci & Ryan, 2011; Amabile, Goldfarb & Brackfield, 1990). Furthermore, an organization's trust in the individual has been proven to have a positive effect on creativity (Jiang & Chen, 2017).

Resources is another dimension found in the KEYS framework, which relates to resource allocation to projects (Amabile et al., 1996) as well as the amount of time made available by an organization for employees and managers to pursue extracurricular projects, which overlaps with the dimension of *time availability*, this dimension is corroborated in other literature by Anderson, Potočnik and Zhou (2014) as well as by Jong and Wennekers (2008). Furthermore, Hom (2009) explains that investing in employees can encourage them to take initiative.

2.4. Entrepreneurially intense organizational culture.

As previously mentioned, the literature on internal conditions for fostering innovation, frequently mentions organizational culture as a force behind it (Arz, 2017; Ireland, Kuratko

and Morris, 2006; Amabile et al., 1996). Therefore, we consider it relevant to discuss at the level with the other conditions represented. Ireland, Kuratko and Morris define an entrepreneurially intense culture as such:

“Entrepreneurially intense cultures also place high importance on being able to empower people in ways that allow them to act creatively and to fulfill their potential” (2006, p. 16).

They argue that culture is the social energy which drives the organization, and that an entrepreneurially intense culture appreciates innovative efforts. According to Anderson, Potočnik and Zhou (2014) There is a consensus of organizational culture and climate as a central motivator for incentivizing creative and innovative behavior. Furthermore, the strength of the culture and brand drives employees to embrace it (Flamholz & Randle, 2012), and Kanter further claims that “Employee emotional and value commitment tends to improve innovativeness in organizations (1984 Cited in Antoncic & Antoncic, 2011)”.

3. Research design and methodology

3.1. Introduction

In this thesis, we argue that, from a managerial perspective, there are three interrelated key dimensions with several factors that are critical in creating and fostering an organizational environment that is conducive to corporate entrepreneurship.

In this chapter we outline the ontological and epistemological assumptions underpinning the research of the paper as well the research design and methodology used to conduct the study. This chapter also outlines the methods that will be used to collect data as well as the instruments used. Lastly, this chapter covers any ethical considerations.

3.2. Ontology

Our underlying philosophical assumption for this thesis is the position of social constructionist ontology (Bryman, Bell & Harley, 2019). The managers interviewed in this study “know what they are trying to do and can explain their thoughts, intentions and actions”

(Goia, Corley & Hamilton, 2013, p. 17), because their “reality is constituted by human action and meaning making”, (Bryman, Bell & Harley, 2019, p. 31) through a socially constructed understanding within which they operate and interact.

3.3. Epistemology

As a result of our constructionist ontology and to gain knowledge required for the nature of this study, we adopt an interpretive epistemology. Bryman, Bell and Harley (2019, p. 31) state that “interpretivism is also concerned with the how and why of social action, including the processes whereby things happen”. We argue that since the nature of the study involves the interpretation experience, adopting an interpretive epistemology allows to generate knowledge regarding the purpose of the study.

3.4. Research design data collection

As a result of the above mentioned ontological and epistemological considerations, we opt for a qualitative approach in the form of multiple case studies.

We argue that the use of multiple case studies is optimal for addressing the identified research gap regarding the phenomena studied and contributes to and extends existing knowledge towards providing rich insight into the research question that a quantitative approach would not provide.

This is in line with Eisenhardt and Graebner (2007) who elucidate the work of Edmondson and McManus (2007) by stating that “theory building research using cases typically answers research questions that address ‘how’ and ‘why’” (p. 26).

Based on this, we select the inductive approach through multiple case studies in order to answer our research question:

What factors do managers perceive as creating and fostering an organizational environment that is conducive to corporate entrepreneurship, and how are the factors connected?

3.5. Case selection through theoretical sampling

Since the purpose of this study is to contribute to existing knowledge and the development of theory, the most suitable method of sampling that the researchers have selected is theoretical sampling (Eisenhardt & Graebner, 2007). This means that the multiple cases selected are most likely to be relevant to providing insights related to the constructs of creativity, innovation and entrepreneurship discussed in this paper and represent a form of purposive sampling (Bryman, Bell & Harley, 2019).

The primary consideration made is the type of companies that the multiple cases represent. Since this paper focuses on corporate companies, we select case companies that are categorized as corporate companies, meaning they employ more than 250 employees as defined per OECD (2021).

Additionally, we selected only companies headquartered in the Nordic region that we could access.

Corporate companies with distinctly creative, innovative or entrepreneurial culture were desired.

We used our professional and university-based network with contacts to companies, to identify suitable case companies with a reputation of creativity, entrepreneurship, and innovation and actively pursuing this within those organizations. The importance of these concepts to the case companies were confirmed by the expert professionals who facilitated access to the case companies.

The external communications and websites of each case company recommended were reviewed for indications of these concepts and introductory conversations with the case companies validated that they valued creativity, innovation and entrepreneurship, which was our theoretical sampling criteria, as well as met the other criteria of employee size and location. We therefore identified the participating case companies as a sample of convenience (Bryman, Bell & Harley, 2019).

Based on the above criteria, we negotiated access to three Nordic corporate companies to participate in our research represented below:

Case Companies	Company size in terms of employee size	Company Location	Valued key concepts of theoretical relevance
Company 1	800+ employees	Nordic	Innovation
Company 2	650+ employees	Nordic	Entrepreneurship
Company 3	10000+ employees	Nordic	Creativity

3.6. Interview Protocol, Interview Sample and Data Collection

3.6.1. Interview Protocol

We developed an interview guide in preparation for the semi-structured interviews which is referenced in the interview protocol in Appendix A. The interview guide was developed with the following considerations in mind:

Questions were framed in language that was understandable to the interviewees and did not contain leading questions (Gioia, Corley & Hamilton., 2012).

The interview guide contains an introduction to the nature and purpose of the study, a reminder to ask the interviewee for permission to record the interview and starts by asking the interviewee to introduce themselves, their position and which functional unit they work in.




The questions were designed to research how interviewees interpret their experience and what considerations are made related to the fostering of an entrepreneurial environment within their firms (Jong & Wennekers, 2008). Different forms of questions such as follow up, probing, specifying, direct, indirect, structured and interpreting questions (Bryman, Bell & Harley, 2019) were asked in order to elicit the behaviors and considerations relevant to the purpose of the study.

Some interview questions were loosely based around four of the five dimensions of the CEAI tool developed by Kuratko, Hornsby & Covin (2013). This was done, not only to gain insight into how managers that formed part of the interview sample described the actions they have taken, but also to gain insight into how they as managers experienced those same dimensions in their own positions of employment as subjects to the performance of the same intent.

3.6.2. Interview Sample

The research question, “What factors do managers perceive as creating and fostering an organizational environment that is conducive to corporate entrepreneurship, and how are the factors connected?”, informs the interview sample to be managers within a corporate organization. As a result of the case companies being a sample of convenience (Bryman, Bell & Harley, 2019) accessed through our network, an initial set of managers self-selected to participate in our research and additional participants were identified by reliance on snowball sampling (Bryman, Bell & Harley, 2019). In total, we interviewed 12 participants across different levels and evenly distributed across all three companies.

Interview Overview

	Company 1	Company 2	Company 3
Upper Management	• Interviewee 1 (C1-I1) 	• Interviewee 3 (C2-I3)	• Interviewee 3 (C3-I3)
Middle Management	• Interviewee 5 (C1-I5)  • Interviewee 3 (C1-I3)  • Interviewee 2 (C1-I2)	• Interviewee 1 (C2-I1)	• Interviewee 1 (C3-I1) • Interviewee 2 (C3-I2)
Specialist	• Interviewee 4 (C1-I4)	• Interviewee 2 (C2-I2)	• Interviewee 4 (C3-I4)


 Interviewees marked with this sticker is from an R&D&I department, which is recognised by the researchers as an innovation focused department and thus not company wide applicable.

Figure 3: Division of Interviewees.

3.6.3. Data collection method

We selected online-based semi-structured interviews as the data collection method of our multiple case study using virtual meeting platforms such as Zoom and Microsoft Teams. The choice to use semi-structured interviews was made assuming it would enable us to “obtain both retrospective and real-time accounts by those people experiencing the phenomena of theoretical interest” (Gioia, Corley & Hamilton, 2012, p. 19).

Semi-structured interviews allowed us flexibility to ask all questions from the interview guide with a flexible approach following the flow of the conversation dictated by the interviewee and querying the interviewees as we receive cues on concepts of interest mentioned. This

required us to interpret the importance of what interviewees described for us to ask for elaboration on the right (Bryman, Bell & Harley, 2019).

Therefore, in order to limit bias (Eisenhardt & Graebner, 2007) which semi-structured interviews are a risk for, we had several considerations in arranging the interviews:

Firstly, the interviews were conducted with both self-selecting managers who were both highly knowledgeable and experienced as well as with experienced managers who were new to the organization, both to get fresh insights from managers who were new, and also to get insight from managers with experience.

Secondly, the interviews were conducted with interviewees who worked in different organizational departments to gain broader perspective on the different views that different units within the company hold.

And thirdly, interviews were conducted with interviewees who worked in at least two different hierarchical levels. This is important to gain an understanding how managers take action to foster entrepreneurial and innovative environments within their firms, and to gain insight into how the managers perceive the considerations made for themselves by other managers.

A total of twelve interviews were conducted between the three case companies during the month of May 2021. Five interviews were conducted with Company 1; three interviews were conducted with Company 2 and four interviews were conducted with Company 3. The duration of each interview was approximately forty-five minutes except for two interviews which lasted approximately thirty minutes each.

Both researchers participated in all twelve interviews with one researcher guiding the interview process and following a standard protocol with the other researcher taking notes of the interview and posing clarifying questions.

Permission was granted from each of the case companies to conduct and record the interviews on the terms that the researchers anonymize the identity of each company and the participating manager interviewees for privacy considerations. Each interview was recorded in audio and transcribed soon after each interview and all transcriptions were redacted of any

details related to the case company in order to further anonymize and protect the identity of each case company and their interviewees.

3.7. Data Analysis

In this subchapter, we describe our process for data analysis based on the Gioia methodology of grounded theory (Gioia, Corley & Hamilton, 2012).

During the first steps of analysis, we had to become ignorant of the theory, by distancing ourselves and our preconceived notions of the data to avoid confirmation bias.

The importance of this is stated by Gioia, Corley & Hamilton:

“There is value in semi-ignorance or enforced ignorance of the literature, if you will. Up to this stage in the research, we make a point of not knowing the literature in detail, because knowing the literature intimately too early puts blinders on and leads to prior hypothesis bias (confirmation bias)” (2012).

When initially analyzing the data during collection, we also ensured to follow wherever the data led us (Gioia, Corley & Hamilton, 2012), to avoid trying to force the data into preconceived conclusions.

After each interview was transcribed, we carefully reviewed the data and continued the process of analysis, now looking for patterns and labeling concepts within the data. This created first-order codes (Gioia, Corley & Hamilton, 2012) that conceptualized and corresponded to the data as close as possible which helped to keep the integrity of the data. This first step produced a large number of uncategorized first-order codes.

The next step was to review all the first-order codes, looking for themes. We paid attention to any themes that emerged that informed our research question, and any themes that were found in our analysis but were not represented in our initial existing literature, still ensuring to follow the data but now starting to cycle through theory as well.

Once we reached a point where the second-order themes were identified, we had begun seeing a larger pattern, which resulted in our final aggregate dimensions which are elaborated on in the next chapter.

Once the aggregate dimensions were finalized, a data structure was created that visually represented our process from data to codes, themes and dimensions of each case company, and then an understanding of the interrelatedness of the dimensions started to emerge.

The steps so far represent a primarily inductive approach. However, the theoretical concepts we identified through our literature review guided us in making sense, and explaining, the phenomena we studied. When discussing our findings, we infused them with meaning, as well as put them in relation to the existing literature, which was a more deductive approach.

3.8. Ethical Considerations

We follow three ethical considerations for the purposes of this study as outlined below:

We anonymize the identity of our case companies and their participating managers.

Transcripts were redacted of sensitive information.

We ask and ensure consent from interviewees to be audio recorded in advance of each interview.

We clearly and transparently always communicate the aim of our study to avoid any deception, exaggeration or misunderstandings around our intentions and use of information.

3.9. Limitations of the Study

We acknowledge that despite our best efforts to use our selected methodological best practices, a constructivist ontology was adopted and could therefore have a somewhat limited subjective influence of the interpretations made in the study.

Furthermore, as objective as we were, we were already familiar with the literature and this may have caused partial bias in part of our analysis. This was mitigated by reminders to maintain a balance between the data and theory (Gioia, Corley & Hamilton, 2012).

By research nature, we refer to the fact that this research was conducted with qualitative methods. While qualitative methods are generally suitable and the approach of choice for our type of research, we see weaknesses due to the circumstances. For example, as a result of COVID-19, our research was limited to interviews and these were conducted entirely through

remote collaboration tools which made it more challenging to pick up on non-verbal cues such as body language, and hence presumably impacted the flow of our interviews. Additionally, most of our interviewees were second-language English speakers, adding this to remote interviews, we risk that our findings contain more than usual interpretation and misunderstandings.

Because we ensured the anonymity and privacy of our case companies, we were not able to provide a reference to each case companies' external communications that supported their inclination towards creativity, innovation and entrepreneurship. However, we relied on the expert knowledge of our contacts who we trusted. This allowed us to maintain our ethical considerations.

Another limitation is that some of the interview questions were related to some dimensions of the CEAI tool. Although the questions posed in the interview protocol were explorative, the inclusion of CEAI dimensions limited the exploration of the study into novel territory and limited the novelty of the findings to some degree.

The scope of the study was also limited in the sense that we did not intend to create a new testable theory, but instead a model showing the factors and their interrelatedness, and therefore did not commit to a full grounded theory approach (Bryman; Bell & Harley, 2019) in the study. Instead, the purpose of the study was to inform the research question posed and add to existing knowledge with our findings.

Lastly, triangulation (Yin, 2009) and the use of different data sources would have helped to enrich our study, but the use of this material related to our case companies would have needed to be included and made public, which would not have allowed us to maintain the ethical and privacy considerations of the study. Thus, the sources of data used in this study were limited.

4. Findings

“Money and bonuses, that's at an enterprise level but we talk about how we help people feel that they are doing the right thing” (C3-I3)

Through continuous analysis and interpretation of the data as it compiled, we identified that there is three-part division in managers' perception of the factors which create and foster organizational innovation. Through a managerial lens, the factors are divided into: An underlying Cultural Drive in the form of values and brand, an Enabling Organizational part out of their direct control, as expressed in the quote above, and finally an Encouraging Leadership, which they foster within their own control. As this conceptualization developed, so did our understanding of the interrelatedness of each of the factors, and their impact on each other. Below follows an elaboration of our findings, showcasing the analytical themes and dimensions identified.

4.1. Finding structure

In this thesis, we argue that, from a managerial perspective, there are three interrelated key dimensions with several factors that are critical in creating and fostering an organizational environment that is conducive to corporate entrepreneurship.

In this chapter, we review and analyze the findings from our 12 interviews across the three case companies.

Our findings are structured into 1st order concepts, 2nd order concepts, and overall aggregate dimensions. The analysis follows this structure by explaining and analyzing our findings along the aggregate dimensions and with deep dives into each of the 2nd order concepts.

The aggregate dimensions forming the backbone of this chapter are cultural drivers, organizational access, and leadership encouragement.

4.2. Case Company 1

In this subchapter, we review and analyze the findings from company 1 (C1), which is a B2B company focused on workplace interior design products. We spoke to five managers in their R&D and market departments; one of these is categorized as upper-management, three as middle-management, and one as a specialist.

4.2.1. Aggregate Dimension #1 - Cultural Drivers

Aggregate dimension #1 represents themes related to the explicit and implicit cultural drivers of the organization.

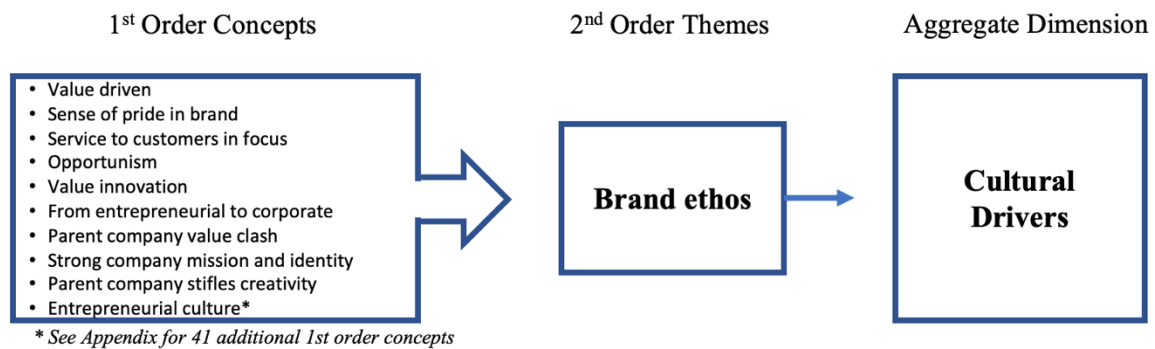


Figure 4: Company 1 - Cultural Drivers

2nd Order Theme - Brand Ethos

"We are value driven in the sense that we have a long history of being market oriented" (C1-I1).

The second-order theme *brand ethos* represents an awareness or enactment of the mission, purpose and values of the company.

Company 1 (C1) is a Nordic B2B company focused on workplace interior design products but owned by a large European corporation. During the five interviews with managers in C1, we identified a strong sense of pride and identification with the Nordic-branded company, which distinctly collided with the holding company's identity. C1 expressed pride in their products, entrepreneurial history, and heritage which, due to pressure from the holding company, is diminishing.

However, despite the cultural conflict, they still identify as a company with an innovative and entrepreneurial culture, albeit mainly product focused. Interviewee C1-I5 emphasized "That people have an opportunity to realize their ideas or at least get the opportunity to work with them, and to make pre-studies".

In sum, culture as a theme is highly important to managers in C1 and continuously emerged leading to mentions in 54 instances: as both drivers and inhibitors of innovation depending on its nature and execution.

4.2.2. Aggregate Dimension #2 - Organizational Access

“Organizational access” (OA) is the second aggregate dimension we have identified and is composed from four second-order themes of reachable leaders, decision making, open channels and resources. This aggregate dimension represents the reachability of leaders, as well as organization-wide support in form of resources to enable creativity and innovation within the firm.

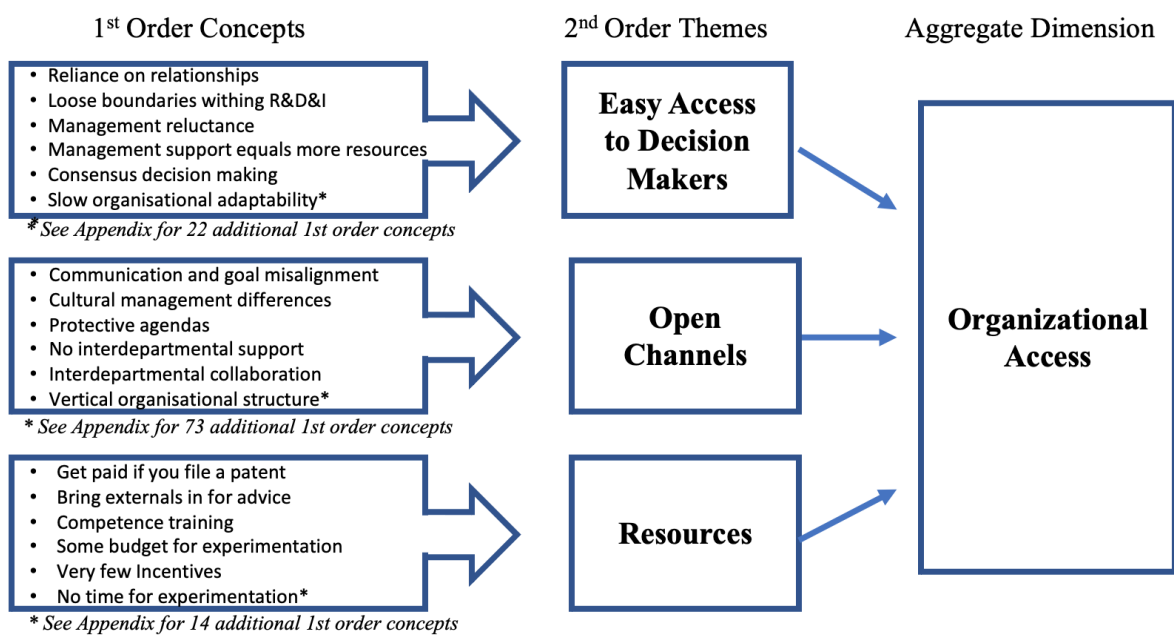


Figure 5 Company 1 - Organizational Access. Created by Piilmann & Shivute

2nd Order Theme - Easy Access to Decision Makers

“We are no longer invited to the meeting. So, we don't know exactly how our ideas are presented” (C1-I3).

The second-order theme *easy access to decision-makers* represents the approachability of leaders within the firm, as well as presents the nature - consensus or individual - and speed of decision-making within the firm, to remove roadblocks impeding creativity and innovation.

Most of our interviewees were from the R&D department (I1, I3, I5), and the overall organization is primarily oriented towards products and their development. There is thus a split in our findings between the internal R&D management, and the overall management structure of the organization. We found managers in the R&D department expressed that they were readily available to their employees, and that their own management was also readily available to contact when necessary.

“It's all about relations and getting things done by lifting the phone or Microsoft Teams. It's unusual for that size of company” (C1-I1).

When we inquired about leadership approachability outside the R&D department the answer was different, however. Interviewee C1-I3, from the market department, expressed regret in the change of access to upper-management, and explained that if they had an idea, they used to be invited to management meetings, by their previous manager. They would assemble a small team of experts which would then present the idea. Now, however, they are no longer invited to mentioned meetings which he considers a mistake as the manager is not as knowledgeable on the matter as the expert team.

“It's quick. It's a phone call away. At least for initial discussions. It's very, very fast, and that's also why I think we are still entrepreneurial” (C1-I1).

One interviewee from the market department expressed that “it's part of the business; we have to make many, very quick decisions” (C1-I3) implying that with slow decision-making their business would come to a halt. Thus, he takes pride in being fast with his answers to his subordinates and expressed unhappiness about slower decision-making in other departments.

However, not all answers follow this approach as one interviewee from R&D points out that it is worth to “Try to, as much as possible, involve others in the decision making” (C1-I1). Interviewee C1-I1 makes this collaborate approach a personal priority even if it slows down the process in favor of other stakeholders having the time to align on the common goal.

In sum, the findings in the theme of *decision-making* are split between management in different departments. Managers from R&D prefer slower, but collaborative decision making with all relevant stakeholders, while managers from the market department consider fast

decision-making processes and short response time a necessity that trumps stakeholder alignment. Our findings also indicate that C1-managers perceive availability of leaders as critical to incentivize new ideas.

2nd Order Theme - Open Channels

“One thing that we tried to promote is really sharing of knowledge and sharing of experiences; that we encourage” (C1-I1)

The second-order theme *open channels* represent the flow of information and ideas within the company.

Managers within R&D expressed how open channels of communication are important to them and emphasized the importance of the very natural “talk in the hallway”-type of information sharing within the department. (C1-I5) Everyone within the department knows what is being worked on, as well as what is going well and what is not (C1-I1). They also stated that this is further supported through cross-team meetings to ensure that everyone is up to date.

This is further supported by interviewee C1-I5, “I think we have a quite open, spoken communication within the team.” The interviews were heavily dominated by the consideration that information rarely crossed departmental lines, as well as the consideration that the only actual information sharing taking place was through a formal initiative of an idea council every two months (C1-I3).

Overall, the main complaint from managers was a shift towards a more hierarchical setup (C1-I4). Which is perceived to be a significant hindrance to motivation, creativity, and innovation due to the lack of information sharing from managers who are perceived as overly protective of their personal agenda (C1-I2).

In sum, the findings show that managers, especially within R&D, perceive open communication as important and that a lack of it results in decreased motivation, innovation, and creativity.

2nd Order Theme - Resources

“We have a special process. Every two months we have a meeting or a forum that we call Idea Council and then we meet three or six people in the group. And then the person behind the ideas has the possibility to come and present it” (C1-I3).

The second-order theme *resources* represents the totality of resources that employees are given access to by the organization to encourage and nurture creativity and innovation. This includes, but is not limited to, funds, both reward and project, education and training, as well as initiatives.

The findings related to resources show that the perception of managers in the organization is that innovation requires the availability of resources.

We count the idea council as resources because it requires the organization to make resources available, in this case time and money, to host and run the initiative. In the perception of the managers, the council is the best and most effective fostering of ideas in the organization (C1-I3).

However, interviewee C1-I1 pointed out that any other available resources, for example training and education, require employees to take initiatives on their own which the interviewee considers ineffective.

In sum, managers were consistent in their answers and stated that the availability of resources, especially in relation to product innovation, is considered a vital aspect for the development of new ideas and that this is typically not as accessible in C1 as managers would prefer.

4.2.3. Aggregate Dimension #3 - Direct Leadership Encouragement

The third aggregate dimension is leadership encouragement. This dimension represents the influence that management plays in encouraging employees and the ambience of the internal environment they nurture. This dimension is derived from four second-order themes of

autonomy and trust, safe environment for risk, intangible incentives and focus on leveraging people for innovation.

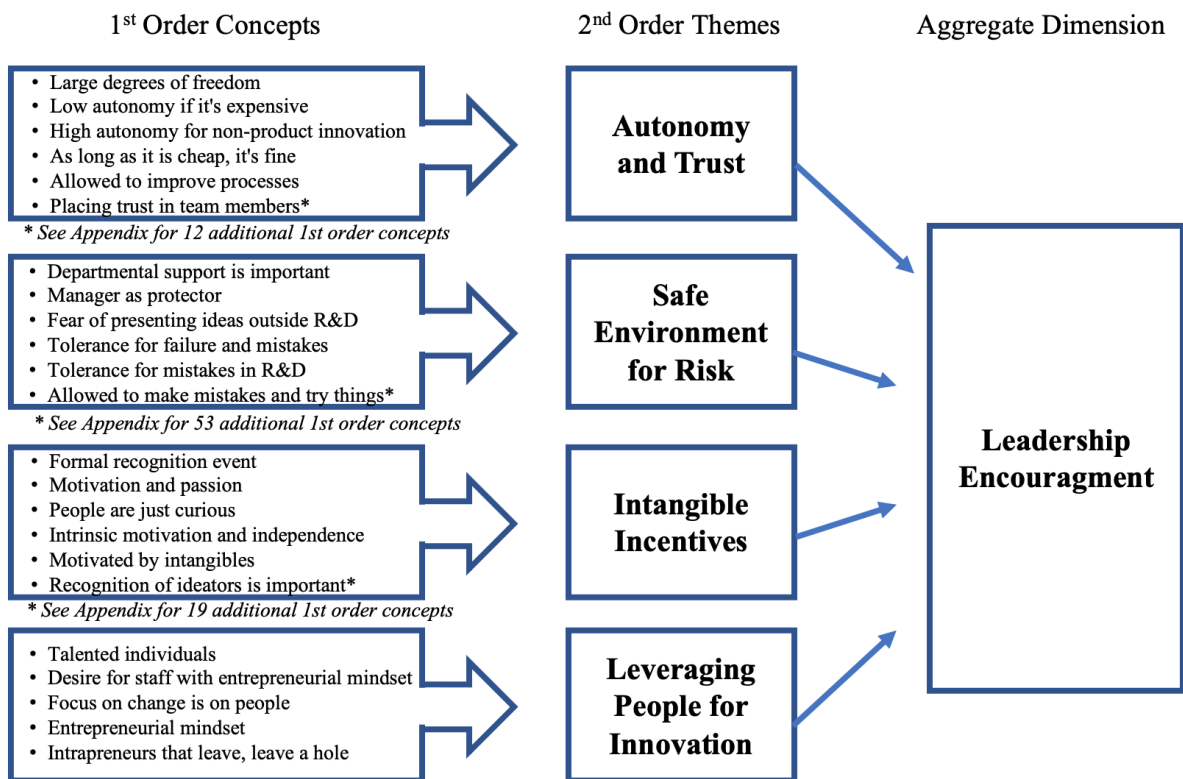


Figure 6 Company 1 - Leadership Encouragement.

2nd Order Theme - Autonomy and Trust

“But I think, the main goal I think is for everyone to have like a specific amount of hours that you should not really allocate to anything specific. It should be time that you can use for creating new ideas” (C1-I5).

The second-order theme *autonomy and trust* represents the different ways of how leadership nurtures and communicates both autonomy, which we classify as people’s allowance to shape their work process and description, as well as the existence of trust from manager to subordinate.

The interviewees expressed that their trust in people is high within their departments.

Interviewee C1-I5 explained how project are run, saying:

“The fact is, you have the knowledge here, you should take the decision, I trust you”.

Interviewee C1-I5 explains that it is important for to ensure that subordinates know that, within their area of expertise, they have total trust to make the right decision. Interviewee C1-I5 further elaborates that while managers sometimes have the knowledge themselves, it is important to empower one’s subordinates to make decisions for them to explore and learn for.

However, managers also noted that freedom is limited when it comes to projects and innovations with higher resource requirements. For example, interviewee C1-I1 was asked about the personal discretion when choosing projects to proceed with in R&D and stated that at times

“Degrees of freedom are probably zero, because if I do the wrong product development. We are smart enough to check before anything goes out”.

In sum, the findings for the theme of autonomy and trust in C1 show that while autonomy is important, managers particularly emphasized their efforts to make subordinates feel trusted and valued while also adding the caveat that autonomy is limited when it comes to high-stakes decisions.

2nd Order Theme - Safe environment for risk

“People should not be afraid of making a mistake. So, it's better that we try to improve things and change things, and if we make a mistake, well, then, then we have made a mistake, and then we will have to go back again” (C1-I3).

The second-order theme *safe environment for risk* represents how the environment is being actively created for employees to feel safe enough to take risks.

When enquiring about mistake tolerance in C1, managers across the board expressed that if there was a reflection on what to do better, mistakes were neither penalized nor stigmatized.

Furthermore, when prompted on how to ensure that their subordinates feel safe to experiment, managers reflected that it was their job to always listen to ideas and evaluate them fairly. In this context, interviewee C1-I1 also expressed that a lot of ideas are bad, but that this does not change how important it is for managers to listen to them.

Another consideration regarding creating a safe environment for people to take risks and be experimental was emphasized by one upper-level manager in:

“So, I keep my wings above my department, so they know that I'm not the first one ducking when things don't go well. I will be standing before them, at least as long as I can” (C1-I1)

In sum, our findings show that managers perceive it as critical to encourage their teams to experiment, and that it is the manager's job to make sure their subordinates know that the consequences of failing will not fall on them alone.

2nd Order Theme - Intangible Incentives

“I think they do it because they want us to improve and best serve the market, be unique, so they don't do it for themselves, they do it for the company and that's, that's very unique for Company 1” (C1-I3).

The second-order theme *intangible incentives* represents the factors of incentives used, and felt, in the organization and that are not expressed in rewards such as bonus or titles.

Managers in C1, overall expressed they “have quite little incentives, in terms of rewards and money” (C1-I3), however, as they are a product development company, they do get paid for patent filing.

The findings also show that managers in C1 generally perceive intrinsic factors as the key driver behind innovative behavior, for example recognition and fun. Interviewee C1-I5 expressed this:

“And of course, then you see that everyone wants to. I think we are in an R&D department, it's more about the fun” (C1-I5)

However, this also indicated that particularly people in the R&D department are intrinsically motivated to innovate - as it is also part of their role.

Additionally, we found that the recognition aspect of incentivization is the one which was echoed the most times throughout interviews with C1. For example, interviewee CI-I5 expressed that “it's important to really highlight the people behind the ideas, and bring them up”, and elaborated on the fact that they believe this to be one of the main ways to keep people interested in innovation.

In sum, the findings in C1 showed that incentives for innovation and innovative behavior are about recognition and appreciation and that managers across all interviews indicated that monetary rewards are not perceived as an effective way to stimulate creativity and innovation.

2nd Order Theme - Focus on Leveraging People for Innovation

“We are looking for people with, with a right. They must be driven, they must look for change, they must want to improve things, and change things” (C1-I3).

The second-order theme *leveraging people for innovation* represents how the organization makes best use of its human capital by being aware of people's backgrounds and mindsets as a key step in finding the best way to leverage them and their skills directed towards innovation.

Our findings in this context clearly show that managers in C1 actively look for people who have a driven and innovative mindset as they consider it a key trait of their organization (C1-I3).

The interviewees emphasized that people must have the right mindset for innovation to flourish, and thus stated that innovative thinking is an aspect which is difficult to actively foster unless you have the right people.

“When someone leaves the company, if they are in the position to be entrepreneurial and have a lot of ideas, they leave a hole” (C1-I5).

In sum, our interviewees were aligned in the fact that they all perceived people with an entrepreneurial approach as the critical ingredient for innovation and that they consider an innovative mindset when recruiting new candidates.

4.2.4. Summary of Company 1 Findings

The overall findings in C1 show that there is a lot of awareness of how to best stimulate innovation in the separate departments, but that this attempt is often countered by the holding company culture. Open communication is perceived as important for creativity and innovation, but there often also is a lack of open communication channels across department lines which hinders individuals in their innovative capacity. However, within teams, managers are making an active effort to keep the entrepreneurial history of the company alive, lead with trust, listen to ideas no matter how good or bad, and ensure a psychologically safe environment to foster experimentation. Managers in C1 are also aligned in their perception that intangible incentives, such as recognition, outrank financial rewards, and that people with the right mind-set are their key towards driving innovation.

The managers of C1 were aware of the gradual change in the company, and as such expressed regret that it was out of their control. However, they also expressed that there was an active effort made to stay entrepreneurial, even while the culture was fading. We see that our findings within company 1 fall within the dimensions of an underlying culture, a focus on organizational access, as well as an active effort to being an encouraging leader.

4.3. Case Company 2

In this subchapter, we review and analyze the findings from company 2 (C2), which is a company focused on creative products. We spoke to three managers; one of these is categorized as upper-management, one as middle-management, and one as a specialist.

4.3.1. Aggregate Dimension #1 - Cultural Drivers

This dimension represents themes related to the explicit and implicit cultural drivers of the organization.

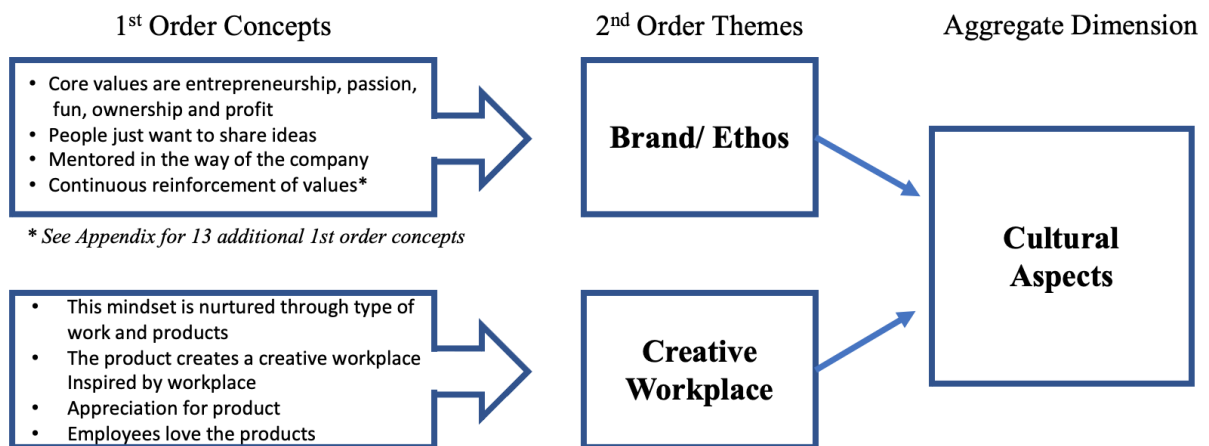


Figure 7: Company 2 - Cultural Drivers.

2nd-order Theme - Brand Ethos

"They embody the company culture and values" (C2-I2)

The second-order theme *brand ethos* represents an awareness or enactment of the mission, purpose and values of the company.

As indicated above the employees not only show an awareness of the ethos of their company, but the values and ethos of the organization is lived by the employees through the whole organization.

Interviewee C2-I3 states that "Entrepreneurship is a core guiding value", indicating that entrepreneurship is a central concept in how they think and act. Interviewee C2-I1 states that "I would actually say that entrepreneurial-driven is one kind of word that comes to mind" as they responded to a question in the context of company culture. The interviewees all express that they perceive the culture of creativity and entrepreneurship as central to everything they do.

The findings in C2 made it clear that the managers perceive their culture to be a large part of what makes the company entrepreneurial, and they ensure that they "put a mentor on one or some of the best store managers, mentoring them for half a year" (C2-I3), to continue the teaching of the culture of entrepreneurship in the company.

2nd-order Theme #2 - Creative Workplace

“So, you have to be creative in our line of work, and if you don't have it, then you will get a question, who has it” (C2-12).

The second-order theme *creative workplace* represents the influences of the work environment in which employees are immersed in.

Interviewee C2-I1 mentions that the company “offers products that foster people's creativity”. This connects to the quote by interviewee C2-I2 above who expresses that creativity is required in their line of work and is expressed in the context of using creativity to solve customer requests, where if one cannot come up with a solution, the customer will go somewhere else. These interviewee statements form the basis of the first-order concepts and thus the second of a creative work environment.

Interviewee C2-I2 states “That’s just the way we are supposed to think. I mean we have to be creative” indicates that their work environment requires creativity. They further state, “So you have to be creative in our line of work”. This comment directly reflects that creativity is required in their line of work and is expressed in the context of using creativity to solve a customer request, where if one cannot come up with a solution, the customer will go somewhere else.

4.3.2. Aggregate Dimension #2 - Organizational Access

“Organizational access” (OA) is the second aggregate dimension we have identified and is composed from 3 second-order themes of easy access to decision makers, open channels, and resources. This aggregate dimension represents the reachability of leaders, as well as organization-wide support in form of resources to enable creativity and innovation within the firm.

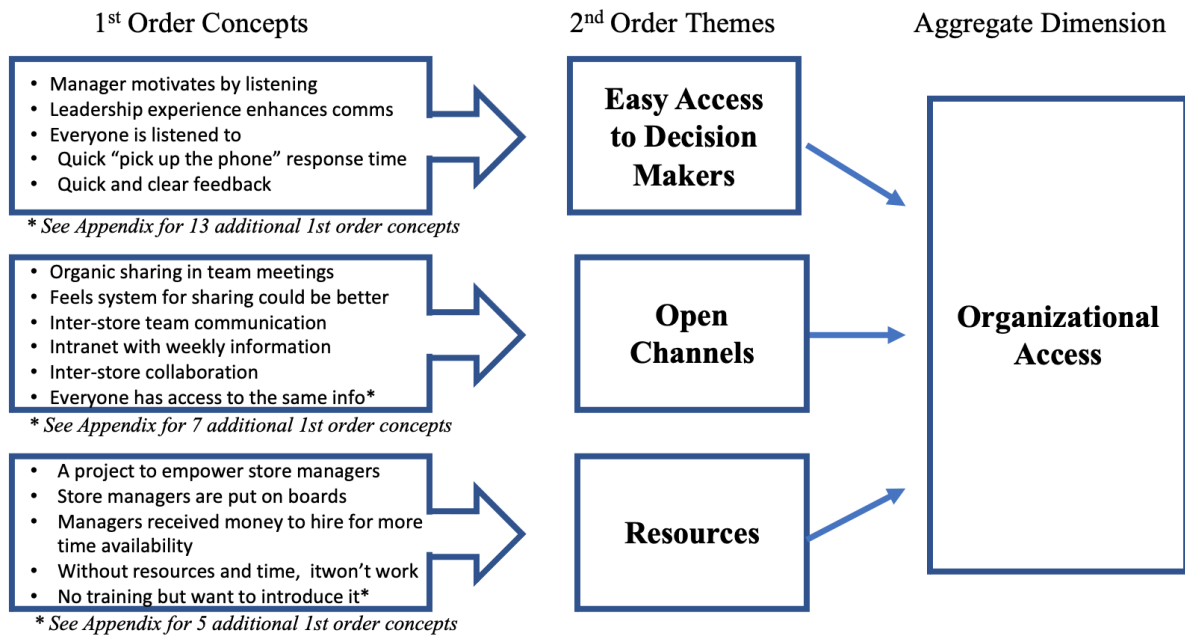


Figure 8: Company 2 - Organizational Access.

2nd-order Theme - Easy Access to Decision Makers

“It's never a bad time for calling me” (C2-I3)

The second-order theme *easy access to decision makers* represents the approachability of leaders within the firm as well as the nature and enablement of decision-making within the firm for the firm to function and respond.

All interviewees have shown this to be an important consideration. As indicated in the table above, the comment by interviewee C2-I3 indicates that leaders make a conscious effort to be reachable and available to employees. This is supported by interviewee C2-I1 who states, “My manager is really keen to listen in to what we have to say” which indicates that their manager is welcoming and accessible. This theme is explicitly stated by C2-I3 who an upper-level manager in C2 is. This is further encouraged by this manager whose comments support this by stating that, “I always encourage them to call me or write an email”. They also state, “And it’s the same with the board, nothing is too small for me to knock on the door” which signals that not only are they available to discuss any issue employees bring to them, no matter how small but also that the board of the company provides the same level of reachability to the upper-level managers.

In sum the managers perceive that their approachability and accessibility is a big way to stimulate creativity and innovation among the employees.

“We can ask questions... And they're very clear in getting us answers fast.” (C2-I2)

2nd-order Theme - Open Channels

“So, we are also able to interact with each other, if we need to ask questions with other stores or something like that” (C2-I2)

The second-order theme *open channels* represents the flow of information and ideas within the company.

Comment by interviewees C2-I2 and C2-I1 suggest that C2 is an environment with easy flow of information:

“We also have access to intranet and some digital groups within teams and small store teams for area teams and whole countries and so on”

indicating that employees and teams can easily share information with each other within the organization.

Lastly, interviewee C1-I3 states, “And everybody has the same access so they're posting all the good ideas all the time” and believes that this, coupled with the fact that managers make sure to interact with subordinates on the intranet, is key to both learning from each other, and inspiring each other.

In sum, our findings indicate that the managers of C2 perceive that access to the same information across levels plays a big role in stimulating a sense of ownership, which in turn empowers creative and innovative thinking.

2nd-order Theme - Resources

“They actually have to apply for the money...you just have to ask me how much you want” (C2-I3)

The second-order theme resources represents the totality of resources that employees are given access to in the organization and includes but is not limited to funds, education and training and initiatives within the organization.

C2 launched an initiative in 2020 to empower their store managers, by giving them ready access to funds to, as an example, hire more employees to their store. Interviewee C2-I3, who is from upper-level management and part of driving the initiative, explains that “They got extra money for salary in stores, because it takes time [to do new things].”.

When asked if they had other initiatives, like innovation training, they expressed that this was not something they were currently doing. However, C2-I3, who is upper-level management, expressed that they would consider implementing it, which indicated a large willingness to use resources to improve innovative efforts.

In sum, the theme of resources was present throughout the interviews, and especially through the initiative to empower store managers, as the allocated funds for this was at the lower-level manager’s discretion. The upper management in C2 perceive resources as a foundational aspect of stimulating innovative behavior.

4.3.3. Aggregate Dimension #3 - Direct Leadership Encouragement

The third aggregate dimension is leadership encouragement. This dimension represents the influence that management plays in encouraging employees and the ambience of the internal environment they nurture. This dimension is derived from 4 second-order themes of autonomy and trust, safe environment for risk, intangible incentives and focus on leveraging people for innovation.

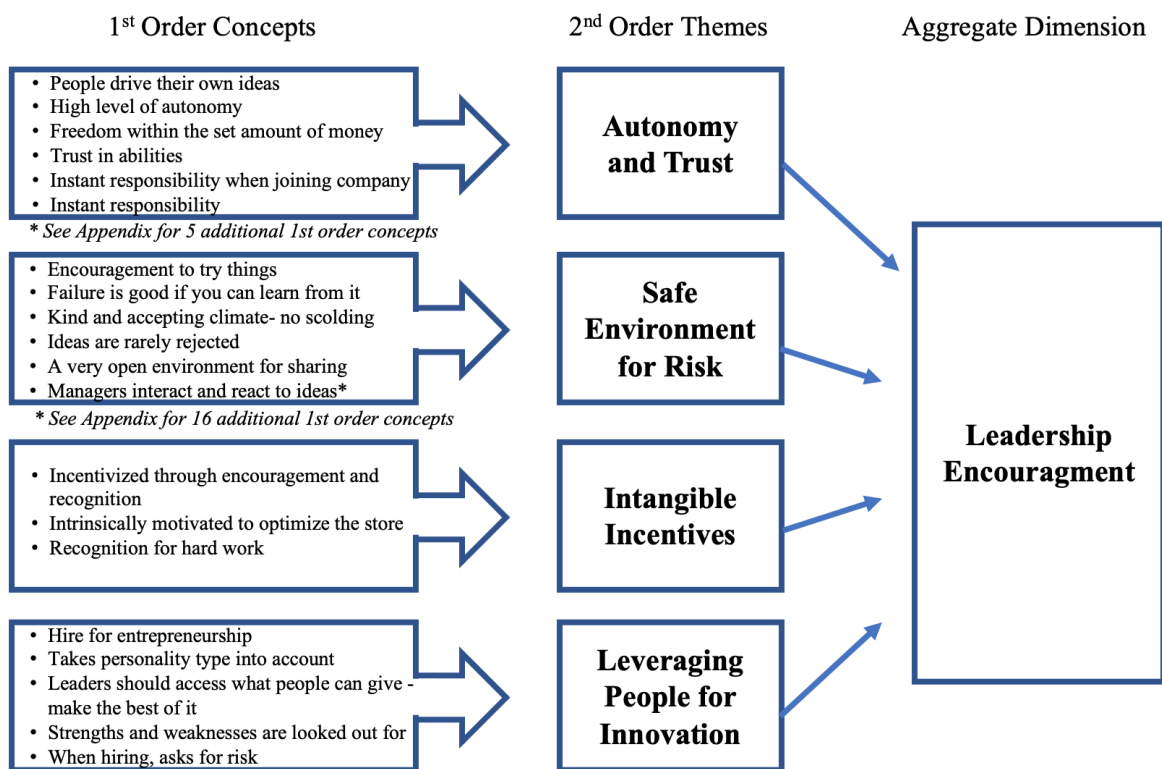


Figure 9: Company 2- Leadership Encouragement.

2nd-order Theme - Autonomy and Trust

“Sometimes the ideas get quite far in the process before relevant parts of organization is involved in the process” (C2-I1)

The second-order theme *autonomy and trust* represents the different ways leadership nurtures and communicates both autonomy, people’s allowance to shape their work process and description, as well as the existence of trust from manager to subordinate.

The interviewees all expressed thoughts related to this theme which in some ways was reflected in a high degree of autonomy. Interviewee C2-I3 states “Everything is okay as long as you do it with respect and you try to hit the goals” showing that trust is implied in the leeway that they have been given.

“There was no bridge, law, no limit for what was okay and what was not okay.” This was volunteered by C2-I3 when asked about autonomy, and generally, all C2 managers expressed throughout the interview that there is nothing managers cannot do.

In sum, C2 overall appears to believe in leading with trust at a distance, but managers also experience that their employees reach out to them regularly regardless. Additionally, leaders in the organization make a conscious effort to empower their employees, especially through showing trust in abilities, based on the conviction that doing this inspires the employees.

2nd-order Theme - Safe environment for risk

“You will absolutely not be yelled at because you're doing something wrong” (C2-I1)

The theme *safe environment for risk* represents how the environment is being actively created by managers and for employees to feel safe enough to take risks.

Interviewee C2-I1 emphasizes that mistakes will never be considered wrong, if they are learned from, and that there will not be any repercussions. Additionally, interviewee C2-I2 shows that the environment is safe and transparent enough to bring up things outside of the norm and involves managers in the process, “I always involve him and or whoever is in contact with me, and, and then he might go to one of our other managers, to see if this is okay”.

In sum, managers in C2 take it on themselves to create a safe environment where failures are not penalized and where managers are always open to listen to new ideas even at the highest level of the organization.

2nd-order theme - Intangible Incentives

“But they really do inspire us to do even more. I presented it to my area manager, and he was amazed and impressed and said that this is awesome” (C2-I2)

The second-order theme *intangible incentives* represents soft factors of motivation used in the organization.

The quote by interviewee C2-I2 shows that recognition is valued and interviewee C2-I1 supports recognition as an incentive in their statement, “If the idea is implemented and has a good impact, that is the main thing and that's what actually becomes the story within the company”. This is supported by several similar reports from other interviewees who, for example, talk about their innovative ways of working as a response to having seen an opportunity to create a better every-day process for themselves (C2-I2).

In sum, C2 managers consider it a very important factor to incentivize through recognition, as well as through the expression of trust. They perceive that it is not necessary to pay people to innovate, that it simply happens through the passion they have for their company, which is confirmed by the lower-level manager as they express that the store now feels like their own.

2nd-order theme - Focus on Leveraging People for Innovation

“We put a mentor on one or some of the best store managers, mentoring them for half a year” (C2-I3)

The second-order theme *leveraging people for innovation* represents how the organization makes best use of its human capital by being aware of people’s backgrounds and mindsets as a key step in finding the best way to leverage them and their skills directed towards innovation.

The quote by interviewee C2-I3 indicates that they leverage their best managers to train new managers in the way things are done in the company. Furthermore, interviewee C2-I1 also mentions that “We have almost zero” when referring to their employee turnover. This indicates that employees stay longer in the organization, which can leverage the compounded experience of the employees’ focus on the company values.

“use people's strengths and their weaknesses. Because a weakness is still something that you can build on” C2-I2 expresses that there are many kinds of people working in their store, but that it is never a bad thing for people to have strengths and weaknesses. This helps stimulate the creativity of every employee.

In sum, we found that C2 managers consider it critical to understand and leverage people's individual and diverse skills.

4.3.4. Summary of Company 2 Findings

C2 is rooted in a strong company brand ethos that is lived and practiced throughout the entire organization. Managers expressed that in this work environment, employees must be creative as a prerequisite due to the creative nature of the products the company provides. There were strong perceptions that the accessibility of the leadership is an important consideration and managers were perceived to make a conscious effort to make themselves available as this influences other factors.

Because of this accessibility and the responsiveness of managers, information and ideas flow freely within the organization through different digital channels which was seen to enable quick decision-making. Furthermore, there were perceptions that resources are made readily available to employees who have project proposals and apply for them. Managers sensed that they receive a lot of autonomy and trust which is communicated to them through a lack of control of their subordinates.

We also found that tangible incentives are not as effective as intangible incentives such as recognition and C2 generally was found to leverage their human capital most effectively towards innovation and longevity.

In C2, the themes fall under three different dimensions, one which the managers perceive to control, like encouraging risk. The other dimension shows that their culture drives innovation, and those managers are very aware of the entrepreneurial values of their company. The third dimension is created from weight but on how incredible it is for the managers that their organization has open channels across levels, and that their leaders are barely a phonecall away.

4.4. Case Company 3

In this subchapter, we review and analyze the findings from company 3 (C3), which is a company focused on the development and selling of toys. We spoke to four managers in their Strategy & Transformation department; one of these is categorized as upper-management, two as middle-management, and one as a specialist.

4.4.1. Aggregate Dimension #1 - Cultural Drivers

The first aggregate dimension is cultural drivers, which is composed of 2 second-order themes of brand ethos, and creative work environment.

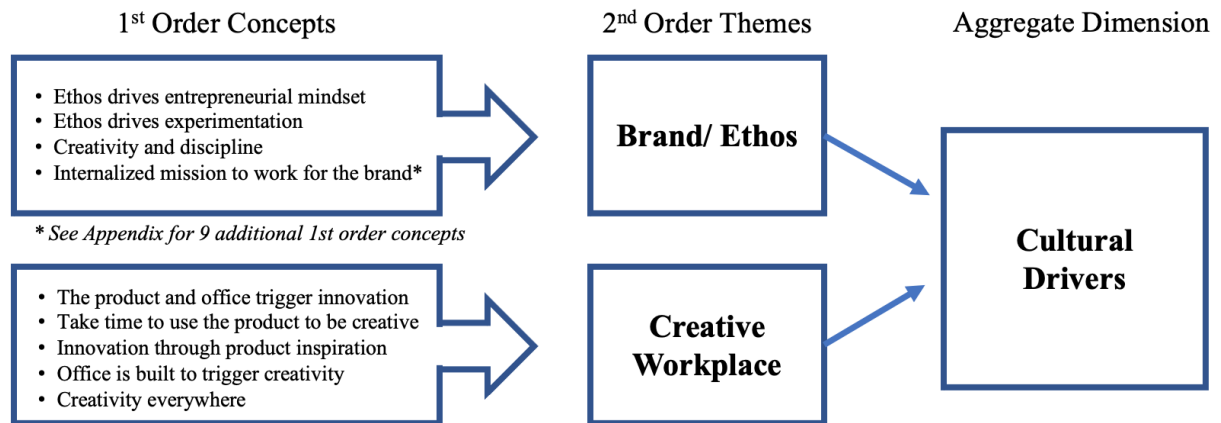


Figure 10: Company 3 - Cultural Drivers.

2nd Order Theme - Brand Ethos

“I think it's the very ethos of the company. I mean, like I said, the [product] is at the heart of everything you do” (C3-I4)

The second-order theme brand ethos represents an awareness or enactment of the mission, purpose and values of the company.

The interviewees’ identification with the brand of C3 was apparent and it was confirmed to be at least a conscious effort on the behalf of the upper levels of management to drive the importance of the company values. The topic of brand ethos emerged repeatedly, and all interviews touched on culture, values and brand without further prompting, as “the way things are done”. Especially when attempting to clarify how an entrepreneurial mindset is nurtured, it was often turned back to an understanding of the way things are done in C3, as stated by interviewee C3-I4.

In sum, our findings are that managers in C3 care about and actively advocate for their company values.

2nd Order Theme - Creative Workplace

“We are continuously trying to have this playful idea of taking time out to actually build with the product yourself and with the team” (C3-I2)

The second-order theme *creative workplace* represents the influences of the work environment in which employees are immersed in.

The quote above from interviewee C3-I2 indicates that they work in a creative environment because of the nature of their products. This is supported by several other interviewees like C3-I3 who says that “C3 is a very creative organization” and interviewee C3-I4 who states that

“I don't know if you've ever been to the office, there's just so much that inspires you and triggers creativity”.

The creative workplace is expressed as a view of innovation and creativity made tangible, both in the design of the office space, as well as in the continued source of inspiration for the product.

The two themes of Cultural Drivers focus on the internal organization-wide influence of brand, including product and purpose, as well as culture and values which, in conversation with the managers, have proven to function as forces which propel the efforts of creativity and innovation forward. When prompted about how, and why, creativity is so important, the interviewees all refer to the company product and values as a source of inspiration, as well as a reason for the efforts (C3-I4, C3-I3).

In sum, we found that managers in C3 care a lot about their physical work environment and perceive it as the embodiment of creativity and innovation.

4.4.2. Aggregate Dimension #2 - Organizational Access

“Organizational access” (OA) is the second aggregate dimension we have identified and is composed from 4 second-order themes of reachable leaders, decision making, open channels and resources. This aggregate dimension represents the reachability of leaders, as well as organizational wide support in the form of resources, in the firm in order to enable creativity and innovation within the firm.

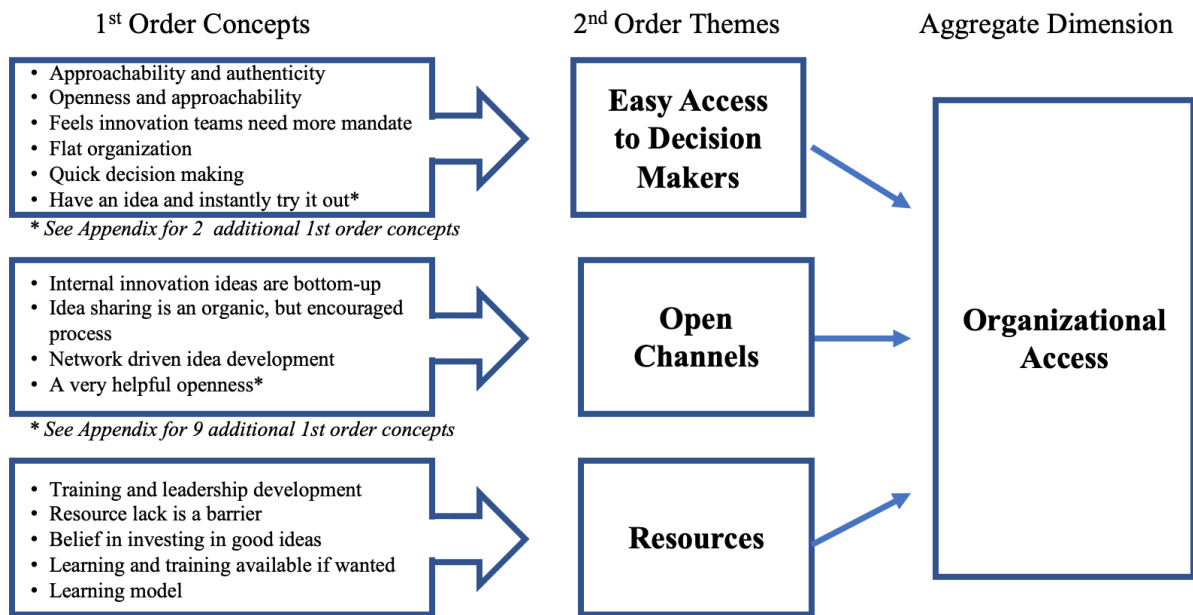


Figure 11: Company 3 - Organizational Access.

2nd Order Theme - Easy Access to Decision Makers

“There is a company culture of approachability. And you know, it doesn't matter who you are, if someone wants to speak to you, they will” (C3-I1)

The second-order theme *easy access to decision-makers* represents the approachability of leaders within the firm, as well as the nature and enablement of decision-making within the firm for the firm to function and respond.

In this context, interviewee C3-I1 indicated that everyone in the organization is accessible to everyone. The importance of this theme is strongly emphasized by interviewee C3-I3 who states that:

“I believe the best innovation teams are the ones that actually keep really close to the CEO. That's how you cut through a lot of a lot of red tape and a lot of all kinds of obstacles. And so, I think you need that level of support. Otherwise, you might have some of the best ideas and concepts, but you will be stopped by obstacles and all sorts for people with higher authority than yours” (C3-I3).

In sum, this theme in C3 came through in all interviews, from the upper-level manager, who works directly with the CEO, to the specialist who just recently joined the company. They all had in common that the importance of being able to approach any stakeholder, and any leader they wished was important for their ability to be creative and develop new ideas.

2nd Order Theme - Open Channels

“There's no prevention of information flow” (C3-I1)

The second-order theme *open channels* represents the flow of information and ideas within the company. All interviewees mention this as important in one form or another. In the quote above, interviewee C3-I1 refers to the fact that information is not prevented from flowing within the organization. Interviewee C3-I2 says that “I would say very easy and organic, where we have multiple check-ins in a week” and the forum of meetings being used is validated by interviewee C3-I3 who says “We're also communicating that very much in that context, and clearly and often and repetitively”.

The organic flow of information, like the decision-making process was expressed as a good way to align and to stay in the loop, however, there was also criticism expressed by managers who were fairly new to the organization, as they had experienced a lack of formal access to information from before they were hired:

“Where previously, you were able to get to information on a personal level because there was a relational element. Now it's behind firewalls” (C3-I1)

This was further supported by interviewee C3-I3:

“We don't have access, if I want to look at a file of something we did two years ago, like a PowerPoint presentation or insights report or anything unless the person still

works for us and I know them and somehow I can track them down, but there's no depository.”

In sum, open channels of communication throughout the organization was expressed as “an organic” flow of information both bottom-up and top-down, which was generally appreciated. However, the new managers expressed that the lack of a more formalized open channel of information was an issue to their exposure to knowledge, as well as their learning from failure.

2nd Order Theme - Resources

“We as a team, we’re all learning, trying to get certifications and things like that. So that's a clear indication that we are encouraged” (C3-I4)

The second-order theme *resources* represents the totality of resources that employees are given access to in the context of innovation and innovative behavior. This includes, but is not limited to funds, education and training as well as initiatives within the organization.

Interviewee C3-I4 and C3-I2 refer to examples within C3 around available training and a leadership initiative around innovation from a few years ago that all employees still have access to. Additional resources are also available, as interviewee C3-I2 states that:

“They will draft up the business plan for it and submit it; and then usually, it's getting approved, but it might not, but the reason for not getting approved is really not about funding”

Interviewee C3-I1 seconds this point by stating:

“My experience is, they will throw money at a good idea. Good ideas do not get pushed to the side because of a money issue. It's nine times out of ten, resourcing and skills”

In sum, our findings are clear that C3 encourages employees to seek new opportunities and typically provides resources to innovation initiatives when needed unless there is a good reason not to.

4.4.3. Aggregate Dimension #3 - Direct Leadership Encouragement

The third aggregate dimension is leadership encouragement. This dimension represents the influence that management plays in encouraging employees and the ambience of the internal environment they nurture. This dimension is derived from 4 second-order themes of autonomy and trust, safe environment for risk, intangible incentives and focus on leveraging people for innovation.

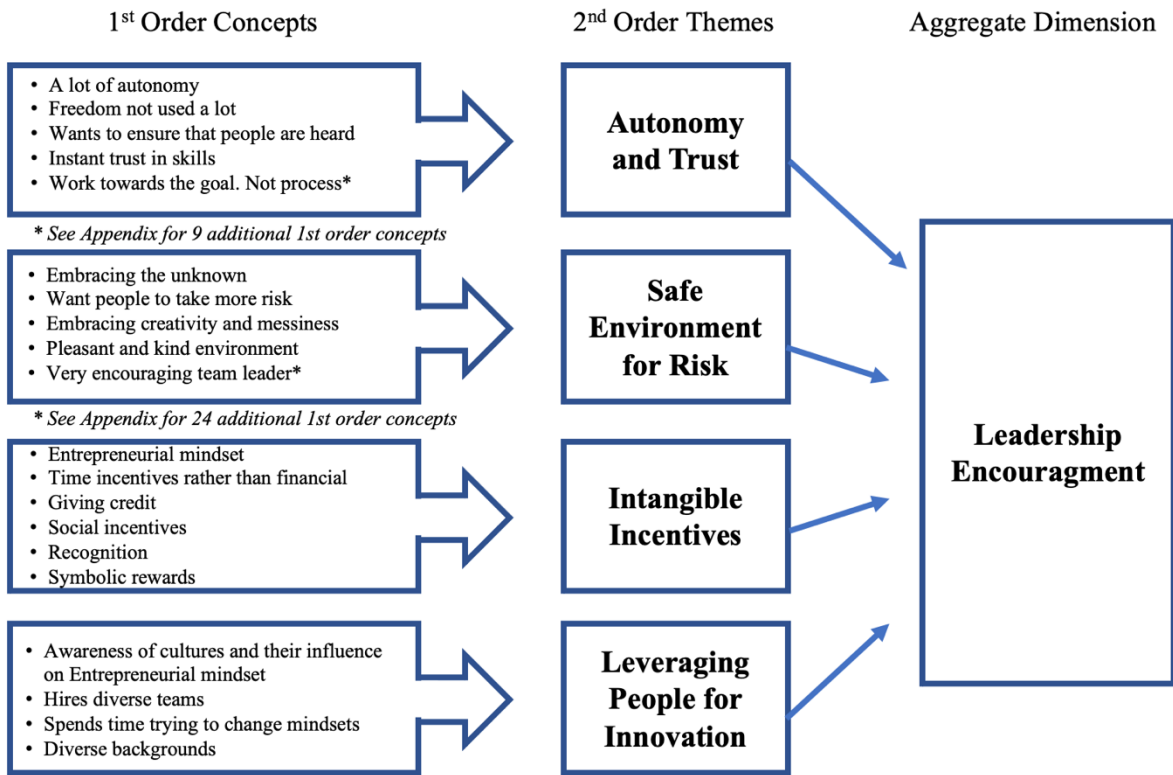


Figure 12: Company 3 - Leadership Encouragement.

2nd Order Theme - Autonomy and Trust

“I have total autonomy in what I do. But it doesn't mean that it's the Wild West.”

(C3-I4)

The second-order theme *autonomy and trust* represents the different ways leadership nurtures and communicates both autonomy, people's allowance to shape their work process and description, as well as the existence of trust from manager to subordinate.

The quote by interviewee C3-I4 indicates that they have high levels of autonomy in the organization but also coupled with trust as interviewee C3-I4 continues, "People believe that I know what I am doing and what I am talking about". This high level of autonomy is corroborated by interviewee C3-I2, who said "I think we have a lot of freedom, and I actually think we have more freedom than we take upon us".

As it was the Strategy and Transformation interviewed in C3, the interviewees work with highly sensitive projects and possibly significant impact which requires additional alignment around action, and this was also expressed by interviewee C3-I4 who stated "check-ins" as the mean of choice to prevent possibly disastrous mistakes. However, this need to check in on severe projects was not seen as a negative thing, because the spirit of collaboration almost cancels out the need for control on big projects. This echoes what interviewee C3-I2 expressed about employees of C3 having more freedom than they choose to use.

In sum, our findings indicate that managers perceive themselves as having significant freedom in trust to take bold actions, however, they also recognize the possible severity of key projects and see the need for alignment in big decisions as an opportunity rather than an obstacle.

2nd Order Theme - Safe environment for risk

"We are over communicating that we are creating a safe space for us to innovate"
(C3-I3)

The second-order theme *safe environment for risk* represents how the environment is being actively created for employees to feel safe enough to take risks.

In the quote above, interviewee C3-I3 makes it clear that a safe space for innovation is something important to all employees in C3. The environment seems to encourage risk taking and bold moves as shown in the statement by interviewee C3-I2:

“So I think there are very, very few situations where anybody has gotten a slap on the hand... if you haven't a few times received a slap on the hand due to what you tried, you haven't gone far enough”.

Additionally, interviewee C3-I2 is also personally making an active effort to instill a sense of safety in the team by being transparent and authentic:

“Being authentic, being there and sharing my own concerns about something being difficult for me, not knowing the answers for it, being curious about what it is, trying to balance the part about lending confidence to the team but also showing some sort of insecurity with myself, and in that way, allowing them to be insecure, but still go forward”.

In sum, the above statements appear to be a common theme across all interviews with the effort to create a safe environment expressed a total of 31 times across the four interviews. However, it is also perceived as an area in which the managers in C3 express difficulties as C3 is an old company with a tradition towards perfectionism, which they see as directly opposed to taking risks (C3-I1).

2nd Order Theme - Intangible Incentives

“I think it's not so much about the reward, as it is about recognition” (C3-I4)

The second-order theme *intangible incentives* represents the soft factors of motivation used in the organization to drive innovation and innovative behavior.

Interviewee C3-I3 states that recognition is the strongest incentive and describes a situation where an employee with an idea presented in front of the executive leadership team:

“He (employee) came into the ELT and presented, you know, and I just sat back and enjoyed the show. And I think that's what people do to incentivize”

This approach based on giving credit for innovative ideas is further explained by interviewee C3-I3 who elaborates:

“I think individual leaders are trying to promote that behavior or trying to incentivize that behavior through other ways to do that - through exposure”.

Additionally, all four interviewees said that there are no significant tangible rewards for experimentation nor for innovation., They also expressed that even if there were tangible rewards, those would not be the driving incentive for employees to come up with innovative ideas.

“It's interesting to innovate, trying to innovate, ideas, not just products. That's interesting for us” (C3-I4).

The interviewees also mentioned examples of their intangible incentives, such as early access to new products and social events, but they also again emphasized that fun and recognition were key.

In sum, this means that managers in C3 were aligned in their responses and all perceive intangible incentives, namely fun and recognition, as the driving force leading employees to develop new ideas.

2nd Order Theme - Focus on Leveraging People for Innovation

“Within my team we have no two people who are similar, or from similar backgrounds, all come with different strengths to the table” (C3-I4)

The second-order theme *focus on leveraging people for innovation* represents how the organization makes best use of its human capital by being aware of people’s backgrounds and mindsets as a key step in finding the best way to leverage them and their skills towards innovation.

As seen in the quote by interviewee C3-I4 above, managers are aware that everyone in their team contributes with different perspectives and strengths which is perceived to have a positive impact on innovative thinking. This awareness of the team’s diversity is also reflected in the managers leadership style as explained by interviewee C3-I3 who states:

“I try to have a different approach based on the person that I'm dealing with. And I think that's been more helpful”

This theme emerged through multiple seemingly unrelated questions asked in the interviews, and it appeared to be that the managers believed that diversity and cultural influence, both departmental culture and ethnical culture, are important considerations when stimulating creativity and innovation.

When prompted about whether the managers themselves were hired for their entrepreneurial mindset, the managers across all interviews answered with yes and explained that during their job interviews they were asked about occasions where they chose innovative approaches in the past.

In sum, our findings show that managers in C3 care about diversity in their teams as a driver for innovative thinking and that they themselves were tested for having an innovative mindset during their recruitment process. Together this indicates that C3 and its managers embrace people as a driver for innovation and that they are actively trying to leverage them in the best possible way including tailored management styles.

4.4.4. Summary of Company 3 Findings

Company 3 is an old company with strong ties to its brand and values. We found that managers perceive innovation in C3 as driven, in part through the ethos of fun and creativity, and in part through the actual physical workspace and the products they are surrounded by. We further found that managers perceive a need for open channels of communication, which is partially succeeded through easily reachable leaders, but also partially sub optimized due to a lack of official all-access channels of information. We also found that the managers consider the consensus-driven nature of decision making a double-edged sword, as it helps them in aligning around goals thus stimulates targeted ideation and creativity, but also slows down the actual implementation of ideas. We then found that managers consider the access to resources a given, and express that without those, there would be no creativity and innovation.

Remarkably is that the highest number of first-order concepts was found in the dimension of leadership encouragement, as they consider managerial behavior and people to be the ultimate driving force for innovation in their organization. Thus, creating a safe environment for risk, communication of autonomy and trust, considering and leveraging people's

individuality for innovation, as well as providing various kinds of intangible incentives is key in fostering creativity and innovation in C3.

In C3 the themes fall under three different dimensions, one which the managers perceive to control, which is the active efforts to support innovation directly. The other dimension shows that culture is a driving force in the organization, and that managers are very aware of the impact this has on innovation. The third dimension is created from the understanding that managers perceive access to knowledge and resources across an organization is important for innovation, but outside their control.

5. Summary of findings and discussion

In each of the cases in our study, we have identified the same three aggregated dimensions, made up of largely the same themes, regarding which factors managers perceive as important when creating an innovative and entrepreneurial environment. We also identified that the division of dimensions falls under different areas of control.

The dimension of cultural drivers encompasses factors around a collective orientation towards creativity and innovation. It is perceived as an underlying reason for behavior and is directly linked to the brand and cultural values of the organizations.

The dimension of organizational access consists of organization-wide enabling conditions which ensure that innovative efforts do not meet roadblocks. Organizational access is perceived as a pre-condition which falls outside of the managers' direct control.

The dimension of leadership encouragement is perceived to be the direct managerial act of driving innovative and creative behavior through fostering an internal environment which is infused with trust, safety, intangible incentives, and diversity.

The inter-relatedness of these dimensions was highlighted by statements expressing the importance of organizational access to both information, decision-making and resources, which was identified by managers as out of their control. The influence of culture was apparent throughout all interviews, as the questions concerning how the environment is fostered was answered with statements indicating that it was "simply the way of the company". The biggest weight in the interviews throughout C1, C2, and C3 was placed on

factors within the managers' own control, namely infusing their departments and teams with trust, safety, intangible incentives, and cognitive diversity.

Based on these findings, we developed the following model showing the interrelatedness between the aggregated dimensions with their subsequent factors.

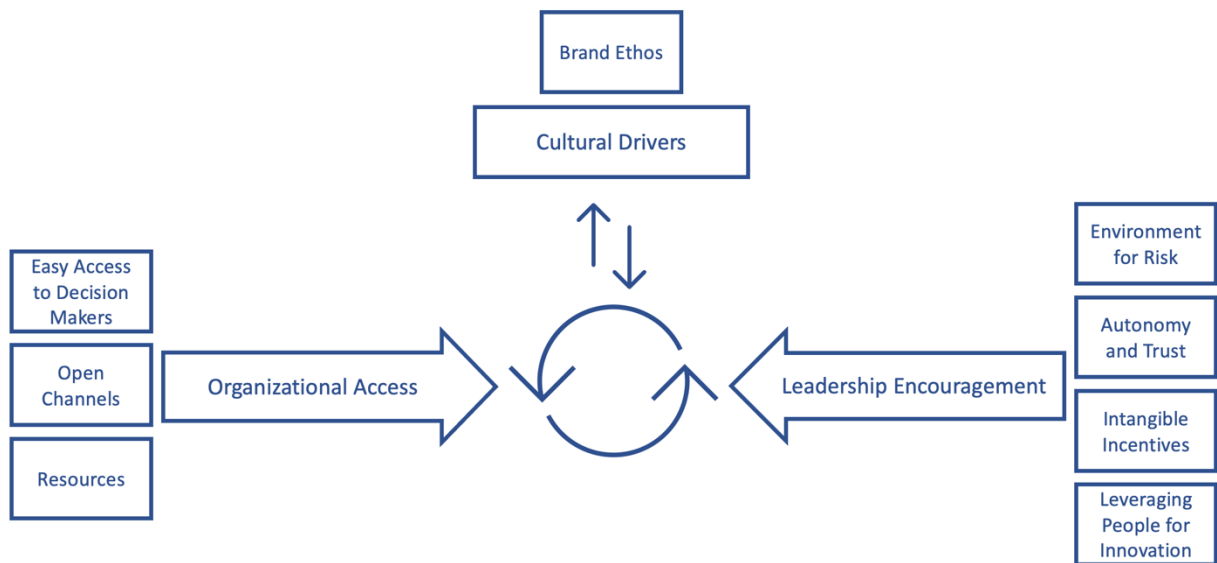


Figure 13: Conceptual Model.

5.1. Cultural Drivers

We found that managers perceive culture as a unifying force which drives innovation. Ireland, Kuratko, and Morris (2006) describe an entrepreneurially intensive organizational culture as one which places heavy emphasis on empowering employees to allow for creativity. We saw this type of organizational culture expressed throughout all three case companies. However, it should be mentioned that the interviewees knew what our study was about, and as such might have been biased in highlighting the entrepreneurial part of their culture.

In the field of corporate culture, the understanding of culture as a force which shapes behavior and beliefs is acknowledged as true (Flamholtz & Randle, 2012; Schein, 2010; Kotter & Heskitt, 1992). We observed that managers do perceive their own and their

subordinates' actions as reflective of a culture which is dominated by, in the cases of C2 and C3, fun and creativity, and in the case of C1, a proud entrepreneurial history.

Through conversations with managers in all three companies, we identified that, when asked about entrepreneurial attitude and behavior, they often based their answers in the culture and brand of the company, which corresponds with the notion that innovative behavior can be driven from employee commitment to company values (Kanter, 1984 cited in: Antoncic & Antoncic, 2011). Interviewees from C3 described their company as brave, creative, fun, customer-centric, and adaptable, and indicated that they see the efforts in creativity and innovation as heavily influenced by these values.

When asked about their perception of the reason that employees value innovation, one interviewee answered "I think it's the very ethos of the company. I mean, like I said, the [product] is at the heart of everything you do" (C3-I4). This kind of emphasis on entrepreneurship from top to bottom was also found in C1, as interviewees there expressed regret and worry at potentially losing this element (C1-I1).

The dimension of Cultural Drivers was represented in most of the answers and our interviewees all heavily identified themselves with the ethos of the brand and company they work for. Within this dimension we identified one emergent theme that we consider relevant to mention: the impact of product and workplace on innovative awareness and perception. We labelled this theme Creative Workplace. We found this theme in C2 and C3, which are companies working with products aimed at creativity and play, but not in C1.

The fact that all interviewees mentioned the importance of culture to fostering innovative behavior is also expressed in OC literature where Schein (2010) refers to it as an underlying self-reinforcing factor that is strengthened by strategic top management direction toward entrepreneurship, as well as by the continued encouragement of innovation, and the innovative behaviors.

5.2 Leadership Encouragement

We identified that managers across all interviews identified one factor in fostering a nurturing environment for innovation and creativity, as directly within their control: the act of empowering people through freedom, and work discretion. This is also reflected in literature,

such as Kuratko, Hornsby & Covin (2013) or Amabile et al. (1996) and Deci and Ryan (2011) who outline that employee with a high degree of autonomy in their role are linked to higher levels of intrinsic motivation. Our interviewees shared this notion as all of them perceived allowing freedom to approach tasks in different ways pivotal to empowering employees, and thus encouraging experimentation.

The fact that organizational trust has been positively linked to creativity in literature (Jiang & Chen, 2017), mirrors our findings in all companies, as exemplified in the statement from interviewee C3-I4 who explains, “People believe that I know what I am doing and what I am talking about”, in relation to experiencing absolute and instant trust from their managers. Interestingly, we found that the expression of trust was equally, if not more, important than direct autonomy. To interviewee C1-I5, expressing trust is part of incentivizing risk-taking: “You have the knowledge here, you should take the decision, I trust you”. However, we also found that total autonomy is neither desired nor required with several interviewees stating that the higher the stakes, the more they check-in with their peers and managers to avoid possibly disastrous results and also that it is generally appreciated to align expectations and goals across the team. Amabile et al. (1996) corroborates that clear goals from supervisors are another factor in fostering creativity. Combining these findings, we conclude that interviewees appreciate autonomy and trust as the starting point, but that alignment and moderate control are still appreciated in high-stakes situations.

Moreover, a group of our findings also indicates that managers perceive the creation of a safe environment, where risk taking and experimentation are possible and encouraged, as part of their role in fostering creativity and innovation. For example, interviewee C1-I1 from C1 expressed this by saying that the manager’s role is to protect their team in case of failures as this safety is perceived to drive continuous experimentation. Effectively, this management style removes the entrepreneurial risk from the entrepreneurial action. According to Jong and Wenneker (2013), the risks to corporate entrepreneurs are not the same as the entrepreneurs who operate outside the bounds of an organization, and one could argue that the management practice is therefore not needed in the first place as it is always a relatively safe environment to take entrepreneurial action inside a company. However, the risk of “loss of status, damage to career, loss of job” (Jong & Wennekers, 2013) are still enough to discourage entrepreneurial efforts if they are not properly addressed and therefore require managers to create this safe space. Interviewee C3-I3 provided an example for how such safety is created

when explaining that managers in the C3 are “overcommunicating that experimentation is encouraged, and failures won’t be penalized. Another example is the sentiment that managers position themselves as always ready and excited to listen to ideas “The idea is: Just bring it, just come. Just do it because we are listening” (C2-I3).

Comparing our findings to existing literature, for example, Amabile et al. (1996), we see partial but not full alignment with our conclusions. Amabile et al. (1996) mentions the condition of encouragement of risk as addressed on an organizational level, and while we found this to be true in the cases of C2 and C3, it was not as much the case in C1, where instead the role of encouragement of risk came through direct leadership aiming to create a safe environment for experimentation. Based on our findings, we therefore conclude that creating a safe environment is both an organizational and individual task.

Additionally, our findings also outlined diversity as a factor which contributes to creativity, and the focus on leveraging people’s strengths and backgrounds for inspiration to ideas, as well as constructive challenging of viewpoints as mirrored by Amabile et al. (1996). We identified the diversity facet in our findings, as we found that the interviewed managers consciously aim to hire for diverse teams and try to understand how to leverage people can be effective in stimulating creativity.

“Within my team we have no two people who are similar, or from similar backgrounds, all come with different strengths to the table” (C3-I4)

which was further supported by interviewee C2-I2 who stated statement:

“use people's strengths and their weaknesses. Because a weakness is still something that you can build on. And I think many people forget that, that you are only as good as your team”

which indicates an appreciation of people’s differences, and what they bring to the team. This managerial approach resonates with what found in literature as Shalley and Gilson (2004) explains that the higher a group’s diversity, the more solutions are generated.

The last theme we identified within the dimensions of leadership encouragement, was the perception that effective innovation incentives are usually not monetary or tangible, but rather intangible, especially in the form of recognition. Even in cases where tangible

incentives exist, for example the prize from C1 for innovations, these are only effective due to the aspect of formal recognition from the overall organization. This could be explained by the fact that self-determination theory (Deci & Ryan, 2011) claims that extrinsic rewards given to already intrinsically motivated people, can have an adverse effect as external rewards resemble control. Furthermore, we found that managers perceive this intangible incentivization as within their control and role, as explained by C3-I3:

“Money and bonuses, that's at enterprise-level, but we talk about how we help people feel that they are doing the right thing”.

Interestingly, this dimension is also the one which has the most related codes in our data analysis which indicates that the interviewed managers see intangible incentives as vital to creating and fostering entrepreneurial environments.

5.3. Organizational Access

Organizational access, as the condition of easy access to leaders was expressed by all interviewees. Organizational access includes that employee perceive their innovation efforts as valued by the company, that decisions are made in due time and uncomplicated manner, that information is actively distributed and freely available, and that resources and leaders are available for subordinates in simple ways.

Regarding the free flow and availability of information, we found that managers consider this theme important to fostering innovation and innovative behavior, but we also found that it is perceived as only partially in their control. This perception around the importance of information flowing across the organization resonates with Kuratko, Hornsby & Covin (2013) and we were able to confirm this in all interviews. Noteworthy is that while managers described their own attempts to communicate openly and share information, they at times experience organizational barriers, especially across departments. One of the case companies, C3, expressed their frustration around this barrier to information and the lack of open access with one interviewee saying:

“We don't have access, I mean, if I want a file we did two years ago, unless the person still works for us and I know them, and somehow I can track them down, but there's no depository” (C3-I3)

In sum, this means that the interviewed managers perceive the flow of information as highly important, which corroborates Lasrado's (2019) claim that a free flow of information across levels of an organization, is key in making organizations ready to successfully innovate, however, the responsibility to make this happen is split between managers who can control the flow of information within their teams and the organization who can break down communication blockers between hierarchy levels and departments. .

Furthermore, we found that all case companies perceive the availability of adequate resources to accomplish a task, and the psychological benefit of resource allocation as important to fostering innovative behavior which is also reflected in existing literature (Amabile et al., 1996). A practical example for this is that interviewee C1-I3 perceives it as highly important for people's motivation that their ideas come to fruition - at least in a pre-study phase which also requires resources. Overall, there is a wide agreement in literature, by for example Anderson, Potočnik and Zhou (2014) and Jong and Wennekers (2008), that resources are key to driving innovation processes and that investing in employees can encourage initiative (Hom, 2009). Our findings are fully aligned with this as the interviewees did not only see available resources as a positive effect on innovation, but a lack thereof as hindrance to innovative behavior. C3 truly embraces this mechanism as one of their interviewees stated:

“My experience is, they will throw money at a good idea now. Good ideas are not pushed to the side because of a money issue.” (C3-I2)

In general, managers in all three companies consider readily available resources a key part of motivating their employees to take initiative (Hom, 2009) and C1-I1 mentions that it is important for ideas to sometimes be developed, as otherwise employees lose motivation.

This dimension was the most heavily identified as potentially problematic to fostering innovation, as the managers experience the factors within this dimension as out of their control.

6. Conclusion

In this study, we aim to answer the research question:

‘What factors do managers perceive as creating and fostering an organizational environment that is conducive to corporate entrepreneurship, and how are the factors connected?’

In the pursuit of an answer, we have conducted 12 semi-structured interviews with managers of three established entrepreneurial companies. We have then analyzed our data with the approach of the Gioia methodology (Gioia et al., 2013) and ultimately suggested a model to serve as the foundation for future research.

In our process, we first established that to thrive in a complex and fast-changing environment, companies should adopt a corporate entrepreneurship strategy. However, such a strategy relies heavily on employees being able to act and think entrepreneurially in an environment which is not normally conducive to creativity and innovation. We identified two diagnostic frameworks, which aimed at diagnosing the internal climate for innovation and creativity, we then critically reviewed the validity of the conditions through comparing them with current literature. We found that, while there are numerous frameworks on diagnosing the internal environment for entrepreneurship, there were none which provided actionable insights, nor any which were based on the perceptions of the managers who successfully create such environments.

We then conducted an exploratory qualitative study to complement the academic discourse where we identified gaps and with the intent to learn what managers perceive as factors to create and foster an entrepreneurial and innovative environment in their organizations.

Having conducted our data collection and analysis, we were able to identify three interrelated key dimensions built upon the managerial insights of important factors:

Cultural Drivers: An underlying cultural organization-wide drive in the form of values and brand, which functions as a unifying direction for the organization. This dimension entails the factors of brand ethos, and cultural values, as well as possibly the workplace setting, and functions as an underlying driving force for innovative behavior.

Organizational Access: an enabling organizational dimension consisting of factors which ensure the ability to execute on innovative ideas, this dimension is outside of the direct

control of the managers. Within this dimension we found that the factors of easy access to decision makers, open channels of communication, as well as allocation of resources are perceived as necessary enablers of innovative behavior.

Leadership Encouragement: A dimension of encouragement and fostering creativity and innovation, enacted upon directly by managers. Within this dimension we identified that the factors of creating a safe environment for risk, communication of trust and autonomy, incentivizing through intangibles, as well as leveraging cognitive diversity are perceived as important drivers of innovation.

We then discussed the relationship between our findings and the existing literature to infuse our findings with a deeper understanding, as well as to lend validity to the insights we gained from the managers. We found that our findings largely correspond with concepts outlined in existing literature, however, we also identified that different dimensions and actions have different owners. For example, the interviewed managers perceived a clear distinction between factors in their control and factors put in place by the broader organization. Availability of resources is an example of a factor that managers perceived as critical to foster innovative behavior, but that at the same time was perceived as out of their control. We also found factors where this distinction was not as clear-cut, for example the open flow of information is perceived as in the manager's control if it concerns the team, however, across departments and levels, managers perceive themselves as powerless.

In sum, we consider our research successful as we were able to answer our research question while also generating insights that address gaps in the existing academic discourse.

We aimed to answer the research question:

'What factors do managers perceive as creating and fostering an organizational environment that is conducive to corporate entrepreneurship, and how are the factors connected?'

And our consolidated answer is that managers perceive three overall dimensions as critical to creating and fostering an organizational environment that is conducive to corporate entrepreneurship:

- **Organizational access**, which managers perceived as partially in and partially out of the managerial control
- **Leadership encouragement**, which managers perceived as within their responsibility
- **Cultural drivers**, which managers perceived as outside their control

All three dimensions and their subsequent factors, as outlined above, are interrelated on multiple levels as the dimensions mutually enable and drive each other, ultimately creating and fostering an organization environment that is conducive to corporate entrepreneurship. Additionally, we were able to identify several practical examples that can serve as guidance to managers in bringing each factor to life which addresses the gap of tangible details in existing literature.

7. Further research

In this thesis, we argue that, from a managerial perspective, there are three interrelated key dimensions with several factors that are critical in creating and fostering an organizational environment that is conducive to corporate entrepreneurship.

While conducting our research, we have identified three possible starting points for further research: *validation and elaboration*, *expansion of methods*, and *alternative theoretical frames*.

By *validation and elaboration*, we refer to the fact that our research built on qualitative methods and followed an explorative approach in the context of three case studies with Nordic companies. Starting point 1 is therefore to further validate our findings - either by conducting follow-up research with the same case companies to go deeper and test our conclusions, or by conducting the same research with a different set of case companies, for example in a different cultural and regional context to understand if our findings are repeatable or can be enriched.

By *expansion of methods*, we refer to the fact that our research was built on semi-structured interviews conducted through remote collaboration tools such as Zoom and Microsoft Teams. Starting point 2 is therefore about similar research but with a different set of tools. We could see additional qualitative methods, such as shadowing to go beyond statements and observe actual behavior.

By *alternative theoretical frames*, we refer to the fact that our research built on broad literature review of the field and ultimately followed two key models enriched with related articles. Starting point 3 is therefore to take our findings and explore whether alternative theories could serve well in conducting additional studies. When conducting our interviews, we found that certain themes emerged more than others, for example company culture was mentioned in most interviews but was not as present in the review of existing frameworks and literature. We could therefore see additional research targeted to this dimension.

These are the three key starting points we see for potential future research, and we wish all the best to those who choose to pursue this.

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C. Appendix

1.1. I. Semi-Structured Interview Guide

Introducing the study:

Thank you very much for making the time to participate in our study. We really appreciate it. We are researching/looking into how more established organizations create an internal environment which fosters and nurtures an innovation mindset (Kuratko et. al, 2014). More specifically, we're looking at what managers do to encourage their teams to develop, share and implement ideas that improve the business, with a focus on innovation. To do this, we would like to ask you some questions about your role and experiences in relation to this, and have you tell us about ways in which you observe this in your organization.

- So we'll start by asking you some questions but before we begin I'd like to confirm that I have your permission to record this interview. If you could verbally confirm that I have your permission, that would be great.
 - (Interviewee confirms)
 - Thank you. We'll now start the interview.
 - (Start of recording)
1. Could you describe your company and what your company does?
 2. Could you describe your role in the company? Team size and levels above you? Size of company?
 - a. Which other managers are you most in contact with?
 3. What qualities would you say describe your company?
 4. What words would you use to broadly describe the products or services that your company offers?
 5. How would you describe your company culture or "way of doing things"?
 - What would you say is the first thing that comes to mind that makes your company innovative?
 - What makes your company innovative?
 - Why do you think innovation is important for your company?
 6. What do you perceive innovation to be? What does it mean to you?
 7. What are the ways that people in your team come up with ideas?
 8. How do new ideas get implemented in your team and company?
 9. How do you feel creativity/innovation shows up in your daily life?
 10. How have you encouraged your team to share and develop ideas that improve the business or ideas that improve how work gets done in the business eg. process improvement?
 11. How do you currently encourage your team to share and develop ideas that improve the business or ideas that improve how work gets done in the business eg. process improvement?
 12. How does your management encourage you to share ideas?
 13. How does your team encourage each other to share ideas? And do you see fear of losing face as an obstacle in your team?
 14. In what ways are you encouraged or incentivized to come up with and try new ideas for carrying out your work or improving internal processes?
 15. What do you perceive as your personal motivation for coming up with new ideas?
 16. How do you encourage or incentivize your team members to come up with and try new ideas for carrying out their work or improving internal processes?
 17. What do you perceive as the biggest motivator for innovative behavior in your team?
 18. Would you say that you have a lot of leeway to make decisions for yourself and your team?
 19. Do your employees have the freedom to make decisions for themselves?
 20. How are failures or mistakes dealt with in your company?

21. Does your organization provide dedicated time to work on your own area of interest related to the company?
22. Do you provide your team with this time?
18. Have you received training on developing and managing innovation?
 - Does your company have a known policy or process for how ideas from employees are considered and implemented?
 - When you were hired, was an innovation or entrepreneurial mindset a quality that was desired?
 - Is an innovation or entrepreneurial mindset an important quality you consider when you hire new employees? (being a self-starter)
 - How does your team share learnings from past experience with team members in order to prevent previous mistakes from recurring?
 - To what degree do you and your team members experiment with existing processes to do things differently?
 - Is there anything else that we didn't ask, but you think we should know?

1.2. II. Codes

II. – Company 1 Codes

Code	2nd-order	1st order	Quote	Influence
	1 Brand ethos	Value driven	We are value driven in the sense that we have a long history of being market oriented.	C-1-II
	1 Brand ethos	Storytelling	We provide a service and have a good set of storytelling that go with that, so we have a role in the company called concept developers.	C-1-II
	1 Brand ethos	Messaging	If you go to our homepage, you will see that we have a lot of messages about sustainability and (what Company 1 does), so that our values are based on the messages really to improve the quality of the mind, eye and ears. It's not only good (Company 1 product), it's also to look good. All right.	C-1-II
	1 Brand ethos	Sense of pride	We spend, I think when we are as a company, we are proud of our products that are highly produced, but they also in the (Redacted) part, they in the (Redacted), we don't do it with the product. They are, they are really top quality.	C-1-II
	1 Brand ethos	Experiences that matter	So we have a tradition of being a top quality.	C-1-II
	1 Brand ethos	Size and structure	And now we are getting to some kind of size change, we have to be more rigid in some aspect, because the machine is getting too big. So, I think we are really changing that.	C-1-II
	1 Brand ethos	Opportunism	But on the other hand we are also still opportunistic. If there is a possibility we still have the ability to grab things and get it. And there is also, among the people that have been there for a long time, I think, there is some risk resistance that you would find in a big German industrial complex.	C-1-II
	1 Brand ethos	Little to no formal processes	So we are not so oriented. We don't have any, any real processes written down so	C-1-II
	2 Easy Access to Decision Makers	Reliance on relationships	It's all about the relationships and getting things done by lifting the phone or team's. It's not that the team of company actually and of course, if you ask the quality response would be that we have a process but yeah, the user really say.	C-1-II
	3 trust	Large degrees of freedom	I think in the parameters of my scope, I have some long term obligations that I would focus on. But within that degree of freedom, it's quite large.	C-1-II
	2 Easy Access to Decision Makers	Fast decision making	And getting involved with a reasonable timeframe. So we have a very fast decision process in that sense. In some, in some cases, we don't.	C-1-II
	3 trust	Autonomy and discretion	The way we approached it that I have a little discretion in the sense of work with that, and then it's up to a few people to decide how it would look like.	C-1-II
	3 trust	Consensus	So I keep stakeholders informed, and just make sure that we are not stepping over anybody's toes. In some cases, in the end, you can have a decision on organization, or you can have a decision on the organization. And when it comes to product innovation, the degrees of freedom are a lot higher, with our tool.	C-1-II
	3 trust	Messaging stakeholders	degrees of freedom are probably not my world look at it, because if I do the wrong product development. We are smart enough to check before anything goes out.	C-1-II
	2 Easy Access to Decision Makers	Unstructured decision making freedom	It's quick. It's a phone call away. At least for the stakeholders. Yeah, it's very very fast. And that's also why I think we are still the preferred for a long time. In some cases it takes longer. Of course.	C-1-II
	2 Easy Access to Decision Makers	Decision making speed	Some really big, big things and when it starts to cost a lot of money, then it gets painful for both the organization and the individuals.	C-1-II
	3 equilibrium/risk	Risk awareness	Otherwise, in the (Redacted) organization, it's probably not to do so. I would just say that we encourage it to take.	C-1-II
	3 equilibrium/risk	Encourage experimentation	But at least by its side. And if you do a mistake, no one would bother.	C-1-II
	3 equilibrium/risk	Tolerance for mistakes with reasons	If it was the same mistake more than once, then it starts to become a problem.	C-1-II
	3 equilibrium/risk	Experimentation	I have seen many different systems in place for a long time. In the end, people don't have time to read. And they have a little board and then someone looks at them, you have to make sure that you have good communication and people talk to each other.	C-1-II
	2 open channel	Communication	So one thing that we tried to promote is really starting, starting your knowledge and starting of experiences that we encourage. In each its part of the other, meetings, and that you're actually checking in the meetings.	C-1-II
	2 open channel	Regular meeting culture	We have one research team with long term activities.	C-1-II
	1 Brand ethos	Long term direction	And they have meetings, I would just say you're not doing it as fast as they are. It's a second day before they're with the whole group and go through the activities and also go through the team.	C-1-II
	3 equilibrium/risk	High resolution meetings	They get the chance to speak up and then they have something called IDM in the office. So each person gets IDM in the office, not in the meeting, but in a meeting, and then it's a rolling scheme.	C-1-II
	2 open channel	Formal idea starting forum	That you have the possibility to say that I messed up completely when we were doing it in the past. To be able to do things, so that it's encouraged to do.	C-1-II
	3 equilibrium/risk	Supporting team meetings	And when I have time and possibly I have to know that it's important and I have a little bit of those meetings. Yeah, but that's done on a group level. We have the same week for every second week where we sit, one hour and talk about what's going on and what we have. Even if you're not involved in it, in a specific activity, you get to hear about it.	C-1-II
	3 equilibrium/risk	Separate breakout meetings	Sometimes someone says, well, you should look at this and then we have a breakout on that topic. For the people get to hear about it. I think they are more inspired and get ideas, not so many that we get to do talk ideas.	C-1-II
	2 Easy Access to Decision Makers	No formalized part	We don't have any formalized part.	C-1-II
	3 intangible incentives	Intrinsic motivation	I have a few guys in the team that talk about work all the time. They go jogging and walking and they come up with ideas and then they're the same for all or call or say what do you think about this and if it's a good idea we have a look at it.	C-1-II
	2 Easy Access to Decision Makers	Formal processes	So we have a good process of doing ideas and then it's done in writing and then we go directly looking for processes to find patterns.	C-1-II
	3 equilibrium/risk	Promote free thinking	And that also gives you a good input on what's available on the market already with the area. We promote free thinking.	C-1-II
	3 encouraging people for innovation	Talked individuals	Some people, they have the gift to do that. So, normally in a project you have a problem that you're trying to solve.	C-1-II
	2 open channel	Process for managing and storing ideas	And then you come up with solutions to that. Some of them are relevant for the actual topic, otherwise they are pretty good and they could be brought back later. Yeah, so that way we have some kind of storage of ideas.	C-1-II
	2 open channel	Idea storage	But ideas are really not simple to keep a good track of. It's also a free flow of inspiration, and you have to have the right context really to make it work now.	C-1-II
	1 Brand ethos	Customer contact	On the other hand, we try to set ourselves, and try to figure out what they need but it's also tricky. It's one of those things that you're successful with that you're also successful with product development.	C-1-II
	2 resources	Get paid for the patent	If you find a patent, you get paid for that as a standardized process. But the way we're more the honor, I think. We have a yearly science prize. I came up with this, we have two prizes, one for being the most innovative, one for the year, and the other one being the most disruptive. One for the year. And that means it's stepping the system and being on the box.com platform for a long time. And then we have a yearly celebration. Well, it's a very high honor to get it.	C-1-II
	3 intangible incentives	Intrinsic motivation	If you're not passionate about innovation, you don't get that to happen. You can't force innovation to happen. It's not forced.	C-1-II
	3 intangible incentives	Formal recognition event	These prizes, in each its part, really to promote. And in a way, we being the gardener, overall this so we actually get people to grow in this environment and feel that they are supported.	C-1-II
	3 intangible incentives	Recognition	They get the prize but they know they are seen, and then they are also appreciated from the organization from what they do.	C-1-II
	3 intangible incentives	Motivation and passion	It's experienced in driving the whole strategy as a process. Looking at the organization, and trying to understand what's driving people but I have no real good answer.	C-1-II
	3 equilibrium/risk	Creating a thriving and supportive environment	I think starting from that and starting knowledge and having a very low barrier for entering the discussion. So there are no stupid discussions or stupid questions really.	C-1-II
	2 open channel	Knowledge sharing	You have to make sure that you get people to be secure. I don't know, that's how I work.	C-1-II
	3 equilibrium/risk	Drive or behavior	I keep repeating the message really. And I also try to be involved myself.	C-1-II

2 open channels	Information sharing	I help my organization in the rest of the organization.	C1-11
3 environment for risk	Loose boundaries with R&D&I	So I keep my wings above my department, so they know that I'm not the first one ducking when things don't go well. I will be standing before them, at least as long as I can. Ah	C1-11
3 environment for risk	Feelings of safety and security	I also promote people, I mean if someone comes with a good idea, I bring them into the top management team to present. So they also come in that's probably also a way to make them seen.	C1-11
3 Intangible incentives	Make sure credit is given	That's a good aspect actually when I think about it, you have to make sure that people aren't stealing, either. I mean, if you're if you share ideas, you're gonna have to make sure that the people that come up with them, are the ones that are also recognized for them, because if you get into the situation where, where you present something and then for someone else walk away with something and get them on your account, then people stop sharing pretty soon as well.	C1-11
3 environment for risk	Acting as unit ambassador	So I think that's one important aspect actually, that it's important to be behind people, so the yesh support but it should also be possible for them to be brought out in the spotlight.	C1-11
3 environment for risk	Protection of department	I think it's just happening and they don't ask permission for that. As long as they deliver what they're supposed to do.	C1-11
Communication of autonomy and 3 trust	Trust signaling	I mean I built the organization from scratch here actually I came in four and a half years ago, with nothing of this. The organization didn't exist. So they're all guinea pigs actually. I read, I go to conferences, when that was a possibility.	C1-11
3 environment for risk	Advocating and supporting individuals	Exchange. We have parts of the organization. We have an office in (Redacted), an open innovation connection with.	C1-11
2 Resources	Bring externals in for advice	Innovation training. I mean there. If you've been to school 10 years ago that happened quite a lot. So that is something that we do and we also bring in people in the organization for the organization.	C1-11
2 environment for risk	Encourage exploration of stupid ideas	No, I think, if you would come with an idea I would look at it and then if it has some utility, I would say just go for it, check this, see what you can come up with. Very often, when you start to dig into something like that, it's not so easy, as you would think, but if you don't, if I would say, check this or see how much we can make out of this in money then you will always, almost always come up with a negative conclusion. So, in the free thinking space, I would go for it, or suggest really stupid ideas and send them around, see what you think about this. Yeah, so just really get that going.	C1-11
3 Intangible incentives	Providing recognition	I'm in charge of the very new (Redacted) service that we launched to the market in (Redacted) this year.	C1-11
1 Brand ethos	Engaged of new activities	It's a very knowledge based company and very competence focused in that sense.	C1-12
1 Brand ethos	Big willingness to do great things	I think there's a big willingness to do good things.	C1-12
1 Brand ethos	Preference for doing it the old way	But innovation is a big part of what we do as well and there's now a very big research department, which I'm sure you know. Yeah, that's a big focus as well in growing and developing further.	C1-12
1 Brand ethos	Value innovation	as in the industry, there's a sort of preference to doing things as they've always been done.	C1-12
1 Brand ethos	Company culture	And then there's a counter argument or consent from, particularly from people who are a bit scared of change, that the market is not ready for this or we can't make money out of this.	C1-12
2 open channels	Misalignment	So (Company 1) is very good at executing new things and implementing and developing new products for example, but sometimes there's a lack of understanding of why we're doing that or why that we're heading in a certain direction.	C1-12
2 open channels	Miscommunication	So it depends a little bit, and there's a lot of silo thinking which is very common in these types of companies	C1-12
2 open channels	Silo thinking	but it also means that there's a variance between R&D for example, it's very development oriented and very positive to change.	C1-12
1 Brand ethos	Departmental orientation	Well, the market department is not always as positive, and have had a traditionally different role than they have today. And then the sales is similar because they're out there a lot with the customers and the customers are very traditional.	C1-12
2 open channels	Industry influence	before I started they had to fight a lot to get that through, because that was a big change, and it is a big change for a product company to work with a service.	C1-12
2 open channels	Idea selection	I think, and I'm sure you guys have studied these kinds of theories as well but there's rarely a lack of ideas, and there's tons of ideas of things	C1-12
3 environment for risk	Idea generation	that we could do, and it has more to do with choosing the right ones to work with.	C1-12
2 open channels	Importance of strategic direction	we have a slight issue with that, the management group, I think has a very clear view of the strategy and where the company is heading. But that isn't always communicated clearly downwards.	C1-12
2 open channels	Communication and goal misalignment	Meaning that the company can get a project that the management group has decided on, but then they don't really know why we're working on this. Why this sort of how it fits in with everything else.	C1-12
2 open channels	Lack of management communication	So R&D can be quite risk taking and that they want to try things because they are development people, marketing might not be as risk taking, they want to work with what we call spectral products, which sort of locks in the specification of the sale.	C1-12
3 Intangible incentives	People are just curious	Good question, I think I'm a little too new, I know exactly what drives but I think it's just generally that people and humans are curious.	C1-12
3 Intangible incentives	Intrinsic motivation	if you work with a topic you can easily see how it can be improved.	C1-12
3 environment for risk	Failure is not great	Failures is never sort of a good thing.	C1-12
3 environment for risk	Low tolerance for failure	And it's very obvious in some ways, I think we've also had we have a sort of hierarchical change in structure where here	C1-12
1 Brand ethos	From entrepreneurial to corporate	went from being a very (Nationality of Company 1) with very open doors and an entrepreneurial spirit, to becoming a very (Nationality of Holding Company) with (Nationality of Holding Company) management styles.	C1-12
2 open channels	Cultural management differences	and sometimes there's a culture clash in those, and that's decisions that were made lower down, can be sort of wrapped up, moving upwards.	C1-12
2 open channels	Top-down versus bottom-up	Yeah, and that I think is sort of affected a little bit people's willingness, because you never know if it's something that you've decided or something that you wanted to do, it's going to change when it reaches management level.	C1-12
3 environment for risk	Importance of willingness to share ideas	A fair amount. So far, at least, and that my role is also very new, so it's still being settled, know how things are working and what sort of expected of me, and the service might not be a representative example.	C1-12
Communication of autonomy and 3 trust	Autonomy but with stakeholder involvement	how he been working is that he gotten something to discuss. So, an example or suggestion. And then that is discussed first with my manager and then if others are sort of involved as well then. My manager is also part of the management group, so usually then if it needs to go beyond the two of us, then he can take it further on to the manager.	C1-12
3 environment for risk	Consensus decision-making	It's been very slow, and it's been back and forth a bit.	C1-12
2 Easy Access to Decision Makers	Varied decision-making speed	Depends on what you mean with my team, my sort of department team, then I think that they have a lot of autonomy because they're very experienced.	C1-12
2 open channels	Connecting people's ideas	And he tried to connect and support others' ideas as well. If I think it's a good topic, or something that's worth working on.	C1-12
Communication of autonomy and 3 trust	Supporting ideas	At least for me there's a freedom to work on other things. As long as I can motivate why I'm doing it. And then, as long as I can, sort of, pitch, explain to him why I think it's important.	C1-12
Communication of autonomy and 3 trust	Work and time discretion with motivation	Either I think myself that this is never gonna happen. Or, if I do some research and just sort of reach the conclusion that this is probably not a good idea.	C1-12
3 environment for risk	Self-directed generation and evaluation of ideas	Mostly organizational things. Your organization is never gonna accept this, or this is not feasible, sort of, it can be structural ideas as well in sort of.	C1-12
2 open channels	Organizational awareness	I have an interest for it, and	C1-12
3 Intangible incentives	Intrinsic motivation	I think it's sort of what I think is fun. Yeah, innovation, and innovation processes.	C1-12
3 Intangible incentives	Innovation as fun	I think it's just a general curiosity and probably the same curiosity that made you guys choose entrepreneurship and innovation.	C1-12

			example of two champions who took this idea, and then have just ran with it until it's been implemented, even though they hit a lot of walls and how to work around a lot of issues, and sort of both internal and external complexity, and implementing this, but it's from an entrepreneurial sort of theoretical perspective very interesting because it really shows that it has to do with personal grit, and then someone just decides that this is something I really, really believe in, and then run with it.	C1-I2
3 Intangible incentives	Intrinsic motivation and interest			
Communication of autonomy and trust	Story		a lot of competence developments, but I have to say most of it is focused on [redacted] and the products and sales and market development, innovation, innovation, but it's now here near what we've learned in our masters for example or what I'm assuming that you also learn.	C1-I2
2 Resources	Competence training		I think in general the biggest the biggest problem we have as a cultural problem and	C1-I2
2 Resources	Innovation training		the silo, sort of	C1-I2
1 Brand ethos	Cultural problems		trying to work together with departments that are not always willing.	C1-I2
2 open channels	Lack of communication		also just general organizational changes, two years ago there was a massive organizational change, where lots of people were let go, for example, and then it's not really strange as	C1-I2
2 open channels	Organisational boundaries		managers are being very protective of their departments of what their people do.	C1-I2
2 environment for risk	Organisational changes		Yeah, and particularly when the lingo becomes, we at market or we at distribution or we at R&D, do these and these things	C1-I2
3 environment for risk	management level		Yeah, and particularly when the lingo becomes, we at market or we at distribution or we at R&D, do these and these things	C1-I2
3 environment for risk	Protective department managers		It should be we at [Company 1]. These are these things, right. And I think it comes all the way up to	C1-I2
1 Brand ethos	Company identity		There's different agendas, from different department heads, in that they want to achieve different things, and rather than having sort of an open conversation, and the collaborative environment.	C1-I2
2 open channels	Misalignment		But it's become a bit protective of their own agendas.	C1-I2
2 open channels	Open communication		But it's become a bit protective of their own agendas.	C1-I2
2 open channels	Collaboration		For the management's where we're going, but it's not as clear at least, not for me, how things fit together. Resources is pulling in the same direction.	C1-I2
2 open channels	Protective agendas		And we do have a vision and a mission, but that needs to be translated into more tangible action, I think, to get people more on board with why things are happening and why they should be working. Because	C1-I2
2 open channels	Management communication		otherwise the immediate response is going to be, but that's not my job, particularly when it's development and particularly when it's cross functional, and no one's really the owner and the topic sort of just floats around, and it's everyone, but nobody's responsibility, then there's a big risk that it's just not happening because it's no one's sort of job to do it.	C1-I2
2 open channels	Communication of mission and vision		versus the, this is a threat, sort of branding or communication way, and that this is something we have to do we have absolutely no choice.	C1-I2
1 Brand ethos	Lack of ownership		And it also depends on people's sort of mindsets towards change. I think it's similar in that either, it's seen as an opportunity to become better. Or it's seen as a threat as something we have to do, and it's probably the main issue when it lands in between.	C1-I2
3 leveraging people for innovation	Negative communication		If there's no obvious threat, and that they have to do what's in the middle they might not just be sort of in limbo of motivation.	C1-I2
3 leveraging people for innovation	Mindset to change		I have a lot of connections to different other areas of expertise, more or less.	C1-I2
1 Brand ethos	Threat to motivation		The [redacted: company purpose] the difference (naudible) I mean, for me, it is the [redacted: company purpose] at least is the absolutely most important core value of the company.	C1-I2
2 open channels	Working interdepartmentally		I mean we, at least we see ourselves as a market leader when it comes to (Company 1's) products, I mean we,	C1-I2
1 Brand ethos	Company values		we usually say like we are we are the Mercedes, we are not the cheapest on the market right, we have the best products.	C1-I2
1 Brand ethos	Market leader		Many, many unique things develop, new products all the time so I mean, I think in a way we can say that we are a market leader, but we are not the biggest on the market.	C1-I2
1 Brand ethos	Best products		We spend a lot of time on development, it's	C1-I2
1 Brand ethos	Innovative		part of the culture of the company to every year launch new products to the market. Yes, it's really, it's, I must say we are quite product focused from our history, it's a lot about coming with new [redacted] products.	C1-I2
1 Brand ethos	Innovation development		What makes us innovative, first of all I think it is a lot of pressure from our owners in [Country of holding company].	C1-I2
1 Brand ethos	Company culture		They want us to be innovative, and they have a big focus on product innovations, but they are quite slow moving when it comes to other things like sustainability, digital information, customer service and things like that you know we are, we are very good, developing new products, but we only see [redacted], as products.	C1-I2
1 Brand ethos	Ownership influence		is a lot of competition on the market. We are not the cheapest, our margins are going down, year by year because of price typing on the market. We are not that unique so it's very difficult to say, keep price levels.	C1-I2
1 Brand ethos	Product innovations		And I think service to the market is one of the most important things for performing in the future, it should be very easy to work with us.	C1-I2
1 Brand ethos	Competitive market		We have been struggling for asking our management to put much more focus on sustainability. The last two, three years. And the answer has been more or less that it's not important. No money, no, people are allowed to work on it.	C1-I2
1 Brand ethos	Product as a service		And this year, all of a sudden [Holding company] has decided to put focus on it. And now, we must do everything very fast and I mean, we don't have resources.	C1-I2
3 environment for risk	Management reluctance		we are not aligned with our management about things.	C1-I2
2 open channels	Top-down management		we don't know the reason for the decisions taken, and that can be reasons behind that we are not aware, or	C1-I2
2 open channels	Management misalignment		we have lost market share to competition who also have sustainability last two years, and instead of looking into how they communicate, we immediately start to look into if we can make the same type of products.	C1-I2
2 open channels	Lack of management communication		As soon as competition decides to do something else, I mean, you see, we change from left to right all the time.	C1-I2
1 Brand ethos	Market-driven		I have meetings with my team every week and we have meetings with our manager, every month.	C1-I2
2 open channels	Communication problem		So we have prepared a lot of presentations that she then has presented to the management, but the interest has not been there.	C1-I2
3 environment for risk	Frequent meetings		Until now, very recently. And I'm just coming now from a digital meeting. Now we are about to start up a digital project with customer platforms e-commerce and things that we have been fighting for the last three years.	C1-I2
2 Easy Access to Decision Makers	Management reluctance		management has not seen it as important as we have and they have not pushed us in this direction and they have not given us any resources to do. That's one reason. There can be more behind that I don't know but, as I see, yes we have been delayed by the management about these things.	C1-I2
2 Easy Access to Decision Makers	Strengths and weaknesses		to a certain limit, we have a lot of flexibility, absolutely.	C1-I2
2 trust	A lot of flexibility		as soon as we do it ourselves and don't need resources from other departments, everybody's fully booked so to say, and	C1-I2
Communication of autonomy and trust	Conditional work discretion		we really need to have support from other teams to make these things like we cannot set up a customer portal ourselves, we cannot say that it's the company decision.	C1-I2
2 Resources	On their own		we are just in the startup phase, we will just plan a kick-off meeting. So I mean, it will take another two years before we have something in place. So that's a problem but of course we yes we have a lot of flexibility.	C1-I2
3 environment for risk	Departmental support is important		So I mean we need to align with our management and I think that is why, I mean we need to spend our resources in a way our management wants us to do it.	C1-I2
2 open channels	No interdepartmental support		management meetings every month, so every month	C1-I2
2 open channels	Interdepartmental collaboration		we have a possibility to come up with new ideas, and discuss that with our management and that is the way we do it.	C1-I2
2 Easy Access to Decision Makers	Slow implementation			C1-I2

3 trust	Communication of autonomy and low autonomy if it's expensive	we cannot start up without having a green light from management.	C1-B
3 environment for risk	Frequent meetings	so I would say that the issue is with management today. It is an issue or not but I mean that that is the, that's the story. What is right or wrong is difficult for me to say but that's, so I think we are very linked with the other teams around.	C1-B
2 open channels	Idea sharing	We don't go to the management ourselves, we don't go to our president, we talk to our manager, and now of course there is a big pressure on him to discuss it.	C1-B
2 open channels	Decision making goes through management	sometimes we get from the top we get very strange decisions. But then we are all as frustrated, all of us so I mean we are very close. Now, I think that is the reason that we're working so well together.	C1-B
2 open channels	Management	before that we had a very good manager so I then, then we would prepare everything together, A	C1-B
2 open channels	Top-down hierarchy	and she would bring one or two people from behind the idea to the management meeting, and we will present it all together.	C1-B
2 open channels	Interdepartmental relations	It's not good, especially seeing that our new manager does not have the understanding about the situation in whole,	C1-B
3 environment for risk	Management decisions	we get ideas from the market or from anyone in the company.	C1-B
2 open channels	Idea sharing forum	we have a special forum where we started discussing in a, in a limited group of six people looking into if it can be of interest. If we believe it can be reinforced we will start to make a pre-study, then the pre study is presented again, maybe three, six months after. And if it is interesting, then we will decide to start up the project.	C1-B
2 Easy Access to Decision Makers	Access to management	we can do that without involving management. As long as it does not cost too much money I don't remember how much it is.	C1-B
2 Resources	Some budget for experimentation	Today we don't do that, we have another manager, and we send him a presentation,	C1-B
2 Easy Access to Decision Makers	New managers	and we are no longer invited to the meeting. So we don't know exactly how our ideas are presented.	C1-B
2 Easy Access to Decision Makers	Situational context		C1-B
3 Intangible incentives	Formalized idea management process	I don't think they get any credit but of course they, they will be part of the pre-study they will be part of the project, the full time out.	C1-B
2 open channels	Collection of ideas from visitors	We have, we have a lot of visitors. Now, because of COVID but we normally, we have visitors seven weeks a year and then we have installers, architects (tradable). And we have a special template so when they have been here, they can answer some, some simple questions.	C1-B
3 Intangible incentives	No credit	Come with ideas how we can improve our, whatever it is, products to use anything.	C1-B
2 open channels	Idea generation from stake holder	Of course we have a lot of discussions with our business units, we are meeting customers so we, the product managers, get a lot of feedback from the market directly	C1-B
2 open channels	Idea generation from departments	I would say that we get the information from the market in different ways.	C1-B
2 open channels	Market sensing	Not to my team. Maybe maybe more in R&D and the technical part, they have something similar. But for product managers, no, we don't.	C1-B
2 Resources	Competence training	Right now everybody's doing a training on how to run projects, that is also quite new, because we had a consultancy company here looking into our processes so they had quite a lot of comments.	C1-B
3 Leveraging people for innovation	Desire for staff with entrepreneurial mindset	We are looking for people with, with a right. They have to be driven, they have to look for change, they have to want to improve things, and change things. So, like that, yes, absolutely	C1-B
3 Intangible incentives	Intrinsic motivation and independence	So I'm looking for a driven person that can think by themselves. That's very important.	C1-B
3 environment for risk	Mistakes are tolerated	I mean we always say that people should not be afraid of doing a mistake. so it's better that they, that we try to improve things and change things, and if we make a mistake. Well, then, then we have made a mistake, and then we will have to go back again so I would say that is the general answer to your question.	C1-B
3 environment for risk	Learning from mistakes emphasized	no we don't have any process and sometimes we just accept the fact.	C1-B
2 open channels	No process for learning to prevent repeated mistakes	I have never had anyone in my team that has made a big mistake.	C1-B
3 environment for risk	Big mistakes rare	I have never had anyone in my team that has made a big mistake.	C1-B
3 environment for risk	Team responds to mistakes differently	Some people are very embarrassed, even if they make a small mistake, and some is just laughing, even if they make somewhat larger mistake	C1-B
3 environment for risk	Managers protector	as a manager you always try to protect your team	C1-B
3 environment for risk	Honesty with mistakes and remedies	It's much better to be honest and tell them, and make clear that we have new routines, making it clear it will not be able to happen again. So from my side, I don't think you've scheduled for everybody but from my side we will not hide anything.	C1-B
3 environment for risk	Manager supports team	Now, because sooner or later they will find out anyway	C1-B
3 environment for risk	Team members support each other	If you, if you have problems. I stand behind it, so you, you don't need to be afraid. I will, I will support you	C1-B
3 environment for risk	Presenting mistakes to management as team vs alone	I mean we tried to backup each other all the time,	C1-B
3 environment for risk	Interpersonal considerations	We have never sent anyone to stand up for management by themselves.	C1-B
3 environment for risk	Interpersonal considerations	But it's important that everybody's confident. We never yell at people.	C1-B
2 Easy Access to Decision Makers	Decision making mindset allows for mistakes and moving forward	I mean, it's part of the business, we have to take many very quick answers. And sometimes it's wrong, but hopefully the majority of our decisions is correct. It's part of life. If you don't have to take decisions then everything stands still and that's not what we want, we want to move. We want to drive things forward.	C1-B
3 environment for risk	Decision making mindset allows for mistakes and moving forward	I mean, it's part of the business, we have to take many very quick answers. And sometimes it's wrong, but hopefully the majority of our decisions is correct. It's part of life. If you don't have to take decisions then everything stands still and that's not what we want, we want to move. We want to drive things forward.	C1-B
3 Intangible incentives	Intrinsic motivation	I think they do it because they want us to improve and best serve the market, be unique, so they don't do it for themselves, they do it for the company and that's, that's very unique for Company 1.	C1-B
2 Resources	Formalized idea development and management process	We have a special process. Every two months we have a meeting or a forum that we call Idea Council and then we meet three or six people in the group. And then the person behind the ideas have the possibility to come and present it.	C1-B
2 open channels	Frequent iterations of idea council	Every, every two, I think we have the Idea Council five times a year.	C1-B
2 open channels	Limited number of ideas managed at once	It is, I mean I think we have had up to eight but I would say that we normally try to keep it two, three maximum four depends a little bit, what it is.	C1-B
2 open channels	Feedback from third parties	Sometimes we have third party experts participating just to give feedback.	C1-B
2 Easy Access to Decision Makers	Idea to project process takes long	it always takes too long time from idea, to ready product.	C1-B
1 Brand ethos	Many innovations at once	So we have a, I don't, I don't have to guess how many products are ongoing in the marketing department right now but I would say between 30 to 50 projects, smaller or bigger and smaller. So it's, it's a lot.	C1-B
2 open channels	Up 100 ideas every other month for idea council	Maybe 50% goes to Idea Council, maybe a little bit more goes to Idea Council.	C1-B
2 Easy Access to Decision Makers	Quick decision making for idea selection in process	But we take it in the group ourselves, I can make a quick decision to say no this is nothing for us.	C1-B
2 open channels	Interdepartmental involvement in assessing ideas	So it's not one person taking the decision because if I get it as a commercial person I immediately start to look into if we can make money on it, if it comes to R&D they will immediately start to see if we can produce it. It's a mix, we need to be able to produce and sell and make money.	C1-B
2 Easy Access to Decision Makers	Adopting sister companies into culture	So more and more we are trying to align them into our processes because they don't follow any processes today. And that's something they are suffering from, so that's something we will start to do, and we started a year ago, and it's coming more and more in place but we are not ready yet	C1-B
2 resources	Must constantly innovate to find winners	it's difficult to count with the new, very unique high selling products.	C1-B
1 Brand ethos	Innovation must be done in service to customers	Last one we developed or launched was 2006. That was a really really big one. And now it's, it's, it's a smaller one, and, and I also, that's also the reason that I think that product is very important.	C1-B
1 Brand ethos	Service to customers in focus	then we have to continue to develop them, but it should also be service to our customers is also very very important. And service means product the right time, right quality, good support, support in the local language. Everything like that, which is so very, very important.	C1-B

2 open classes	Collaborate with other managers	Where are you in contact with most? Product range or commercial manager, and product range manager	C1-14
2 open classes	Helping other departments	That's funny to be, maybe if we set up a proper research program together, like a big group to set up a research program next year, where we cooperate with our data science laboratory (Location), where we have quite bright people with machine learning and that kind of things, maybe we could do something quite substantial for the company, optimizing logistics	C1-14
2 Easy Access to Decision Makers	Considers decision making	Try to do as much as possible, involve others in the decision making, that's something I make as a known priority	C1-14
2 Easy Access to Decision Makers	Considers decision making	So I would be keen to, I'm more keen I would say, to involve others, even though it could lead to a slower process or slow decision making but making best	C1-14
2 Resources	Exploring emerging innovations	Talking VR we need to get a better grasp of what's available on the line	C1-14
1 Brand ethos	Strong company mission and identity	I think it's a company that has been performing well, that has some strong beliefs, strong fundamental, a strong picture of itself, has had at least	C1-14
1 Brand ethos	Market orientation	Very, kind of, it's in the sense of the market approach	C1-14
1 Brand ethos	Customer focused	In general, in reaction to product needs, we try to be responsible, the customer is responsible, we're in a project, the customer is asking us for something we don't have, but we are in good faith, believe that we can deliver it	C1-14
1 Brand ethos	Innovation focus	Innovation is, there is some, there are some aspects of responsibility or some aspects of innovation, contact with the market but there is also process in innovation, that you don't get at least not at least by just taking the market what they want	C1-14
1 Brand ethos	Proactive innovation	You can't take anything for granted with it comes to the awareness of (Redacted - Product talk), so you need to fight for it, you need to be extremely vocal about it, it's extremely hard with you work and that position but it took years and there is no streak away to success	C1-14
1 Brand ethos	Doing innovation	We've been the ones coming with innovation	C1-14
2 open classes	Very structured organization	It's more structured, yeah so it's clearly that's clearly a kind of redaction or role that was taken, which actually, quite many years ago, almost 20 years ago	C1-14
2 open classes	Vertical organizational structure	We've had a much more structured organization	C1-14
2 open classes	Organizational organizational structure	We would lead to create quite a horizontal organization... Some people would say well it's, it's structured here	C1-14
2 Easy Access to Decision Makers	Strong hierarchies	The hierarchy like of reporting and hierarchy	C1-14
2 open classes	Operational efficiency	Saying that it was just too messy, it was just too, too low barrier in between areas	C1-14
2 open classes	Overlapping roles	In general, nobody had a clear definition of the area they were responsible for	C1-14
2 Easy Access to Decision Makers	Slow organizational adaptability	So, with the risk of, obviously that there is a lag or there is a kind of understanding for the organization because of that difference in the time, the offset in time between the moment management or the board has taken a decision and the moment it's time to implement for it becomes a factor of time	C1-14
1 Brand ethos	Parent company's influence	Quite naturally the integration in the (Holding Company) Group became more present. You could feel that, much more.	C1-14
1 Brand ethos	Parent company's culture	And that obviously didn't appear, it didn't appear but was kind of off the side when it came with nodes or processes, with nodes on integrating and different reporting systems, different reporting roles, defining the way we work	C1-14
1 Brand ethos	Innovation culture	How do we work with innovation? Before that we had it as a daily task, it was nothing you would mention as a goal	C1-14
3 evaluation criteria	Focus on incremental innovation	In general, the culture with management stand so far. Focusing on incremental innovation was good, or a performance in innovation was good for company	C1-14
3 evaluation criteria	Innovation process not statistically defined	So, we, the company tends to be, from that point of view a bit laxer. So, the idea doesn't provide the quality with the time frame for the budget that was needed. It's too bad, but there is no time to build so we move on to the next idea	C1-14
3 evaluation criteria	Fear of presenting ideas outside R&D	If it's outside of that, the risk is big that the idea gets lost	C1-14
3 evaluation criteria	Formalizing innovation problem sets	When things started to be described in a structured manner, then it was a lot of obstacles, then. Some people started maybe to ask them some silly questions but kind of opening up questions on other things	C1-14
2 open classes	Lack of transparency	The process is not transparent	C1-14
2 open classes	Organizational decision process	I think at this moment, it's become in a quite organized way, in the sense that they open up to the stakeholders	C1-14
3 evaluation criteria	Champion for innovation	Making sure that the idea is not killed at once just because it's provocative or challenging for the company. So let's who protect it to make sure that the person gets supported and some space to develop that idea	C1-14
3 evaluation criteria	Supporting ideas	One of my skills maybe, it's to be responsible and to be kind of empathic in the case that I see someone coming up with an idea, so I'm I would be the guy helping that person to make it better, to clarify it, to maybe document it in the way, in making sure that that person will get the credit that it will get the chance to develop it and resources	C1-14
2 open classes	Bridge to management	Creates forums or interfaces to present that idea to other people through the management to the board, or the management board	C1-14
2 Easy Access to Decision Makers	Top down decision making	The CEO, if you decide, you're keen on defining the line, with high speed	C1-14
2 Easy Access to Decision Makers	Lack of decision making power	You know that some point it has to reduce the CEO, otherwise it's going to, nobody will be happy because nobody has an interest to pick up something, or defend something that's not been approved by the CEO	C1-14
2 open classes	Formal management communication	It's been very low level on the communication from management	C1-14
2 open classes	Regular meetings for innovation starting	In the past we have had every two weeks on a Monday. We have a Monday kind of, go through the calendar meetings, which is only going through the calendar	C1-14
1 Brand ethos	Culture class	I can see, at some point it becomes so internal that it's not possible anymore for (Redacted) to have an idea, it's not from you	C1-14
3 Incentive incentives	Intrinsic motivation	And that's the kind of thing that makes me, let's say, I think the company or that these kinds of things can happen and kind of unexpected, in a sense, onto the other hand, could be potentially the most rewarding, at least twice the biggest effect could be found	C1-14
3 Incentive incentives	Motivated by incentives	So it has to be something else, maybe, in my case yeah, probably a mix of innovation, kind of cross, kind of, passion or maybe on kind of cross functional model, looking at the market	C1-14
2 Incentive incentives	Very few incentives	We have quite little incentives, in terms of rewards and money. We have some patents, you get some, some rewards for patent applications	C1-14
2 Resources	No time for experimentation	I think we have increased our productivity. So, which leaves me less time to think outside the box, it tends to fill my day already as it is. So I think I should allocate some time for innovation, it has to be outside working hours	C1-14
2 Resources	Lower work direction if not focused on main duties	Especially if it comes in the context where it's looking to hire or to take away resources from some other ideas or it's leading or that same person is expected to deliver on something else and it happens to be in the delivery, then the question could be turned back to that person, why do you care about that? You have something much more hands on to deliver, why do you care about the red	C1-14
3 evaluation criteria	Take care for failure and mistakes	I would say it's probably very hard to take care of it	C1-14
2 Resources	Self-guided training	We do that on my own. Yeah, it was before doing my studies, by the end of my studies	C1-14
2 Resources	Innovation training	Yeah, some of the had to ask for it. It has become more understood now that we have at R&D department	C1-14
2 Resources	Education for innovation	How can we conduct innovation if we are not trained and we have made kind of reports and we will bring it	C1-14
3 evaluation criteria	Seek employment	They're like a barometer, feeling that you can express yourself, you can say things so many things without being shot	C1-14
2 open classes	Cross functional teams	I think it's more in the cross functional teams since I'm involved in a lot of different teams or departments	C1-14
2 open classes	Transparent cross-team	I would describe it as quite transparent, that's my point of view. You'll probably get another point of view	C1-14
1 Brand ethos	Passion	I would say passion. There is a lot of people that have worked quite many years at (Company), I think you can see the passion. One call, regarding the concept of the product, we're selling	C1-14
2 Easy Access to Decision Makers	Open company culture	I think it's quite open	C1-14

			And also, we'll talk about entrepreneurship. That people have an opportunity to, to realize their ideas or at least get the opportunity to work with them, and to make pre-studies. We have quite good laboratories and environments where you can try out and investigate different possibilities. Now I talk from my point of view, because I belong to R&D. I can only speak for my point of view.	C1-5
1 Brand ethos	Entrepreneurial culture			
3 environment for risk	High tolerance for failure		I should say that we are allowed to fail.	C1-5
3 environment for risk	Allowance to test and evaluate ideas		and to try and think there are a lot of pre-studies that are ongoing that we're allowed to test, and maybe not everything turns out to be a product in the end. But I think we have good opportunities to try out different concepts.	C1-5
3 environment for risk	Supportive manager		And we have, my team, I should say we have a management that allows you to do that. I think that is how you and I think there's a lot of activities ongoing.	C1-5
3 Intangible incentives	Passion		I think the passion for it and of course that the main thing is that you're allowed to take that risk and also allowed to not succeed.	C1-5
2 Easy Access to Decision Makers	Entrepreneur direct manager		I think of course that depends on the management, the manager we have had for years, and he's quite known at the university, and he's an entrepreneur himself.	C1-5
3 environment for risk	Encouragement to experiment		I think, of course, what he brings into the company is he encourages us to try things out.	C1-5
3 environment for risk	Knowledgeable and experienced manager		So I think with his knowledge and his experience and that he shares, that has opened up the people to dare to try to raise the ideas. It's always a balance to spend time on things that maybe never will happen.	C1-5
2 open channels	Information sharing		I think we raise, raise it, and we're quite good at sharing.	C1-5
3 Intangible incentives	It's about the fun		And of course then you see that everyone wants to. I think we're an R&D department, it's more about the fun.	C1-5
3 environment for risk	experimenting as an intrapreneur		being an intrapreneur and investigating a lot of new things and maybe the thing I do, which is more about putting the product on market that is not as interesting as the fun work before.	C1-5
2 Resources	Resources available for testing		I know that we have a process today that allows you to a certain amount of money. How much you can spend on trials, but of course depending on if it's a long term or short term.	C1-5
2 Easy Access to Decision Makers	Management support equals more resources		It varies, so I don't have the figures clear how much they have the mandate to just do themselves. Or when we need to have an approval of the CEO. But, I can't give you a specific figures manager. Of course if you have the top manager onboard, they give more money.	C1-5
3 trust	High autonomy for non-product innovation		It's hard to say but as a project manager, I should say I have a quite high mandate.	C1-5
3 environment for risk	Tolerance for mistakes in R&D		But I think within the R&D you are allowed to do mistakes and or to have failures and try again.	C1-5
3 environment for risk	Lots of experimentation		I think we are, we are discussing a lot to be more working more agile. We try and test over and over, so I think it depends but of course you are allowed to do mistakes.	C1-5
3 environment for risk	Failure expected (mindset)		I think there's a lot of pre-studies that never ends in a project. I can't say the percentage. But I can imagine that the percentage of the outcome in the end is not 100%.	C1-5
2 open channels	open communication		I think we have a quite open, open, spoken communication within the team, so I think it's fine. I think that is normal, and you will never find the best solution to start, of course depending on, on the next level. The next step to move forward it might need higher investments of money and then it's a decision taken higher up if you're allowed to continue. Depending on the ideas, depending on the volume, if we can see a market impact it gets a different push.	C1-5
2 open channels	Formalized idea process		we have a process where you have like the idea phase, where people can come up and bring up their ideas, and no matter who you are actually in the company, the person, could be the developer or product manager, but in that forum you are allowed to pitch, and kind of show your idea, but then I don't.	C1-5
2 open channels	Idea process runs often		Every six weeks. Think like seven times a year, then these people have people from sales, so they have people from different positions to give input to see if this could be an idea (inaudible) because if you don't get approval then, normally after that you need to start using some money to make more trials, there is a kind of gate system that you have to be allowed to go through before. This is a specific forum to handle ideas.	C1-5
2 open channels	Sourcing ideas externally		We also collect ideas from outside our business units. So everyone is really allowed to bring in ideas to the company.	C1-5
3 environment for risk	Experimentation encouraged		that they're allowed to try out different things.	C1-5
2 Resources	Resources provided		We have a good environment, we have quite high quality laboratory, we can do internal testing.	C1-5
3 trust	Communication of autonomy and trust		And so it doesn't have to cost that much money and also that they get the time to do it. They have allocated time to, to be able to do this trial. So I think it's from person to person. But of course, you also need to see that your idea is getting somewhere.	C1-5
3 Intangible incentives	Motivation		I think so I think so, if they come up with a lot of ideas that the company doesn't believe in, they're motivation is likely to go down, I think so. So I think they need to see that some of their days actually turns out to be something.	C1-5
2 resources	Get name on patents		We normally bring up, when we, first off since we always try to have some patents on the products and, of course that person gets their name on the patent, if they're also, I think when we launch products.	C1-5
3 Intangible incentives	Promote the developers behind idea		We always want to bring out who's the developer behind the idea to really push that as well so I think	C1-5
3 Intangible incentives	Recognition of creators is important		it's important to really highlight the people behind the ideas, and bring them up	C1-5
3 trust	Communication of autonomy and innovation		But I think the main goal I think is for everyone to have like a specific amount of hours that you should not really allocate to anything specific. It should be time that you can use for creating new ideas and so on.	C1-5
3 trust	Communication of autonomy and trust		But I should say that the people that are working quite a lot with innovations and they take time and they're allowed to take time to work with this level.	C1-5
3 Leveraging people for innovation	Focus on change is on people		If I want to improve it and to make changes to get a better process, I am allowed to bring that up and continue to work with it. So I think it's quite open since we are not that many.	C1-5
2 open channels	Stakeholder management is important		But of course, for me it's more about change management. Yeah, and it's my, what I work with is people. If I wanted to change anything, I know it's not that easy. So, so that is what I'm struggling with.	C1-5
2 Easy Access to Decision Makers	The biggest is getting people on board		and also we are primed right now with a project overall in (Company 1) to raise the majority when it comes to project and how we handle it so that we have everyone on board, because it's easy for me to know exactly what's expected of me as a project manager but we also want everyone included in the project to also know their responsibilities and what is expected from them, so I should say it's quite open when it comes to my point of view. If you don't get product specific, but more about the way I'm working, I should say that I have almost, fee say,	C1-5
3 environment for risk	Request feedback from team members		I can bring up whatever, the problem is not what I say or what I would like to implement. It's more about getting it done, if you have the people on board, to make changes.	C1-5
2 Easy Access to Decision Makers	Open internal communication culture		I think so, I always, when I have my projects, I always have like a "lessons learned" in the end, and I also go through my kind of way of leading the project or, so they can give feedback to me on what is not working. So I can say that we have a quite open culture to raise questions. Unfortunately, we can always do better. And I would like people to often say what is not working, so that we can avoid mistakes. I think it's quite often people take like this is that this doesn't work, or they also kind of talk to me when collaboration between them and other parts of the project doesn't work, they go to me, so I think we are quite open open culture to, to really reach that the goal of the project.	C1-5
2 open channels	Create opportunities for opinion sharing		I think, always when I have this kind of meetings where a lot of people are involved in the project, I always raise the question, try to, have like a round table for everyone to say their opinion.	C1-5
3 trust	Communication of autonomy and trust		And I answer back that the fact is, you have the knowledge here, you should take the decision, I trust you.	C1-5
3 trust	Communication of autonomy and trust		I believe in them,	C1-5

3 environment for risk	Allowed to make mistakes and try things	we are allowed to make mistakes, try it out. What is the worst that can happen, and really get them the confidence to make the decision. That is my kind of leadership. So I have a lot of knowledge. I try not to take over, I try to handle the fact that (inaudible).	C1-15
3 Leveraging people for innovation	Entrepreneurial mindset	Depending on the position. If you're looking for someone to do testing, a development developer or researcher it must be very important. The basis of hiring. So I should say yes. I think it's quite crucial that they have some kind of personality where they are creative, they are willing to take risks.	C1-15
2 open channels	Collaboration with universities and students	They are open minded. I should also that we have a lot of collaboration with the university and students doing their masters at (Company 1) and we see a lot of students involved with a lot of different pre-studies.	C1-15
3 Leveraging people for innovation	Intrapreneurs that leave, leave a hole	When someone leaves the company, if they are in the position to be entrepreneurial and have a lot of ideas, they leave a hole.	C1-15
3 environment for risk	Iteration and experimentation	we are allowed mistakes and we iterate and try and try again and again. In the end, you want to succeed for your own sake but sometimes you know that this is a project where we don't think that we need to try it to explore and maybe that failure will lead to a different path.	C1-15
2 open channels	Regular communication	so there is a lot of talk in the corridors. And then there is a larger team meeting once a month where we bring up different people to share what they are working on right now and the issues they have, and	C1-15
2 open channels	Idea sharing and brainstorming	we also involve each other in different workshops if you need to have inputs or extra eyes on things. I think we are quite close, so everyone knows quite well what everyone is doing.	C1-15

II. – Company 2 Codes

Cluster	2nd-order	1st order	Quote	Interviewee
1 Brand/ethos	Entrepreneurship is a core value		Right now it's just, entrepreneurship is of course, the main thing. As far as that's what we're talking about. But we should also have to get back to you on that.	C2-11
3 trust	Communication of autonomy and trust	People drive their own ideas	Well, I would actually say that entrepreneurial driven is one kind of word that comes to my mind, not only in a positive sense. People actually are really driving their own ideas. So I think we're in a kind of change, right now, where actually ideas or people are able to drive ideas. Feels like before it actually tended to be more project driven management.	C2-11
3 trust	Communication of autonomy and trust	High level of autonomy	because when the idea is driven by the idea creator and within the teams, sometimes the ideas get quite far in the process before relevant parts of organization is involved in the process.	C2-11
3 intangible incentives	Incentivized through encouragement and recognition		The incentive is that it is encouraged, and I think that when good ideas are implemented, regardless of how the process actually came to be and went underway. If the idea is implemented and has a good impact, that is the main thing and that's what actually becomes the story within the company.	C2-11
2 Easy Access to Decision Makers	Manager motivates by listening		Passion is one of our core values as well. Yeah I think that's it. I mean, my manager is really keen to listen in to what we have to say regarding potential improvements and changes and my manager really kind of encourages us to try to improve things.	C2-11
2 Easy Access to Decision Makers	Open minded management from top to bottom		My manager actually listened to it and let's us kind of try it out. So very open minded management and I think that's it from all the top, down to our store managers.	C2-11
3 environment for risk	Encouragement to try things		You could say important culture is to accept people doing things wrong. It's better to do things and do them wrong than to do nothing.	C2-11
3 environment for risk	Consistency is important, but autonomy within that is also important		When working in retail, you need to have some kind of concept and we have a guide, and something to adhere to, of course, so you can't go all crazy. you can do whatever you want, unless it costs above or below this set amount. So we have to kind of ring it. Otherwise, it's not a direct cause I would say that it's up to the manager, team member dialogue to kind of set expectations based on the experience based on competencies.	C2-11
3 trust	Communication of autonomy and trust	Freedom within the set amount of money	I think that my manager gives me enough leeway which, for me, I guess is quite much because I need the leeway to feel empowered in my work, otherwise I would be bored.	C2-11
3 trust	Communication of autonomy and trust	Motivated himself by autonomy	Well, kind of depends of course but I would say that, as long as the thing you do is kind of thought over and you have a thought process behind it, and you can measure it some way. And you can tell why it's wrong and how not to do it, or how to do it better in the future.	C2-11
3 environment for risk	Failure is good if you can learn from it		I would say that it's more than tolerated. You're not actually not promoted by doing mistakes but you will absolutely not be yelled at because you're doing something wrong, where you actually have thought of changing, trying something out and have balanced the pros and cons and all that beforehand.	C2-11
3 environment for risk	Kind and accepting climate- no scolding		If you just do something wrong, of course, that's not tolerated. Yeah, I mean, everything within bounds. So I would say that we're generally encouraged to think outside of the box but you still need to be within some kind of relevant bounds anyway.	C2-11
3 environment for risk	Encouraged to think outside the box within bounds		So we don't have a kind of project, kanban set way of sharing or register experiences so it's still kind of old fashioned way, but of course, the big learnings we actively share within our teams, of course.	C2-11
2 open channels	Organic sharing in team meetings		but I think smaller learnings and smaller improvements, I think still can get stuck between chairs so to speak.	C2-11
2 open channels	Feels system for sharing could be better		No, the thing is that we were expected to do our work, and then if we have anything we would like to experiment the, we need to find the time to do it, so there's no like Google way of having a time or resources.	C2-11
2 resources	No specific time for experimentation		set to do experiment so I would say that there is a kind of mental cultural positive way of thinking, but it's not implemented in a structural way in the processes.	C2-11
3 environment for risk	Culturally positively encouraged		We have also access to intranet and some digital groups within teams and small store teams for area teams and whole countries and so on. Of course, some things get shared and discussed there. And then we have our team meetings.	C2-11
2 open channels	Active intranet sharing		Managers have at least, our manager or retail management, one meeting each month. And then we have at least one meeting, one to one with our store managers, each month. And then we also have our weekly meeting where we, as managers with our countries have a one to the whole team, each week, each Monday. And of course when we are out, I'm on my way to our store right now. When we're out in the stores. We also of course, discuss both earlier learnings and thoughts, but also perhaps find the small ones that haven't been shared in earlier meetings when we get to the store and see that a store manager or a store member, store staff member have done something.	C2-11
2 open channels	Open sharing forums in larger and smaller scales		when the next good meeting, or next good interaction actually happens, then we take it up there.	C2-11
2 Easy Access to Decision Makers	Taken up at convenience		Well, for example the weekly meeting thing is set up as a monologue. That is that me and or my colleague is presenting both the numbers and heads up, and then of course the learnings if there are any such to share.	C2-11
2 open channels	Big meeting is a presentation but people can pitch in if wished		So, most of the learnings and discussion at least in the (Country) team is when we have smaller meetings, or one to one meetings and then we, me and my area manager colleague, takes the information from there to the Monday, weekly meeting, and shares information from there.	C2-11
2 Easy Access to Decision Makers	Usually pitched up in smaller meetings		four of the core values we have passion and ownership, have fun and profit.	C2-11
1 brand/ethos	Core values are entrepreneurship, passion, fun, ownership and profit		So I would say that entrepreneurship is really really important when you hire for positions like this because you need to have that holistic view of the company, and not only drive your part of the business.	C2-11
3 leveraging people for innovation	Hire for entrepreneurship		Yeah, well, we have some internal. I don't know what to call it but trainings. Education is too big a word but training processes, we have some kind of documents, documented training processes to think more entrepreneurial.	C2-11
2 resources	Training available		So, that one of our problems is to actually manage the management of our staff because our store managers meet their staff almost as much as, no they meet them more than I meet my store manager, of course, but it's kind of distance leadership, even though they actually work at the same site.	C2-11
3 trust	Communication of autonomy and trust	Empowering but distant leadership	need high quality materials and because they have been around for such a long time, there is demand for high quality products, so people know that when they come to the store, that what they get is good things.	C2-12
1 brand/ethos	Customer's need for quality at the forefront		There is none that is particularly better than the other one, I would say that the four core values that we have, the six core values. That's who we are.	C2-12
1 brand/ethos	Embodiment of the company culture and core values		That's how we work together, we have fun together. We focus, we do what we're supposed to do. We always have fun with our customers. But, and we do it in kind of a playful way.	C2-12
1 brand/ethos	Fun and customer centric in a playful way		And, I mean, even service minded ways I mean, say that customers come to us usually and they say "oh do you have this, do you have that, can you help me with these things", sure, no problem.	C2-12
1 brand/ethos	Quick thinking customer centricity		I mean when (Company 2) said go for it, do whatever you want, as long as it works for you. I think that's, that's very good. They let us. And not only that, they let us do what we need to do to keep the stores open.	C2-12
3 trust	Communication of autonomy and trust	Autonomy to do what is necessary to keep stores open	No, I always involve my area manager in all my decisions when it comes to the bigger, bigger decisions. I know that okay, this is not a way that we actually should work, so then I always involve him and or whoever is in contact with me, and, and then he might go to one of our other managers, to see if this is okay.	C2-12
3 trust	communication of autonomy and trust	Always have to check in with manager before making bigger decisions	usually I get the yes. But you know sometimes it doesn't work, and that I can understand. But I think it's very important also because if you just do whatever you want and start closing the store early maybe then, that's not our policy, that's not how we are supposed to work and a different solution.	C2-12
3 environment for risk	Ideas are rarely rejected		Oh no, I get response really fast. Usually, maybe within a few hours or so it depends on how big a decision it is, is it a future decision, then it's not in a hurry but usually it's a quick decision. I'll get down to within an hour or so.	C2-12
2 open channels	Quick "pick up the phone" response time		It's not a biggie. Then they say okay, you learned and that's good. It's good that you tried and now we all know what the results is and we'll take learning from this.	C2-12
3 environment for risk	Failure is no big deal, and learning is what matters			C2-12

		you know if you get a lot of no's and then suddenly you don't even want to think yourself. That keeps us many of the managers were before this, salesmen. So they have worked their way up, they have been where I am. Once or twice or so and so they understand where I'm coming from, which makes it easier for me to get something through to them. Because they can see why I'm doing something, you know, or whoever does it.	C2-I2
2 Easy Access to Decision Makers	Leadership experience enhances communication		
2 open channels	Can ask questions on weekly meetings	we have our Monday meetings, we have a meeting every Monday, which makes it quite easy to get in contact with both our area managers, and where we can ask questions. Is this okay is this working out, or is this not okay, where do we draw the line.	C2-I2
2 open channels	Quick and clear feedback	And they're very clear in getting us answers fast.	C2-I2
2 open channels	Inter-store team communication	so we are also able to interact with each other, if we need to ask questions with other stores or something like that.	C2-I2
2 open channels	Intranet with weekly information	we get a weekly info on our intranet. So, and also, there we have chat groups, we have daily info if something is broken, they immediately say, we got this one, take it off the shelf, quickly, so on so we get in, really, really fast.	C2-I2
2 open channels	Fast information distribution		
2 resources	Creative academy learning	Both ways, we have something called let's say Creative Academy, where (Company 2) let's let us try different things that are new on the market, or old on the market that we are going to learn about. And so we need to try these things, and that gives us an idea of how we can work with the materials in a new way, which gives also the staff, or my staff, different ideas that okay, maybe we should try something new with this.	C2-I2
2 open channels	Instant communication about success and failure	So they try it out, and if it works, it works if it fails, it fails. We still give the information on our intranet. We can yes write something small that we try this, it doesn't work, just for information. So then we inform the full company from top to bottom, in what we have done. It's great.	C2-I2
3 trust	They do the creativity things whenever they have time	Whenever we have time.	C2-I2
2 resources	Some things are mandatory learning about the products	There are times that they want us all to do these different courses, it's kind of like the chorus that you do. Okay, now you should do some painting, so now you need to enter the painting Academy, and then we get a certificate that we have done everything and learned everything.	C2-I2
3 environment for risk resources	Took initiative to optimize how things are done	I made a to-do list. In Excel, because I'm a mentor, that means I'm not active in the store all the time, in my store. But to cut myself some slack I need to kind of back off. So I decided to make a list of what they're supposed to do everyday, and they can fill this one out. After that they're free to do whatever is needed in the store, or, other things around selling and that you also need to do. But, so I tried this out, and now I've applied it to, I think it's three stores maybe, that now are trying it out to see what they think. And if it's working out for him. And I hope it does.	C2-I2
3 environment for risk resources	No innovation specific training	No, no training. No, I haven't had any training.	C2-I2
leveraging people for innovation	Takes personality type into account	And I do believe that everybody you learn in different ways and I think that you should find as a manager, I need to find the easiest and most effective way to teach somebody something.	C2-I2
leveraging people for innovation	Leaders should assess what people can give and make the best of it	but my job is to assess whatever they have to give to the company, and make the best of that. And that brings us to a great team.	C2-I2
intangible incentives	Intrinsically motivated to optimize her store	I would say that when I started it was just, for me. But now it feels like it's mystore.	C2-I2
intangible incentives	Recognition for hard work	but they really do inspire us to do even more. Because they do support me in these things, like now when I did this. I tied everything with excel and everything and then I presented it to my area manager and he was amazed and impressed and said that this is awesome.	C2-I2
communication of autonomy and trust	Trust in abilities	Can you get this to work, when, then I'll present it to the rest of (Company 2), and see what they say about it. So, I think, and also that they do use us for, for different things. I mean, and what I'm good at, they'll ask me to help out in, and what somebody else is good at they'll contact you and ask you to help out and I think that's that's very inspiring.	C2-I2
3 environment for risk	A very open environment for sharing	And I think I have actually shared most of them, partly because I like to, not ask permission, but ask if there are any better solutions than the one that I've come up with.	C2-I2
3 environment for risk	Only keeps things to herself if she knows they will not work out	I don't know if I haven't presented anything I'm not sure about that. But if that would have come up, then I think I would have tried it out and then presented it and if it wouldn't have worked out, then I wouldn't have presented it.	C2-I2
creative work place	This mindset is nurtured through type of work and products	I think their mindset in giving good and creative suggestions to our customers would totally die out, it would not work out. That's just the way we are supposed to think. I mean we have to be creative, you get, you have a customer that comes in, "Hi, I would like to make a solar system, what do you have?" I	C2-I2
creative work place	The product creates a creative work environment	So, you have to be creative in our line of work, and if you don't have it, then you will get a question, who has it.	C2-I2
2 open channels	Inter-store collaboration	And if you try for a week or two and you just get back to me on what you feel is not working out for you, I can maybe make the changes and see if I can implement them in all of the other stores as well. So, so that's how I find out.	C2-I2
leveraging people for innovation	People's strengths and weaknesses are looked out for	use people's strengths and also their weaknesses. Because a weakness is still something that you can build on. And I think that it's very important that if you can't do it, then don't ask anybody else to do it.	C2-I2
1 brand/ethos	Job satisfaction	what the goal of this is because the freedom and creativity and inspiration and joy of coming to work every day is not something everybody gets to have, things can be exciting to do, if you just have the right people around.	C2-I2
creative work place	Inspired by workplace	And the one thing they all said is that we love going to work. We love laughing every day and we get inspired, and even if we have a bad day. I mean, you know that if you go to work, you go home, laughing and you're happy and everything is. And I think that's very important that value, every, every person in whatever way you can.	C2-I2
1 brand/ethos	Employees work with their hearts and are happy	And we will work with our hearts. So I think that's also very important. And you see when you enter the store you see that we are happy at what we do and we are engaged in conversations with our customers and we laugh with them, and we might have a sad story.	C2-I2
1 brand/ethos	Family company	It's a family company. That's the term.	C2-I2
2 Easy Access to Decision Makers	Everything is welcome to bring up	Yeah, but that means that nothing is too small to bring up in the board actually, that's the biggest difference.	C2-I2
2 Easy Access to Decision Makers	Everyone is listened to	no one is too small to be listened to.	C2-I2
1 brand/ethos	Entrepreneurship is a core value	we have the core values and one of them is entrepreneurship.	C2-I2
1 brand/ethos	Freedom to achieve the goal however you want	I like that part because that means that everything is okay as long as you do it with respect and you try to hit the goals.	C2-I2
3 environment for risk	Experimental and not scared of trying	I think we, we accept a lot actually and we are very good at testing things. And we see that we have a high level on entrepreneurship, lower down.	C2-I2
3 environment for risk	Sees more entrepreneurship lower in hierarchy	So we actually have store managers who have full of ideas. And, and they are actually been at this than the board, we are good at being on a board.	C2-I2
2 open channels	Everyone has access to the same information	And everybody has the same access so they're posting all the good ideas all the time.	C2-I2
3 environment for risk	Managers interact and react to ideas	the managers, reacting to all the posting and we take some of the ideas and post in the store.	C2-I2
resources	A project to empower store managers	We started a project called Empower store manager so we selected 10 store managers and gave them power to do whatever they want, just everything that made the good for the store so you got a big budget, just to do everything, and they didn't have to do anything by the concept. We just want to test what happened.	C2-I2
resources	Store managers are put on boards to make suggestions and come with input	a lot of different boards that if we have selected store managers who's come with input to the assortment, then they are with us on the assortment meetings so we get their input to it. That's one of the things, yeah.	C2-I2
3 environment for risk	General openness to listen to ideas	But I think that the idea just, just bring it just come. We just do it because we are listening.	C2-I2
2 Easy Access to Decision Makers	Loves being in daily contact with employees	I don't think there's a day in my calendar, when I haven't spoken to a store manager and actually they shouldn't, don't have to speak to me. They just, that's just natural to call me or anyone else in the board. To sell their ideas, or	C2-I2

3 environment for risk	Nothing is off limits to bring up	Yeah, there was no bridge, law no limit for what was okay and what was not okay. I think we believe in all of them they are full of ideas. And we have to accept that they do differently than we thought was the right way to do it	C2-13
3 environment for risk	Never reject an idea, always let them experiment and try it out	And sometimes we think "Oh my God, it will never work." But if you don't give them that respect or that way of doing it then they just stop it. And then they just do what you tell them to do.	C2-13
3 environment for risk	Experienced people from more hierarchical cultures have troubles taking initiative	Yeah, but in Germany they just do what you tell them. Yeah, didn't do anything at all. Yeah, that was a wake up call who can do. Yeah, they all didn't do anything, who was not written down in the manual or concept or anything.	C2-13
3 environment for risk	People have mandate which encourages thinking	And to be effective if you, if you have everything written down in a manual then people just stop thinking.	C2-13
3 environment for risk	Encouraged to be creative and think in new ways	I think just that we encouraged him to do different than the first thought.	C2-13
3 environment for risk	People are not alone. Its a team	Its a lot of things how, how can we do that its no how can you do that, its always we and	C2-13
resources	Managers received money to hire employees for more time availability to experiment	They got extra money for salary in stores, because it takes time.	C2-13
resources	Without resources and time, innovation won't work	Yeah, they have to get the time for thinking differently. So, I don't see you succeed without setting the time for it	C2-13
resources	No training but want to introduce it	We actually haven't done, but that could be the next step in empowering store managers i concept.	C2-13
1 brand/ethos	Experienced difficulty with explaining entrepreneurship ethos	the hardest word to to land was the entrepreneurship, they didn't know what it meant. So we have to, we were forced to explain what does mean when we say entrepreneurship.	C2-13
1 brand/ethos	Continuous reinforcement of entrepreneurial value	So in the beginning we will, we were forced to tell them thats okay. Thats okay. Thats okay, and sometimes we were saying too much, thats okay. Yeah, but otherwise we didn't succeed.	C2-13
2 Easy Access to Decision Makers	Manager is available and a part of the team	Maybe its because I'm always on the floor. I like to be out there, I like to speak with the people I always encourage them to call me or write an email, its never a bad time for calling me and I'm never too busy for good idea. And I Oh, and I call them too.	C2-13
2 Easy Access to Decision Makers	Asks to hear things directly from employees	I just asked directly to the source, instead of through the area manager and then that works I get another point of view. Its just different Yeah, again no filter. Yeah I like that then I can be the filter.	C2-13
2 Easy Access to Decision Makers	Can volunteer information to executives freely	And its the same thing the board nothing is too small for me to knock on the door one thats	C2-13
1 brand/ethos	Founder leading by example	I mean, he goes wild and crazy and he's just he's just he's very creative. Yeah, maybe that's one of the reasons, every product is creative. If you look at our office you will see oh my god, what a mess we have no dress code. There's no rules, or anything, actually, so that maybe you have to. It was a big step for me but when I came from top boy, I liked it better, it was better for me.	C2-13
communication of autonomy and trust	Instant responsibility when joining company	The biggest difference was back in top boy I was still told what to do. In [company 2] they just gave me the goal and then just do it yeah I'll see you in a month. And I think I like that better but its also a big responsibility, and sometimes its a bit scary for some.	C2-13
3 environment for risk	Failure means having tried, which is good	But failures are no problem. Actually I don't like those who never makes failures	C2-13
3 environment for risk	Employees who fail more often are viewed in a better light	So you have to look for those who never make mistakes. Because my point of view is they don't make anything	C2-13
2 Easy Access to Decision Makers	Sees no apprehension to contact her	I don't think so and I don't hope so I really don't hope so. But have you, were you doing an interview with the store managers or the sellers. Yeah, we're having one with, I would like you to ask there actually, I don't hope you will get in that too scary to call the manager	C2-13
1 brand/ethos	100% employee retention	We have almost zero. Wow. But that can also be a problem. But, thats not normal	C2-13
3 intangible incentives	Accredits retention to employees being seen and heard	I think they like to be there I think they like to be seen, I think they like what they do.	C2-13
creative work place	Appreciation for product	And then I think they like all the products, actually. So, the thing we sell, our employees love it	C2-13
creative work place	Employees love the products	you will automatically love the product.	C2-13
leveraging people for innovation	Ask for entrepreneurship when hiring, asks for risk	Yes, I asked for it but its hard to see but you can ask. Its hard to see, but you can look at the previous job they have had. Yes, but we asked for it. And we ask if they like to do risky stuff. Yeah, risky things yes, and we give them sometimes actually we hire them for a day just to be a store manager per day just to check out	C2-13
2 open channels	Gathers input from stores, and found idea for new product	depending on what it is. And differently. Actually we just two days ago, we had in our uniform we gather input for the [location], and they have input to how to be differently and actually we now have a definitely, so I was writing out.	C2-13
3 environment for risk	Higher level management never takes credit for employee ideas	"Thanks to this, the team on [location] We now have introduction, introducing you to a new apron." Yeah, so we give the credit back. I will never take the credit for having a new apron. Yeah.	C2-13
open channels	Pushes for short implementation times	The idea came I got a chat from a seller. And since hes sent, And I just send it over to the company makes aprons. The process is very short	C2-13
1 brand/ethos	Culture is the reason. People just want to share ideas	its a culture I think. So its nothing that I think about Monday morning, how do I encourage you to blah blah blah, are just very they have, they have always been doing it.	C2-13
communication of autonomy and trust	Instant responsibility	And then I think that I think we give them a responsibility for day one, to show them that thats okay to do, but do it differently	C2-13
1 brand/ethos	Mentored in the way of the company	We put a mentor on one or some of the best store managers, mentoring them for half a year. So I think it comes through that. Also, its not just top down. So the onboarding is not perfect because actually we have the onboarding on this strategy for next year. We want to be better, but its already good. Maybe a lot comes from the onboarding when you go along with the another store manager. And its not that scary to ask	C2-13
3 environment for risk	Board members are also ideators	When we have a meeting, there's always one of the, one of the people who have another way of doing it. Have another perspective or they have done something at home or look at this bla bla bla, and then it goes that way.	C2-13
1 brand/ethos	Founder still involved and calls the store	And he also called store managers and ask him, I have seen something out for [woman magazine].	C2-13

II. Company 3 Codes

Code	2nd-order	1st-order	Code	1st-order
1	Brand/ethos	Comparatively employees in	1	Brand/ethos
		Combine abilities and resources in new ways		
2	Easy Access to Decision Makers	Streamlined process around product innovation	2	Easy Access to Decision Makers
		Slow product lead time with a very structured process		
2	Open channels	Innovative ideas are bottom-up	2	Open channels
		Idea sharing is an organic, but encouraged process		
2	Create work environment	The product and office environment trigger innovation	2	Create work environment
		Awareness of metrics and their influence on innovation		
3	Leave people free to innovate		3	Leave people free to innovate
		Idea and decision making is open forum		
2	Easy Access to Decision Makers	No resistance to finding good products + quick decision making	2	Easy Access to Decision Makers
		Specific leadership training is still to be encouraged		
3	Empowerment for risk	Encourage to pitch crazy ideas	3	Empowerment for risk
		Team is encouraged to challenge leader or embed into the process		
2	Resources	Take time to use the product to be created	2	Resources
		Team focuses on embracing brave ideas		
3	Empowerment for risk	Freedom, not tied a lot	3	Empowerment for risk
		Rarely any in the way's get in the way		
3	Empowerment for risk	Enterprise in mind set	3	Empowerment for risk
		Subjectively, think we have a lot of freedom		
1	Brand/ethos	Strong sense of collaboration	1	Brand/ethos
		Only motivated as we bring in the ways		
3	Empowerment for risk	Wait people to take more risk	3	Empowerment for risk
		Try to move away from perfectionism		
3	Empowerment for risk	Clearly stating that failure is an option	3	Empowerment for risk
		World says we're easy and organic, where we have multiple check ins in a week, where we'll say, 'wouldn't it be good if we did this and that, and then somebody else might say, yes, but it's maybe so and so. So, there's that one element. The other element is trying to get things sorted so, so there's a delivery to make sure the team.		
1	Easy Access to Decision Makers	Approachability and accessibility	1	Easy Access to Decision Makers
		Open organic starting points		
3	Empowerment for risk	Encourage taking risks and being brave	3	Empowerment for risk
		Right so, it's a company that has what always call it, it's like a 'puncher brand. It's a very interesting brand. It has the words 'puncher' in the name, but it's not a 'puncher' brand, mainly the 'puncher' type of people who are not necessarily the people who are the most robust in the brand, the ability of the brand to permeate in markets where we're not necessarily previously been. And then for the organization, it's into adapted a very unique and a somewhat situation.		

1 brand/ethos	Company ethos is a driving force for adaptability	It is a question of not being lackadaisical about any of the things that we do, going out there and being able to change to the environment, change to the specific needs that, and now I need to differentiate again between the customers and the actual consumers.	C3-II
1 brand/ethos	Customer focused innovation	You know, so a lot of this innovation is driven by sensing what is happening out in the world and then adapting to the changing circumstances.	C3-II
1 brand/ethos	Not very focused on internal innovation	Where I personally think we could be better, is on the innovation, focusing on the internal workings of the organization, the efficiency drives, the ability to do change management quicker, etc, those are the areas where I think we potentially have the opportunity	C3-II
Communication of autonomy and 3 trust	Wants to ensure that people are heard	but is that people get frustrated when they feel they're not being heard.	C3-II
2 open channels	Wants to create a way for people to be exposed to other people's ideas	It might not be relevant to you but the rule of play is that you will look through what you get, and see if there's anything else that stimulates your thinking around the concept, at least of a cargo bike.	C3-II
2 open channels	Believes there should be a better way of evaluating ideas	the trick is being able to say whether this thing is going to work or not.	C3-II
2 open channels	No way to get information	Where previously you were able to get to information on a personal level because there was a relational element. Now it's behind firewalls.	C3-II
2 open channels	Values idea sharing	creativity is one of those things where if I give you an apple, you've got one apple, but if we each have one idea, and I give you that idea we each have two ideas at the end of that, and that's, that's the power in ideas, and that's what we need to capture.	C3-II
2 open channels	Ideas are shared organically	It has something to be said for it. In the sense that it allows a very very consensus driven decision making process.	C3-II
2 open channels	Insufficient information and knowledge sharing	It's not somebody would know somebody else that has had a similar problem or a project that is adjacent or native to this, taking that then as a base from which to have that discussion. And maybe just because of the fact that I work relatively close to the top of the triangle	C3-II
3 Intangible incentives	Entrepreneurial mindset	Yeah, I love bounding ideas and concepts and very opaque thinking and crystallizing that into something concrete. So for me, it's very much self motivated.	C3-II
3 Intangible incentives	Internally motivated	I don't need organization to do that. I sense a problem and I just start trying to figure out can I do this. It's a very sort of engineer's mentality	C3-II
2 open channels	Collaboration driven ideation	It's just one of those things that you alluded to earlier when you talked about the company culture. The current company culture is collaborative.	C3-II
3 environment for risk	Team-work and collaboration	And maybe that's also how we get motivated is actually this collaboration.	C3-II
2 resources	Resource restraints are a barrier for innovation	And I'm going to differentiate between the two because the one is skills and it depends on the level of skills that you need.	C3-II
2 open channels	Network driven idea development	And in the process we might not have direct access to the resourcing funding this is now, but we would be able to connect you with the person that has the funding.	C3-II
1 environment for risk	Collaboration	Or we would be able to mature the business case to a level where, because we know those requirements we would be able to actually put that on the table of the right person that you socialize, going back to that concept again. That you go through and socialize it.	C3-II
3 Intangible incentives	Time incentives rather than financial	So those sort of incentives in time, so now stepping away from the skills and resources, but time is highly powerful. I found that, you know, especially when it comes to creative people, especially when it comes to people who are intrinsically motivated not by money or power. Those are the things that actually make the difference.	C3-II
Communication of autonomy and 3 trust	Almost complete autonomy	It's few and far between where people will not allow you to at least try something. So, as long as it doesn't impact the business as long as it doesn't impact your day to day work etc etc.	C3-II
2 Resources	Resource lack is a barrier	And, and inance, so budget. Resourcing, simply because we are an organization that tends to have very high aspirations, and therefore there's a constant need for highly skilled people.	C3-II
3 environment for risk	Openness to ideas	Good ideas are not, does not get pushed to the side because of a money issue. Yeah, it's nine times out of 10, resourcing and skills.	C3-II
1 brand/ethos	Ethos drives experimentation	I will say that people will allow you much more leeway to experiment, than most organizations and it goes back to this [creative] philosophy.	C3-II
2 Easy Access to Decision Makers	Have an idea and instantly try it out	You know if you want to do, it's almost an agile way of working, if you want to improve something, go and try it and then come back.	C3-II
communication of autonomy and 3 trust	Instant trust in skills	Yet, it was one of the first things that I was able to do was to try ideas into, you know, a minimum viable product, right, get it into a proof of concept, etc, etc, and some of those work and some of those don't.	C3-II
communication of autonomy and 3 trust	Autonomy and tolerance of failure	I think the fact that somebody like me can be starting up, outside of my day job, elements that might or might not work, or that I mature to a level where I then connect with somebody else, to me is a very good indicator that there is a tolerance level.	C3-II
3 Leveraging people for innovation	Entrepreneurial mindset	And he said well, we actually encourage that sort of thinking, we actually want people, not necessarily to have a night job, he was very clear on that, but, to ask questions to be open to sparring with other people on concepts	C3-II
3 environment for risk	Bravery is desirable	what have you done that is brave. What have you done that is that is insightful, what have you done, etc, etc. It's intrinsic in our DNA that there's an expectation that you will do these things.	C3-II
3 Intangible incentives	Experimentation outside of work	Yeah, yeah but we have, we have very full days. Yes. So this is why I sort of still jokingly refer to a lot of these things as my day job, because sometimes it will just happen, that you know	C3-II
2 Easy Access to Decision Makers	Past experience is opposite type of workplace	It's the chain of command, quite long. You know, nothing, nothing, nothing moves, unless it's been kicked off by the CEO. Anything and everything that you do has a list of stakeholders as long as your arm. And everybody feels that they are entitled to know everything and give you their opinion and further, the manager also tells you how to do your job.	C3-II
2 Easy Access to Decision Makers	Openness and approachability	sorry I didn't answer that earlier, but there is a company culture of approachability. And you know, it doesn't matter who you are, if somebody needs to speak to you they will. So that's not an issue. There's no prevention of information flow.	C3-II
2 resources	Belief in investing in good ideas	Much more strategic, much more forward looking, and much more willing to invest in good ideas, because they are not watching the stakeholder report in the next quarter. We are now currently doing investments which will only bear fruit in, maybe five to 10 years, but it will fundamentally change the way in which we are positioning ourselves and that absolutely is not even negotiable.	C3-II
2 open channels	Idea and failure sharing through word-of-mouth	Word of mouth, mostly	C3-II
2 resources	Innovation training is offered to people	Yeah, it's something that's offered to other people.	C3-II
1 brand/ethos	Company ethos drives the entrepreneurial mindset	people get into the (Company 3) mindset.	C3-II
1 brand/ethos	Creativity and discipline	[company 3] is a very creative organization and I think we see that both the products, the develop, but also I think in how the brand and it's been presented over the last few years.	C3-II
1 brand/ethos	Internalized mission to work for the brand	I mean, people work here because it is a mission. Not just a job. It's true. There are a handful of those companies in the world as lucky experienced one other. I think most people go through their lifetime without experiencing one. And [company 3] is one.	C3-B
2 creative work environment	Environment triggers creativity	I think it's inspiring and you feel it in the hallways and everything that we do.	C3-B
1 brand/ethos	Strong customer centricity	there's so much focus on [consumer] and around their well being and what's right for them. I think we probably, people don't realize we say no. We have had unique invitations to interesting commercial partnerships. We've got unique business opportunities that could turn [company 3] into a massive company, if you wanted to, overnight. We've selectively not done it because we keep our mission strong to us, which is probably related to the fact that we are a family owned business.	C3-B
1 environment for risk	Collaboration and consensus	(audible) We are interested in family values. Now everyone would like their decisions as a group as a team, we don't like people to make decisions on their own. coll ectively this is on your own, just take your time, visions,	C3-B

1 brand/ethos	Entrepreneurial mindset	I mean I've experienced that recently where I've done a few things that just make complete sense. And have, had I brought it to people ahead of time and showed it to them it would have been fine. But I didn't, I just skip the line and went just went straight for it, but I smashed a wall and then I walked back. And I think, you know, it's so it wasn't a good lesson.	C3-B
3 environment for risk	Communication and transparency	. We're also communicating that very much in that context, and I clearly and often and repetitively.	C3-B
3 environment for risk	Safety	is that we are over communicating, we are creating a safe space for us to innovate	C3-B
communication of autonomy and 3 trust	Goal over process	Yeah, we don't really care about the process and how you get there just, you know, it's when you get there, that's important. So now it's more kind of outcome driven versus, like, what's the process we're doing to get there. Oh, it's a little messy.	C3-B
3 environment for risk	Embracing creativity and messiness	Because innovation and doing new things and creativity is a little messy, or dirty is a little bit like you know what it's more disappointing than it is happiness. Happiness is when you finally have a eureka moment, because you have figured something out and then you move on from there. But until that happens, it's a lot like, for lack of a better word, S.H.I.T.	C3-B
3 leveraging people for innovation	Considers culture and personality type to understand people	What I've seen clearly is, it really depends on the person and their personality	C3-B
3 environment for risk	Giving people the confidence to be brave	So it's about giving people the confidence, you can't just go innovation school, there are methods and toolkits and we can teach you those toolkits and methods and you could, you know there's 20 versions of it but at the end of the day it's how you decide to approach the problem. When you decide to throw yourself into it, anyone can have a framework and apply a framework.	C3-B
3 Intangible incentives	Giving credit	I think I think individual leaders are trying to promote that behavior or trying to incentivize that behavior through other ways to do that through exposure. Yeah, right. There's someone on my team here with a really cool idea about, he came into the ELT and presented, you know, and I just sat back and enjoyed the show. And I think that's what people do to incentivize, I mean how empowering it is, this was in a very senior meeting	C3-B
2 open channels	Organically sharing learning and failures	I think it happens in an informal way, it goes back to what I said earlier, some of the advantages of over communicating and a big group of people to make decisions is that you also have good history books that go with it, each person is a history book of their last 5-10-15 years at [company 3] and their past experiences so when you would use you know say hey what do you think about doing that, and I figured this out accidentally, suddenly went to people who say oh you know what we did this a couple of years ago and this happened, okay.	C3-B
2 open channels	Need for information access to be optimized	Speaking of, like, we don't have access like I mean, if I want a file, like if I want to look at a file of something we did two years ago like a PowerPoint presentation or or insights report or anything at all like, unless the person still works for us and I know them and somehow I can track them down, but there's no depository.	C3-B
2 open channels	A very helpful openness	It's been super helpful just to get that level of openness.	C3-B
2 resources	Learning and training available if wanted	Think it's more self directed. Well it's out there. We've got subscriptions with all sorts of companies, learning and development like LinkedIn Learning and now I have a list of 20 of them you know so I think I want to get into online courses and innovation, design or designer product design. There are no issues, they're there.	C3-B
3 leveraging people for innovation	Hires diverse teams	Here, and the three of them are all that's left and the new members are completely different, and different from each other, and radically. One is from this big consulting firm who chose to show up on this first day with a navy blue suit and a tie, you know, this other guy I mean if I didn't tell him not to wear shorts he would wear shorts. And very different personalities and guess what, and the two of them actually get along really well together. Some of the best ideas come from them getting in a room together and working together for an hour, and figuring out a problem.	C3-B
2 Easy Access to Decision Makers	Feels innovation teams need more mandate	It's actually keeping really close to the CEO. The CEO, and the CEO and the only person who can judge it, presuming the CEO, obviously, I mean if the CEO would presume that he is or she is an innovative mindset CEO themselves, it's about allowing things to happen, giving the space, having just having to say "oh the CEO wants it".	C3-B
3 leveraging people for innovation	Spends time trying to change people's mindset	I think it's all about mindset. There are ways to change people's mindsets in organizations, I think we need to spend way more time doing that. Rather than train on specific capabilities, it's really about changing the mindset of people.	C3-B
1 brand/ethos	Company values are important	that is, it's very supportive. I certainly [company 3]. The idea of living up to the [company 3] values is very, very strong and in the right place strong, but it's almost. It is built into what is a very supportive environment, because I've been completely onboarded virtually remote, it's	C3-B
3 environment for risk	Supportive environment	I still feels really supportive. I feel pretty good about the team. So, yeah, maybe,	C3-H
3 environment for risk	Different from other companies	it's a big departure from the previous company that I come from. So, it's good.	C3-H
1 creative work environment	Office is built to trigger creativity	I don't know if you've ever been to the office, there's just so much that inspires you and triggers creativity. As adults, we feel that every, every room is like, it's like, take your breath away.	C3-H
3 trust	Immediate responsibility	I was dropped into two significantly large pieces of work.	C3-H
3 environment for risk	Supportive	so the help that's been provided in terms of this is how it's done in [company 3]. This is how we do things to keep our values aligned.	C3-H
3 environment for risk	Pleasant and kind environment	Those are very real experiences of how it is communicated, people will take you through. And there's never a moment in history where people have become upset, I'm sure they did.	C3-H
3 environment for risk	Strong group cohesion	And even when they do get upset, a different way. It's not competitive.	C3-H
3 environment for risk	One team	I've seen one team, I haven't seen one [company 3] in action, maybe we're about further away from that, but got one team.	C3-H
2 open channels	More than one forum for sharing ideas	so, we have a few different forums.	C3-H
3 environment for risk	Team meetings are an open forum	We have fortnightly meetings. And those. It is literally nothing is off the record, nothing's off the shelf, to discuss what piece of work we're working with.	C3-H
3 environment for risk	Smaller more intimate groups with more detail	Then we have smaller transforming groups. So these are more tighter, where we actually discuss what are some	C3-H
2 open channels	Discuss both fun things and challenges	challenges and some of the amazing things we're working on. The fun thing, all of this.	C3-H
2 open channels	External partnerships	also collaborative thinking external partnerships that are brought into the team.	C3-H
2 resources	Ongoing learning sessions	learning sessions, learning things and all of that goes on.	C3-H
3 environment for risk	Open-mindedness	And unless an idea is really revolting, it has never been struck down, at least so far I haven't seen it.	C3-H
3 environment for risk	Very encouraging team leader	my team leader, he is very very encouraging.	C3-H
2 open channels	Open forum	And the way he does that is he opens up the forum, the forums it's all about the people. It's about people.	C3-H
3 Easy Access to Decision Makers	Flat organization	So we are a fairly flat organization. You don't have too many layers and hierarchy here. That being said, it's particular to the project that I'm okay because it is a highly confidential project.	C3-H
communication of autonomy and 3 trust	On significant projects they need to check in	So the implications of that are fairly severe and significant. Sure. And because of that, it's just, I check in, and not just me	C3-H
communication of autonomy and 3 trust	Ongoing check-ins to be on the same page	the rest of us, to kind of make sure that we're all making sure we make the right decisions, the right calls.	C3-H
communication of autonomy and 3 trust	Less significant project give total autonomy	So that was the other project which, again, I had total autonomy in what I do.	C3-H
communication of autonomy and 3 trust	Trust in abilities	just means that I, because in my area of expertise people believe I know what I am doing and what I am talking about.	C3-H
communication of autonomy and 3 trust	Small steers to align with goals	So it doesn't fit in with the goals of the project and what is trying to be achieved. You get a little bit of a steer.	C3-H
communication of autonomy and 3 trust	Accountability	but it is a high degree of autonomy but also accountability	C3-H
communication of autonomy and 3 trust	Steers to goal	more in terms of dealing with it before it becomes a failure.	C3-H

3 environment for risk	Ideas are never rejected, they're reapplied	And I think when I was bringing in my outside perspective because it was just so fresh. I was guided in along with support saying "hey this is how we will do it for this particular one", why don't we try this way for the next one. So this is done in a very supportive way. Almost coaching.	C-3-14
3 trust	Work towards the goal. Not process	we're now trying to explore more ways to incorporate Agile ways of working. And we as a team we're all learning, trying to get certifications and things like that. So that's a clear indication that we are encouraged.	C-3-14
2 resources	Free day to experiment a year	days around the world where we are encouraged to just play and have fun.	C-3-14
2 open channels	Exposure	And we also have days where we can shadow	C-3-14
2 resources	Learning model	and we have the 70, 20, 10. So I know there is definitely an attempt.	C-3-14
2 environment for risk	People stay for a long time	You know that the people have been here for like 20 years 25 years 30 years, and they will clearly tell you that they moved around the organization and that's why it's been so fresh for them.	C-3-14
2 open channels	Free career paths	That they don't feel the fatigue of working, because think about it [the product] hasn't changed that much. Now, people have been here so long because there's always new ideas. There's always new opportunities. There are new avenues to go and try out something that you're interested in.	C-3-14
3 Intangible incentives	No monetary rewards for experimentation	I can't say that there are monetary rewards,	C-3-14
3 Intangible incentives	Social incentives	it's great fun because we did an online virtual cooking session, really small, incentives, now we're going to be more innovative and those kinds of things.	C-3-14
3 Intangible incentives	Recognition	I think it's not so much about the reward, as it is about recognition. And I know that when they have leadership seminars and things like	C-3-14
3 Intangible incentives	Symbolic rewards	you can see that people are like "oh I just got this new [product], which is just off the shelf, as an incentive. And that's, that is an incentive because it's, you want it. "We've come up with something clever, fun and innovative."	C-3-14
3 leveraging people for innovation	Diverse backgrounds	I can clearly say that within my team we have no two people who are similar, or from similar backgrounds, all come from different strengths to the table.	C-3-14
3 leveraging people for innovation	Looking for entrepreneurial mindset	I remember that the focus of the interview was in terms of where have you done this before, but about how have you done this before, and how is it different. It was clear that they were looking for how you thought around the problem, how you have done something that hasn't been done always. And even the competency based interviews more	C-3-14
1 brand/ethos	Emphasis on creativity	and creativity is a, is a big deal. And it's not just a good deal in terms of saying it is a value for sure within the company,	C-3-14
2 creative work environment	Creativity everywhere	but it's also just in terms of the physical environment of the office itself. (C-3-14
1 brand/ethos	Constantly searching for ways to improve	but I can just tell you that my colleagues will tell you what they are constantly looking for. It is probably the same thing, program project members are looking at the process and asking if this has to be done the same way, can be something more efficient. So, that mindset is fostered.	C-3-14
1 brand/ethos	Motivated by company ethos and products	I think it's the very ethos of the company. While it started, I mean, like I said, the [product] is at the heart of everything you do. But how many ways you can use it is, is amazing. There's countless possibilities. And that's the thing that is most exciting. And I also think that it's about looking at the people who inspire us.	C-3-14
2 brand/ethos	Customer observation and learning	So it's the [consumers]. There's a lot of Let's look at them. Let's see what we can do when we have people like we've seen stuff with people like them coming in so we can observe and learn from them.	C-3-14
2 open channels	Management issues do not come through to stifle creativity	Again from what I've read and seen and heard I don't think that they allowed it to come through too much.	C-3-14
1 brand/ethos	Innovation to serve customers	Because it is innovation but innovation with a purpose that meets the fact that we're able to bring up new things better things in line with consumers and customers want.	C-3-14
3 environment for risk	Ideas not rejected, reapplied	Like I said earlier, even if there is an idea which seems "not right now", you will get the responsive "Okay, maybe not right now because it doesn't fit this". Sure we can try it sometime else.	C-3-14
1 brand/ethos	Innovation is new but with customers at heart	I think it just needs to be something that keeps us thinking differently, but at the same time meeting the needs of the [consumers] that we are trying to cater to not just the [consumer group 1] but also [consumer group 2], so to them as well.	C-3-14
3 Intangible incentives	Innovation attracts the right talent	internally, if you turn it inward, it's also about making things interesting enough to attract the right talent into the company. It has always been with an agent. If we chose to do things the way we have always done, I don't think we'd be here. What do we look at internally what can change, what can we improve, what can we progress with. That's the innovation that's going to keep the company up to date.	C-3-14
3 Intangible incentives	Room to innovate ideas and not just products	but it's also interesting to innovate, trying to innovate, ideas, not just products. That's really really interesting for us, for me.	C-3-14
3 Intangible incentives	Enterprise vs personal level	Money and bonuses, that's at an enterprise level but we talk about how we help people feel that they are doing the right thing.	C-3-13