

9. Appendix

9.1 Interview guide

- 1) Innovating company's knowledge and networks relevant for the innovation
 - Could you generally describe how the company has grown in the sector over time?
 - What rendered the entry into or involvement in the sector difficult? What made it easier?
 - What is the importance of collaborations with external parties for the company?
- 2) Main barriers to introducing the innovation into the sector
 - Why was the project initiated?
 - What were the greatest barriers to introducing the innovation into the sector?
 - To what extent did you try to protect the innovation against competitors?
- 3) General overview of the project work
 - Of which tasks were you in charge during the project work?
 - What were the objectives of the project?
 - Could you describe the progress of the project work? (Duration, phases)
 - What were the biggest challenges?
- 4) Daily collaboration with colleagues or other internal departments
 - What knowledge was particularly important for the project? What knowledge were you able to draw on internally?
 - Who are your most important contacts internally (for example colleagues, other departments)?
 - What knowledge did those colleagues or internal departments provide to the project?
 - What were the greatest challenges in cooperating with those internal contacts?
 - Can you give examples of how you collaborated with those internal contacts?
- 5) Daily collaboration with external partners / organizations
 - For which tasks are you working particularly closely together with external partners?
 - What knowledge do bring these external partners to the project?
 - Where do you see the biggest challenges in using their knowledge?

- What factors encourage or make it difficult to use their knowledge?
 - How was the collaboration regulated (by contract)?
 - What, in your view, were the greatest challenges in collaborating with those external partners?
 - Could you give examples of how collaboration with external partners proceeds?
 - To what extent did the collaboration initiate technological innovations or lead to internal knowledge generation?
 - To what extent could the external partners access your internal knowledge?
 - To what extent did you protect your internal knowledge from unwanted intrusion by externals?
- 6) Retrospective assessments and outlook
- To what extent did the project touch national or international industry standards?
 - To what extent did the project work differ from other customers, projects or industries you were previously involved in?
 - To what extent would you reconsider the way in which the collaboration with external partners is organized in the future?
 - Key performance indicators (employees, sales)