

## 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)