Appendices

Appendix A (Chapter 2)

Interview Protocol

1. Please tell me about your job. When did you join this organization?
2. What did you do before? Please tell me the story of your career so far.
3. What are your career goals and motivations? What do you do to achieve them?
4. How do you develop yourself and your career? Please give an example.
5. What does work mean for you?
6. Please tell me about the organizational change happening in the organization.
7. How do you experience this organizational change?
8. What do you think about the employees’ participation in this organizational change?
9. How are you involved in the change process?
10. Why are you (not) participating in the change process?
11. How does this participation influence you?
12. What are you already doing or going to do to make the organizational change a success?

Appendix B (Chapter 4)

Interview protocol (Pilot Study)

Mission, goals and strategies

1. Can you tell me about the mission, goals and strategy of your organization?
2. How are the goals and strategies of your organization established?

**Resource allocation**

3. Can you tell me about the allocation and availability of resources, such as time, information technology and creative people, in your organization?

4. How much of the budget does your firm spend on R&D?

**Structures and systems**

5. How would you describe the structure of your organization?

6. How would you describe the environment of your organization?

**Organizational learning and knowledge management tools**

7. How much support in there for flexibility and experimentation?

8. How do you take risks and handle failures?

9. How do you generate new ideas? How does innovation happen in your organization?

**Culture**

10. Can you please describe the culture in your organization in terms of a) autonomy, b) motivation, c) risk-taking behavior, and d) reward & recognition systems?

**Interview protocol (Second-Stage Study)**

**Individual**

1. How would you describe your occupation and the work that you do in your company?
2. On a scale from 1–7, 1 “not at all similar to you” and 7 “very much similar to you,” how similar are the people in the following paragraphs to you? Why did you choose this rating?\(^{18}\)

[Calling Orientation]: For Category A people, work is one of the most important parts of life. They are very pleased that they are in their line of work. Because what they do for a living is a vital part of who they are, it is one of the first things they tell people about themselves. They tend to take their work home with them and on vacations, too. The majority of their friends are from their places of employment, and they belong to several organizations and clubs relating to their work. They feel good about their work because they love it, and because they think it makes the world a better place. They would encourage their friends and children to enter their line of work. Category A people would be pretty upset if they were forced to stop working, and they are not particularly looking forward to retirement.

[Job Orientation]: Category B people work primarily enough to earn enough money to support their lives outside of their jobs. If they were financially secure, they would no longer continue with their current line of work, but would really rather do something else instead. To these people, their jobs are basically a necessity of life, a lot like breathing or sleeping. They often wish the time would pass more quickly at work. They greatly anticipate weekends and vacations. If these people lived their lives over again, they probably would not go into the same line of work. They would not encourage their friends and children to enter their line of work. Category B people are very eager to retire.

[Career Orientation]: Category C people basically enjoy their work, but do not expect to be in their current jobs five years from now. Instead, they plan to move on to better,
higher-level jobs. They have several goals for their futures pertaining to the positions they would eventually like to hold. Sometimes their work seems a waste of time, but they know that they must do sufficiently well in their current positions in order to move on. Category C people can’t wait to get a promotion. For them, a promotion means recognition of their good work, and is a sign of their success in competition with coworkers.

3. Please tell me a story of how you came to be involved in the video game industry with particular attention on any key milestones, events, or decisions along your career path. What led you to get involved in this work? Why do you do this work?

4. What is the best thing about being involved in this work?

5. What is so special for you about the work that you do?

6. Have you ever thought about what it would have been like if you pursued a different occupation/were doing a different type of work? What would it be? Why would you pursue this you particular occupation/work?

**Organization**

7. What makes your company special/different from other companies? What does your company strive to be known for?

8. How do you balance/combine your creativity and business goals? What role does creativity/productivity play in your business strategy? What role do customers play in your business strategy?

9. How does the process of developing games/entertainment products/services and their commercialization take place in your company? Please elaborate on the link between the product that you make and market/customer demands.
10. What is the most important thing for you to consider when deciding to develop a game/entertainment product/service, and why? What would make you decide not to develop a particular game/entertainment product/service?

11. How do you manage developing your own games and doing work for hire? Where does the company’s priority lie?

12. What kind of games/entertainment products/services does your company make? What is so special about them? What message or meaning do they aim to translate to the user?