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Understanding the heterogeneity of corporate entrepreneurship programs

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Appendices

In this part of the thesis, the following six appendices are covered.

Appendix 1: Guideline semi-structured interviews

Appendix 2: Overview additional data

Appendix 3: List of definitions of terms used to describe research quality

Appendix 4: Overview prior studies using multiple design elements to describe CE programs

Appendix 5: Description of the 138 element characteristics belonging to the design elements

Appendix 6: Morphological box for the venture builder

Appendix 1: Guideline semi-structured interviews

Key theme	Sample questions semi-structured interviews
Personal Background	• What is your educational background? • What is your career track until your current job at the CE program? • Can you describe your current role at the program? • What motivates you to work in an entrepreneurial context within an established company?
CE program's Background	• When was the CE program initiated? • What was the motivation of the company to start the CE program? • Who was the main driver for starting the program? • How many people are working in the program and what are their roles? • Did you have major adjustments in the structure or the strategy of the CE program?
Objective & performance measurement	• What are the objectives of the CE program? • How is the performance of the CE program measured? • Do you have concrete KPIs? • How are you controlled/steered by the management? • Do you have special routines to interact with the corporate management?
Organization of the CE program	• Where are you located in the companies' organigram? • Are you organized as an own legal entity? • What were the reasons to organize the program like it is? • Do you have different processes or rules than the core organization? • Which processes and rules are different, and why? • Are there additional CE programs or innovation units that are organized differently to the core organization?
Mode of operation	• What are the tasks/activities to run the CE program? • Can you explain the process of the program and the stages? • How many projects are being supported by the CE program? • Can you give me a rough number of the innovation funnel? (How many projects are at the beginning, how many "survive" all stages of the process?) • What type of support is offered to the innovation ideas within the program? • With which departments or units does the CE program primarily interact? • Do you work closely with other CE programs? • How does the collaboration look like and are there any synergies?
Value creation and impact	• How many new businesses or products have been developed by the program? • Did the activities of the CE program lead to changes in processes, structures, etc. within the core organization? (Spill-over effects from the CE program) • Are there any additional effects the CE program has on the core organization that were initially not intended? • What is a successful project in your understanding? And how is the success rate of the CE program? • What factors were critical for being successful? • How would you rate the success of the CE program from your perspective (ranging from 1-10)?

The interview-guideline presented in the table below covers examples of questions to illustrate the topics discussed with the interviewees. Since the interviews were semi-structured, we did not always follow the order presented in the table but the interviewees' answers and topics to ensure that new themes could still be observed.

In addition, the questions were adjusted on the interviewee's choice of words to minimize the influence on the answers. Meaning, if they used a specific word to describe something, e.g., "*we were seen as an alien within our organization",* we used to word "alien" to follow up. When new topics did arise, we did a follow up to understand them in full detail. These follow-up questions are not covered in the table.

Appendix 2: Overview additional data

Case	Company	Interviews	Follow-up messages	Homepage / Social Media	Publications / Presentations	Scientific Publications	Internal Documents
1	A	1	x	x	x		
2	B	1					x
3	B	1	x	x			x
4	C	1	x		x		
5	D	1	x				
6	D	1					
7	D	1		x			
8	D	1		x	x		
9	D	1	x		x		
10	E	1		x			
11	F	1		x	x		
12	F	1	x		x		
13	G	1	x		x		
14	G	2	x	x	x		
15	G	1		x	x		
16	G	1		x	x		
17	H	2*		x			
18	H	1		x			
19	H	1		x	x		
20	I	1		x			
21	J	2*	x	x	x		
22	J	1	x	x	x	x	
23	K	2*	x	x	x		
24	L	1		x			
25	M	1		x			
26	N	1	x				
27	O	1					
28	O	2*		x			
29	P	1		x			x
30	Q	2*					

Case	Company	Interviews	Follow-up messages	Homepage / Social Media	Publications / Presentations	Scientific Publications	Internal Documents
31	R	1					
32	S	1	x	x	x		
33	S	1	x	x			
34	T	1	x	x		x	
35	T	1		x			
36	U	2*		x			
37	V	1	x	x			x
38	W	1		x			
39	X	1		x	x		x
40	Y	1			x		
41	Z	2		x			
42	Z	1	x		x	x	
43	AA	2		x			x
44	AA	1		x			
45	AB	2*					
46	AC	1		x	x		
47	AC	1		x		x	
48	AD	1		x		x	
49	AE	1	x		x		
50	AF	1		x			
51	AG	2*		x	x		
52	AH	2		x			
53	AI	2	x		x		
54	AJ	1		x	x		

* follow-up interview with the same interviewee

Appendix 3: List of definitions of terms used to describe research quality

In Subsection 3.3.3, the different actions undertaken to ensure a high level of quality during the study were described. To maintain clarity, the eight terms marked in italics (in Subsection 3.3.3) have not been defined within the text. Below, the eight definitions are provided.

Definition I *Validity* is defined as the suitability of a measurement instrument to examine the results that are intended to be measured.

Definition II *Reliability* defines the consistency and stability of the results, meaning how likely it is that the results will be similar or the same when the study is repeated.

Definition III *Credibility* defines the level of confidence in how trustable the results can be by others, meaning how plausible are the results and their interpretations.

Definition IV *Transferability* defines how well the study results can be transferred or applied to another context.

Definition V *Dependability* defines the extent to which results are stable over time and concerning the context in which the data were collected.

Definition VI *Confirmability* is defined as the degree to which the results of a study are based on the data rather than the researcher's perspective and biases.

Definition VII *Reflexivity* defines a researcher's awareness and self-reflection regarding the influence and role they have in the research being conducted.

Definition IIX *Trustworthiness* is the degree to which others can trust the results and is acknowledged as an overarching quality criterion in qualitative research.

Appendix 4: Overview prior studies using multiple design elements to describe CE programs

Focus of the study	Design elements	Reference
Distinguishing accelerator from other startup support units like incubators or business angels	- Duration - Cohorts (batch logic) - Business Model - Selection - Venture stage - Education - Mentorship - Venture location	(Cohen, 2013)
Identifying design elements that are commonly used to categorize CE programs and offer a more detailed categorization	- Locus of opportunity - Prioritization of objectives - Ambidexterity - Link to the corporate firm - Level of investment intermediation - Equity involvement - Direction of innovation flow	(Gutmann, 2018)
Options of different structural configurations for corporate incubators by analyzing different design opportunities	- Location - Equipment - Strategic focus (innovation) - Governance model - Intervention phase - Source of ideas - Legal form - Access to firm's resources - Preferred exit path - Project funding - Funding duration/extend	(Schuh et al., 2017)
Comparison of different types for startup engagement/ collaboration that established companies can pursue	- Main goals - Scale (# of startups) - Integration with core business - Closeness to core business - Completeness of startup support - Value capturing - Organizational anchoring - Time horizon of involvement - Exclusivity (access to innovation) - Admission of new startups	(Weiblen & Chesbrough, 2015)

Focus of the study	Design elements	Reference
Comparing external corporate accelerators and startup supplier programs, providing a first definition about this rather new phenomenon (startup supplier program)	- Program objective - Value proposition to startup - Startup type (maturity) - Project focus (result) - Application procedure - Duration - Organizational setup - Number of startups - Main contact - End of program - Financial resources - Educational resources - Type of network access - Product-related resources	(Kurpjuweit & Wagner, 2020)
Distinguishing different modes how external corporate accelerators can be designed	- # of involved companies - Management structure - Location - Focus (internal/external) - Maturity - Equity or funding - Flexibility program structure	(Moschner et al., 2019)
In-depth case study about external corporate accelerator to understand different characteristics, presenting four types of accelerators	- Primary objective - Locus of opportunity - Strategic logic - Industry focus - Equity involvement - Venture stage - External partner - Connection to parent - Leadership experience	(Kanbach & Stubner, 2016)
A typology for corporate venturing based on three dimensions to resolve terminological issues	- Competence development - Level of intermediation - Focus of activities	(Reimsbach & Hauschild, 2012)

Focus of the study	Design elements	Reference
Comparison of globally leading CVC unit – aiming at understanding the evolution and objectives of these units	- Scope - Objectives - Guiding principles - Structure - Reporting line - KPI	(Battistini et al., 2013)
The typology that describes four different "business models" to execute CVC activities and related characteristics	- Focus - Source of ideas - Degree of autonomy - Required skills - Funding - Performance measures - Incentives	(Campbell et al., 2003)
Theoretically grounded typology that presents eight different corporate venturing logics	- Dominant VC logic - Strategic orientation - Strategic relatedness - Operational relatedness - Business model	(Biniari et al., 2015)
Identifying and comparing different modes of external corporate accelerators	- Type of corporate nurturing - Way to identify ventures - Strategic posture - Investment time horizon - Type of corporate acceleration	(Shankar & Shepherd, 2019)
Comparison of three CE programs using an organizational ambidexterity perspective	- Approach - Initial purpose - Ambidexterity strategy - Innovation focus - Probe-and-learn process - Co-creation - Top management role - Integration with business units - Evaluation process - Use of standardized approaches - Implementation strategy	(Alänge & Steiber, 2018)

Appendix 5: Description of the 138 element characteristics belonging to the design elements

Below, the 138 element characteristics that belong to the 26 design elements will be described briefly. A definition of the design elements (highlighted in bold) can be found in Section 4.2. The first column in the table represents the element characteristics, and the second column describing the element characteristics. The design elements to which the element characteristics are belonging are presented in a single column above the respective element characteristics.

Orientation	
Strategic	Focus is mainly set on strategic value for the core organization
Financial	Focus is mainly set on financial value for the core organization
Balanced	Focus covers both strategic and financial value
Strategic logic	
Exploration	Creation of new knowledge that goes beyond core business
Exploitation	Optimization of existing knowledge in the core business
Innovation type	
Process	Innovation focusing on improving processes
Service	Innovation focusing on introducing new services to the customer
Product	Innovation focusing on the creation of new products
Business model	Innovation focusing on renewing the business model
Business relatedness	
Improve core business	Activities aim at improving the current core business
Complement core business	Activities aim at supplementing products from core business
Adjacent to core business	Activities aim at creating products related to the core business
Cannibalize core business	Activities aim at replacing the products of the core business
Independent new business	Activities aim at creating new, independent businesses
Innovation flow	
Inside-in	Innovation is created within the company and remains there
Inside-out	Innovation is created within the company and is spun off
Outside-in	Innovation is created outside the company and is insourced
Innovation demand	
Push by intrapreneur	Intrapreneurs drive the innovation by applying to the CE program
Pull by core organization	The core organization orders innovations
Moderated pull	The CE program and core business jointly drive the innovations
Push by top management	The top management pushes innovations into the CE program

Push by CE program	The CE program itself drives innovations
Application process	
Open to apply	Everyone can apply to the CE program with their ideas
Call for application	Organized call for application with a specific innovation topic
Internal ideation	The CE program itself develops innovation ideas
Screening for opportunities	The CE program is externally screening for relevant innovations
Decided by hierarchy	The core organization selects participants in the CE program
By order	The core organization must formally order innovation ideas
Starting point	
Ongoing	Continuous participation in the CE program possible
Batches	Fixed start and endpoints for participating in the CE program
One time only	CE activity is organized only one time
Duration	
Fixed (time)	Duration of participation has a fixed period of time
Fixed (content)	Duration of participation depends on the innovation's progress
Flexible (no pre-defined end)	CE program has no pre-defined duration for supporting innovations
Multiple phases	CE program has multiple phases with different durations
Number of phases	
1 phase (ideation)	Developing potentially relevant innovation ideas
2 phases (validation)	Ideation & validation of the problem-solution-fit
3 phases (build)	Ideation, validation & creation of innovation with a product-market-fit
4 phases (operate)	Ideation, validation, creation & operation of businesses by CE program
Program end (idea maturity)	
Proof of concept	A proof of concept for innovation ideas is delivered
Technical prototype	A technical prototype of the innovation idea is created
Business concept	A business concept for the innovation idea is developed
Minimum viable product	A minimum viable product is developed and has first customers
Operating business	An operating business is established
Venture exit	An exit (or IPO) of a venture is achieved
Open end	There is no pre-defined end of the program

Preferred exit path	
Transfer to business unit	Innovation is transferred to a business unit in core organization
Become a business unit	Innovation becomes an own business unit
Operating business themself	The CE program itself operates innovation
Spin-off (strategic/financial)	Innovation is spun-off into a new corporate venture
Licensing	Innovation is licensed to other companies
Portfolio company	The startup becomes a portfolio company of the venture fund
Exit of the venture	Initial public offering or acquisition of the portfolio company
Governance mode	
Within hierarchy	The CE program is organized as an entity within the core organization
Central office	The CE program is organized as a central office
Own business unit	The CE program is organized as an own business unit
Own legal entity	The CE program is spun-off into an own legal entity
Location	
Virtual	The CE program is a virtual program without physical locations
Decentral	The CE program has spaces on the different sites of the company
On site	The CE program is located in the area of the main office
Separated nearby	The CE program is separated but close to the main office
Innovation hotspot	The CE program has a location in an innovation hotspot
Multiple locations	The CE program has multiple, rather stand-alone locations globally
Platform openness	
Open	The CE program is a platform where multiple companies can join
Closed	The CE program is closed for other companies
Funding source (in-program)	
CE program	The budget of the CE program funds the innovation ideas
Joint funding	Joint funding through core organization and CE program
Division in core organization	Parts of the core organization fund the innovation ideas
Strategic innovation budget	A strategic innovation budget funds the innovation ideas
Funding source (post-program)	
CE program	The budget of the CE program funds the innovation ideas
Joint funding	Joint funding through core organization and CE program
Division in core organization	Parts of the core organization fund the innovation ideas
Strategic innovation budget	A strategic innovation budget funds the innovation ideas
External investor	An external investor funds the innovation ideas
Power promoter	

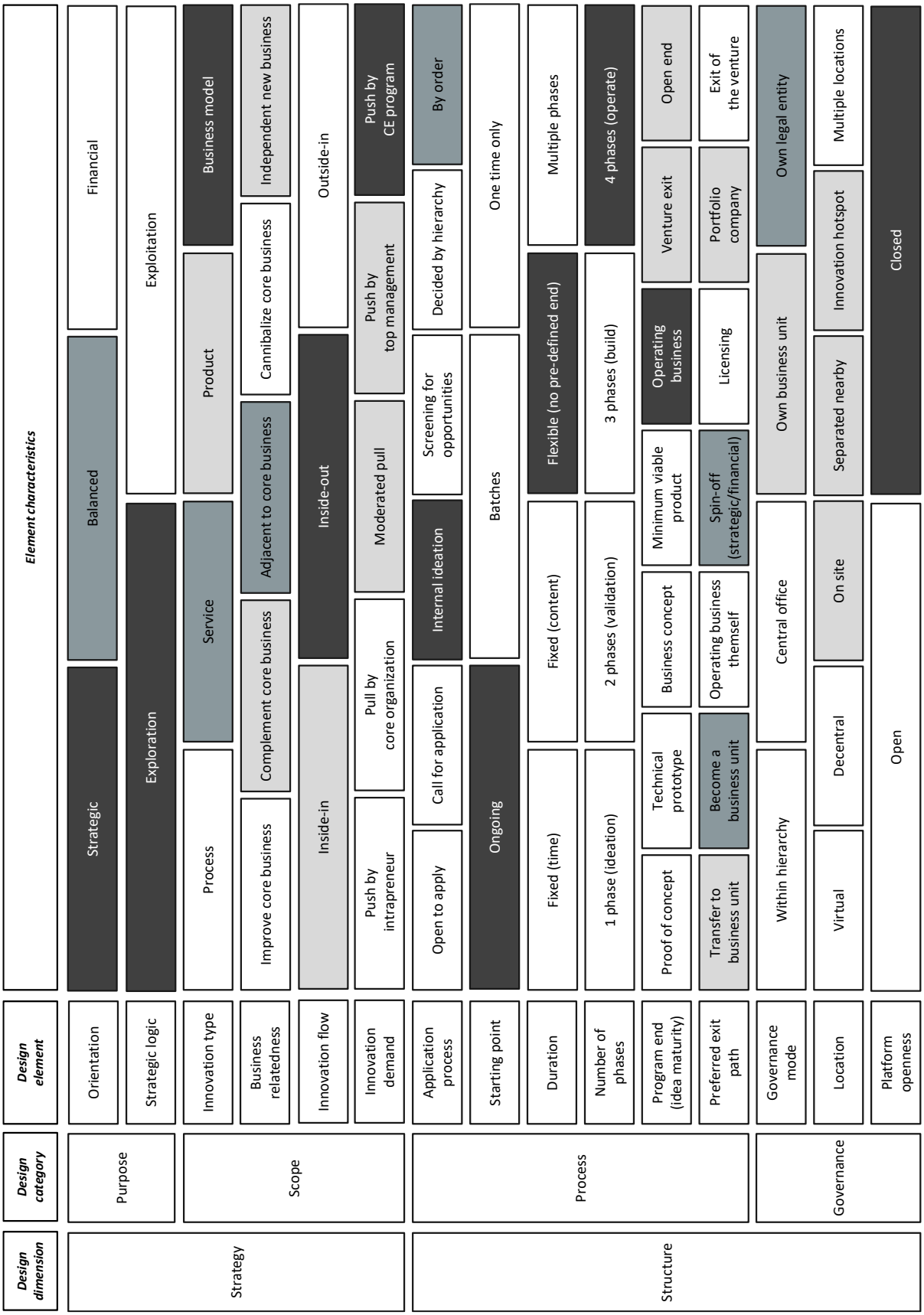
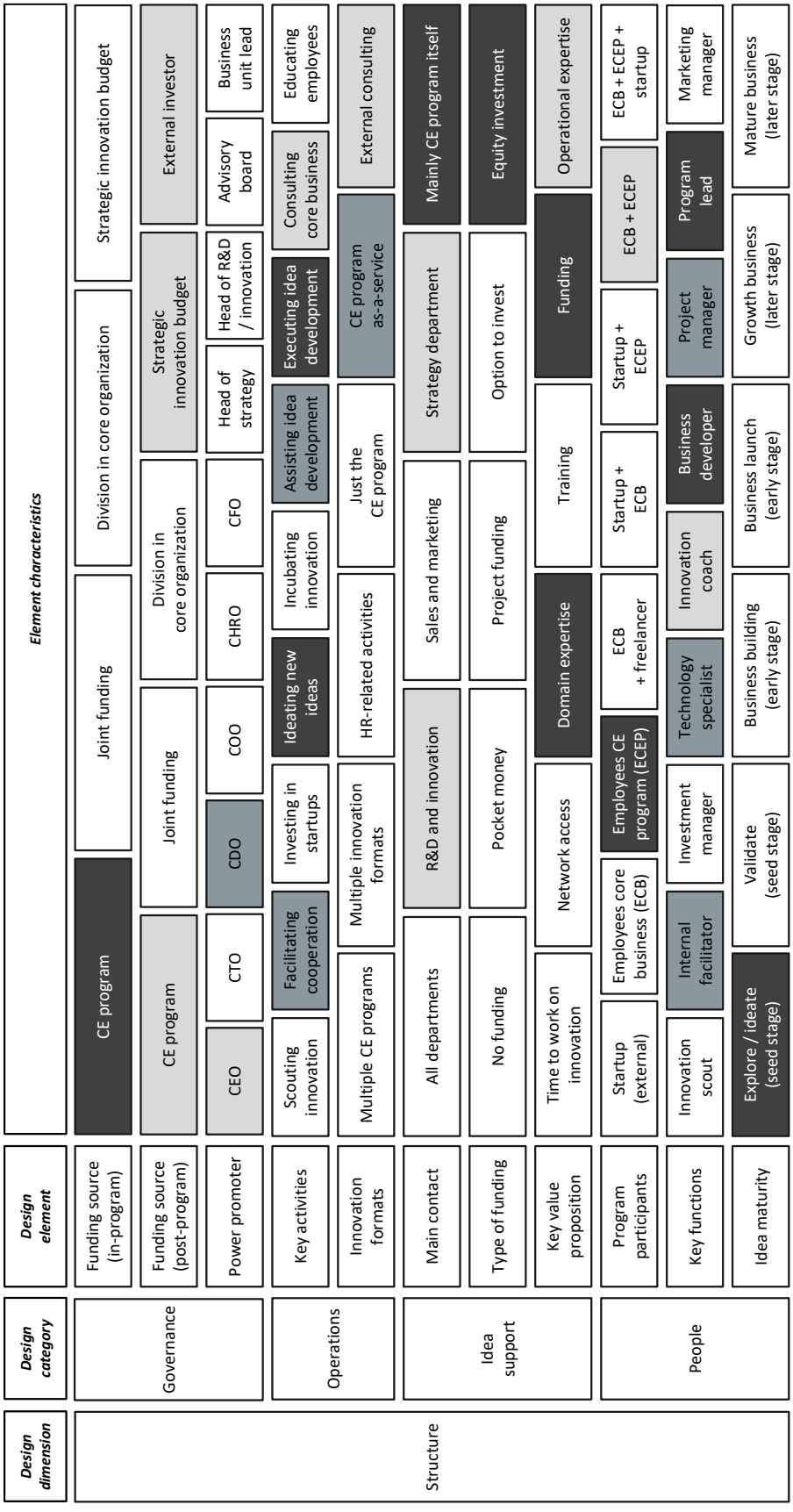
CEO	Chief executive officer
CTO	Chief technological officer
CDO	Chief digitalization officer
COO	Chief operating officer
CHRO	Chief human resources officer
CFO	Chief financial officer
Head of strategy	Leader of the strategy department
Head of R&D / innovation	Leader of the R&D or innovation department
Advisory board	Advisory board consisting of multiple higher managers
Business unit lead	Leader of a business unit from the core organization
Key activities	
Scouting innovation	Scouting for startups or internal innovation ideas
Facilitating cooperation	Managing cooperation between startup and core organization
Investing in startups	Organizing the investment process for a particular startup
Ideating new ideas	Creating new innovation ideas
Incubating innovation	Supporting innovation ideas with resources and know-how
Assisting idea development	Supporting the development of innovations with human resources
Executing idea development	Implementing an innovation idea through the CE program
Consulting core business	Using innovation know-how to support the core business
Educating employees	Training entrepreneurial/innovation methods and skills
Innovation formats	
Multiple CE programs	Multiple CE programs are combined in one organizational unit
Multiple innovation formats	CE program is running additional innovation formats
HR-related activities	CE program is running HR-related activities
Just the CE program	Just the CE program, no additional types of activities
CE program-as-a-service	CE program is offering their activities as a service for core business
External consulting	CE program is offering its expertise as external consulting
Main contact	
All departments	Participants of the CE program have contact with all departments
R&D and innovation	Participants are mainly in contact with R&D/innovation departments
Sales and marketing	Participants are mainly in contact with sales/marketing departments
Strategy department	Participants are mainly in contact with the strategy department
Mainly CE program itself	Participants are mainly in contact with the CE program itself

Type of funding	
No funding	The innovation idea receives no financial support
Pocket money	A small budget to support the idea validation or proof of concept
Project funding	Innovation idea is funded during the program phase
Option to invest	Financial support is linked with the option to invest
Equity investment	Financial investment in exchange for shares of the venture
Key value proposition	
Time to work on innovation	Employees can work on their innovation ideas
Network access	Access to the network of the company
Domain expertise	Access to the specialized expertise of the company's domain
Training	Education and training of entrepreneurial skills & methods
Funding	Access to financial resources to support the innovation development
Operational expertise	Access to know-how for operating in a certain business
Program participants	
Startup (external)	External startups are working with the company on an innovation
Employee core business (ECB)	Employees of the core business are working on innovation ideas
Employees CE program (ECEP)	Employees of the CE program are working on innovation ideas
ECB + freelancer	Freelancers support employees of the core business
Startup + ECB	Startup and employees of core business work together on innovation
Startup + ECEP	Startup and employees of the CE program work together
ECB + ECEP	Employees of core business and the CE program work together
Startup + ECB + ECEP	Startup, employees of the core business & CE program work together
Key functions	
Innovation scout	A person who is scouting internal ideas or external startups
Internal facilitator	A person who is facilitating startup cooperation projects
Investment manager	A person who is running the investment process in a startup
Technology specialist	A person who has deep technological expertise used
Innovation coach	A person with solid methodological expertise to coach participants
Business developer	A person who is responsible for identifying business opportunities
Project manager	A person who is responsible for managing innovation projects
Program lead	A person who is in charge of the CE program
Marketing manager	A person who is operating all marketing activities of the CE program

Idea maturity	
Explore/ideate (seed stage)	Innovation is in the stage of being explored or ideated
Validate (seed stage)	Innovation idea has been validated
Business building (early stage)	The business around the innovation is defined and in development
Business launch (early stage)	The business has been launched and has initial customers
Growth business (later stage)	The business is in the phase of scaling
Mature business (later stage)	The business has reached a level of maturity

Appendix 6: Morphological box for the venture builder

Due to size limits, the morphological box is split into two parts. Below, Part I can be found.



Part II of the morphological box