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Glasbeek, L.

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vuresearchportal.ub@vu.nl

APPENDIX A

Guiding Questions for the Semi-Structured Face-To-Face Interviews

Current affairs

- What are the biggest problems or challenges in your company at this moment?
- How do you go about solving or addressing them?
- What matters do you need help with most urgently?
- How do you describe the environment of your company?
- What resources do you need in the coming year to remain a going concern?
- How do you obtain them?
- Do you face any issues with that? Why?

Innovation

- How do you understand the term “innovation”?
- How important is it for your company to come up with new things (products, services, working methods)?
- For whom are these new things?
- Describe how you come about new products/services/ways of working?
- What works well in your approach? How do you know it works well?
- What does not work well? Why?
- What are the implications of such problems? Please explain.
- Is your approach to innovation changing over time? Why and how?
- How does your company’s environment help or hinder innovation? Please explain.
- Do you face entrenched patterns/lock-ins of any kind? If so, which? How do you deal with these?

Social impact

- How do you know whether innovation was successful? Successful for whom?
- How do you measure the (social) impact of your innovative products/services?
- How have you come up with this approach?
- What do you do with your insights into your company's (social) impact?

Closing

- Do you feel we have missed anything?
- Which parts of the interview were most valuable to you? Why?
- What other sources (e.g., sector-specific reports) should we also look at?
- What other people or organizations should we speak with, mainly because they see things differently?
- May we contact you again for a follow-up interview?