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Content of Appendix 7 – Data Analysis of Case Study 2

In this appendix, a data analysis is conducted using the methodological framework presented in Chapter 3 “Research Methodology”, Section 3.5 “Analysis”.

An introductory example of the data analysis was presented in Chapter 4, Section 4.3.9.1. This appendix presents the full data analysis of case study 2, conducted at Coastline BMW. A summary of the data analysis performed in this appendix is presented in Chapter 4, Section 4.3.10.

The data analysis in this appendix comprises the second step of the analysis, as the first step is expressed through the visual display of the cognitive map including the clusters of the three strategic dimensions, also referred to as “domains” in this appendix. This cognitive situational map of case study 2 is presented in appendix 3. As presented in Chapter 3, Section 3.5, the actual data analysis comprises the second step of the analysis also referred to as “operational comparison” in this thesis. This term is justified in Chapter 3, Section 3.5.2.

OPERATIONAL COMPARISON / DATA ANALYSIS

Based on the framework developed in Chapter 3, Section 3.5, the situational model (appendix 3) will be analysed in the following order.

1. Comparison between the environmental domain in the situational map and the Environmental domain presented in the conceptual model of corporate entrepreneurship. This comparison will be divided into two parts, the first addressing “Norms and values” and the second addressing the “Corporate culture”.

2. Comparison between the individual domain in the situational map and the individual domain presented in the conceptual model of corporate entrepreneurship.
3. Comparison between the organisational domain in the situational map and the organisational domain presented in the conceptual model of corporate entrepreneurship.

4. Comparison between the process of innovation in the situational map and the process of innovation presented in the conceptual model of corporate entrepreneurship.

For each comparison, the relevant part (cluster including concepts) of the conceptual contextual process model is displayed following the presentation of the corresponding part of the situational map.

Note: The number shown in front of each concept is provided by the professional software application used for the first step of the analysis, Decision Explorer. Each individual number has no specific meaning other than to provide an easier identification and cross-referencing between concepts and models and into the individual comparison.
Operational Comparison of the Environmental Dimension, Part 1 Norms and Values

The cluster below displays the cluster of norms and values allocated in the environmental domain of the conceptual map of corporate entrepreneurship.

Figure 1 Concept Variables Relating to the Norms and Values


Each concept in Figure 1 will be engaged in an operational comparison with the situational cluster displayed below, Figure 2.
The cluster below displays the cluster of shared norms and values and is allocated in the environmental domain of the situational cognitive map. The environmental domain is divided into two separated clusters because of the discussion raised under the Section “Corporate Culture, Values, Norms and Brand Name”. Consequently, this first cluster in the Environmental Domain of the situational map will address the norms and values at Coastline BMW.

**Figure 2 Norms and Values as Shown in the Situational Map of Case Study 2**

- 14 Too competitive narrows the focus
- 96 Norms and values within Coastline BMW
- 100 We are constantly thinking of how to improve things that came out of the QMA project
- 57 For us everything is about customer satisfaction
- 54 If you’re honest, display loyalty, the company will be very understanding of your needs
- 23 Now if any one need help, anyone will bend over backwards to help that department
- 86 Happy people shows on the bottom line
- 140 The sense of accountability is high
- 141 We have a short decision process
- 95 Strong commitment to ones own task, before this was not the case
- 51 Its a family company, you will get well looked after and you will probably earn great money
- 124 Discipline in appearance is very important

**Source:** The situational map of case study 2 (Coastline BMW), Appendix 4
1. List of the relevant concepts found in Figure 2 believed associated with the norms supporting the implementation of innovations regardless of the individuals or groups involvement (concept 35, Figure 1).

23. Now if any one needs help, anyone will bend over backwards to help that department

100. We are constantly thinking of how to improve things that came out of the QMA project

140. The sense of accountability is high

141. We have a short decision process

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**Desirability**

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7
2. List of the relevant concepts found in Figure 2 believed associated with the norms supporting information sharing between individuals and groups regardless of organisational position (concept 32, Figure 1).

- None Found!

Comment: The conceptual model suggests that it is desirable with norms that encourage the support of information sharing between individuals and groups. The operational situation does not show or support the presence of such norms.
3. List of the relevant concepts found in Figure 2 believed associated with the norms encouraging creativity among organisational members (concept 29, Figure 1).

23. Now if any one needs help, anyone will bend over backwards to help that department

51. It’s a family company, you will be well looked after and you will probably earn great money

95. Strong commitment to ones own task, before this was not the case

100. We are constantly thinking of how to improve things that came out of the QMA project

140. The sense of accountability is high

141. We have a short decision process

142. We only have two management levels

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Expectation

High

Low
4. List of the relevant concepts found in Figure 2 believed associated with norms that promote tolerance for failure (concept 33, Figure 1).

14. Too competitive narrows the focus
23. Now if any one needs help, anyone will bend over backwards to help that department
51. It’s a family company, you will be well looked after and you will probably earn great money
54. If you're honest, display loyalty, the company will be very understanding of your needs
100. We are constantly thinking of how to improve things that came out of the QMA project
142. We only have two management levels

Desirability

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5. List of the relevant concepts found in Figure 2 believed associated with norms that encourages open minded consideration of new ideas and projects (concept 34, Figure 1)

14. Too competitive narrows the focus
23. Now if any one needs help, anyone will bend over backwards to help that department
51. It’s a family company, you will be well looked after and you will probably earn great money
57. For us everything is about customer satisfaction
86. Happy people shows on the bottom line
100. We are constantly thinking of how to improve things that came out of the QMA project
140. The sense of accountability is high
141. We have a short decision process

Desirability

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<tr>
<td>Low</td>
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</table>
6. List of the relevant concepts found in Figure 2 believed associated with norms that facilitate resource supports for innovative ventures (concept 36, Figure 1).

23. Now if anyone needs help, anyone will bend over backwards to help that department

51. It’s a family company, you will be well looked after and you will probably earn great money

100. We are constantly thinking of how to improve things that came out of the QMA project

140. The sense of accountability is high

141. We have a short decision process

142. We only have two management levels

Desirability

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7. List of the relevant concepts found in Figure 2 believed associated with values for innovation as a practice and source of competitive advantage (concept 26, Figure 1).

100. We are constantly thinking of how to improve things that came out of the QMA project

Comment: Even if only one relevant concept variable was found within the situational map, the improvement of operational practices to create competitive advantages is very much an important and present mentality throughout the Coastline BMW organisation.
8. List of the relevant concepts found in Figure 2 believed associated with norms encouraging search for innovation opportunities from external sources (concept 30, Figure 1).

- None found!

**Desirability**

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Comment: The conceptual model suggests that it is desirable with norms that encourages search for innovation opportunities from external sources. The operational situation does not show or support the presence of any norms present that encourages search for innovation opportunities from external sources.
Summary of the Operational Comparison of the Environmental dimension,
Part 1 Norms and Values

The operational comparison between the conceptual model of corporate entrepreneurship and the situational process model representing the situation at Coastline BMW suggest the presence of norms and values in the organisation that can be associated with:

- Norms supporting the implementation of innovations regardless of the individuals or groups involvement (concept 35, Figure 1).
- Norms and values for innovation as a practice and source of competitive advantage (c.26, fig.1).
- Norms that facilitate resource supports for innovative ventures (c.36, fig.1).
- Norms encouraging creativity among organisational members (c.29, fig.1).
- Norms that encourages open minded consideration of new ideas and projects (c.34, fig.1)

The operational comparison also suggests that there is not a presence of norms and values in the organisation that can be associated with

- Norms encouraging search for innovation opportunities from external sources (c.30, fig.1).
- Norms supporting information sharing between Individuals and groups regardless of organisational position (c.32, fig.1).

The conceptual model of corporate entrepreneurship suggests that it is desirable with the presence of such norms and values. The operational situation at Coastline BMW does not support any presence of these norms and values. It is therefore recommendable to address some strategic decisions to initiate and develop such norms and values at Coastline BMW.
Operational Comparison of the Environmental Dimension, Part 2 Corporate Culture

The cluster below displays the corporate culture and is allocated in the environmental dimension of the contextual process model of corporate entrepreneurship.

Figure 3 Concept Variables Relating to the Corporate Culture


Each concept in Figure 3, above, will be engaged in an operational comparison with the relevant concepts in the situational cluster displayed in Figure 4, below.
The cluster below displays the cluster of the corporate culture and is allocated as the second major cluster in the environmental domain of the situational cognitive map. The environmental domain is divided into two separated clusters as a consequence of the discussion raised under the Section “Corporate Culture, Values, Norms and Brand Name”. Consequently, this second cluster under the Environmental Domain will address the corporate culture at Coastline BMW.

**Figure 4 Concept Variables of the Corporate Culture as Shown in the Situational Map of Case Study 2**

Source: The situational map of case study 2 (Coastline BMW), Appendix 4
1. List of the relevant concepts found in Figure 4 believed associated with management support that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 23, Figure 3).

37. Empowerment is the big word and now a part of our corporate culture
61. Everyone is now looking at the big picture rather than focus on working 8 to 5
63. The new owners have tutored us as managers
84. Environment is very important
85. Team spirit is in focus
91. Corporate culture and happy environment is important when new employees join, spending time sends a strong message that they are important
92. This is the best induction process I have ever had
94. Everybody shares in the success of the business
122. The future of the company is not within the hands of the owners but in the hands that operate it
129. We want to help each other
130. We have informal organisational boundaries

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<tr>
<td>High</td>
<td>37, 61, 63, 84, 85, 91, 92, 94, 122, 129, 130</td>
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Desirable | Undesirable
2. List of the relevant concepts found in Figure 4 believed associated with the appropriate use of rewards that are supportive of a corporate culture supportive of innovation and entrepreneurial behaviour (concept 22, Figure 3).

None found!

**Comment:** The conceptual model suggests that it is desirable with a corporate culture that has an appropriate use of rewards that could promote a corporate culture that is supportive of innovation and entrepreneurial behaviour. The operational situation at Coastline BMW does not support the presence of a corporate culture that has an appropriate use of rewards that specifically supports innovation and entrepreneurial behaviour. It is therefore recommendable to address some strategic decisions to initiate and develop such norms and values at Coastline BMW. It is worthwhile to mention however that there is a collective financial bonus following the financial year at Coastline BMW for all employees. This bonus however is based achievements other than innovativeness or entrepreneurial behaviour.
3. List of the relevant concepts found in Figure 4 believed associated with increasing the participation in the decision process and that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 65. Figure 3).

37. Empowerment is the big word and now a part of our corporate culture!
40. Next generation leadership focusing on empowering the staff could take the company to the next level
61. Everyone is now looking at the big picture rather than focus on working 8 to 5
63. The new owners have tutored us as managers
85. Team spirit is in focus
122. The future of the company is not within the hands of the owners but in the hands that operate it
129. We want to help each other
130. We have informal organisational boundaries

Desirability

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4. List of the relevant concepts found in Figure 4 believed associated with the perception of organisational boundaries and that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 27, Figure 3).

37. Empowerment is the big word and now a part of our corporate culture
38. Empowerment is close to accountability, which differs from responsibility
40. Next generation leadership focusing on empowering the staff could take the company to the next level
61. Everyone is now looking at the big picture rather than focus on working 8 to 5
85. Team spirit is in focus
122. The future of the company is not within the hands of the owners but in the hands that operate it
129. We want to help each other
130. We have informal organisational boundaries

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<td>High</td>
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5. List of the relevant concepts found in Figure 4 believed associated with the informality of communication that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 57, Figure 3).

- None Found!

**Comment:** The conceptual model suggests that it is desirable with a corporate culture that has an informality of communication that promotes supports a corporate culture supportive of innovation and entrepreneurial behaviour. The operational situation mapped at Coastline BMW does not support the presence of such informality of communication.
6. List of the relevant concepts found in Figure 4 believed associated with an organisational structure that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 25, Figure 3).

None found!

**Comment:** The conceptual model suggests that it is desirable with an organisational structure that promotes a corporate culture supportive of innovation and entrepreneurial behaviour. The operational situation mapped at Coastline BMW does not support the presence of such an organisational structure.
7. List of the relevant concepts found in Figure 4 believed associated with the autonomy and work discretion that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept 26, Figure 3).

37. Empowerment is the big word and now a part of our corporate culture
61. Everyone is now looking at the big picture rather than focus on working 8 to 5
63. The new owners have tutored us as managers
84. Environment is very important
85. Team spirit is in focus
122. The future of the company is not within the hands of the owners but in the hands that operate it
129. We want to help each other
130. We have informal organisational boundaries

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<th>Expectation</th>
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<tr>
<td>High</td>
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Summary of the Operational Comparison of the Environmental Dimension, Part 2 Corporate Culture

The operational comparison between the conceptual model of corporate entrepreneurship and the situational process model representing the situation at Coastline BMW suggest the presence of a corporate culture that can be associated with:

- Management support that supports a corporate culture supportive of innovation and entrepreneurial behaviour (concept, 23 Figure 3),
- Increasing of participation in the decision process that promotes a corporate culture supportive of innovation and entrepreneurial behaviour (concept 65, Figure 3),
- The perception of organisational boundaries that promotes a corporate culture supportive of innovation and entrepreneurial behaviour (concept 27, Figure 3),
- The autonomy and work discretion that promotes a corporate culture supportive of innovation and entrepreneurial behaviour (concept 26, Figure 3).

The operational comparison does not suggest a presence of corporate culture at BMW that can be associated with

- The appropriate use of rewards that promotes a corporate culture supportive of innovation and entrepreneurial behaviour (concept 22, Figure 3).
- The informality of communication that promotes a corporate culture supportive of innovation and entrepreneurial behaviour (concept 57, Figure 3).

The conceptual model of corporate entrepreneurship suggests that it is desirable a corporate culture these corporate cultural characteristics. The operational situation studied does not support any presence of such cultural characteristics. It is therefore recommendable to address some strategic decisions to initiate and develop such corporate culture characteristics at Coastline BMW.
Operational Comparison of the Organisational Dimension

The cluster below displays the cluster of the strategic management behaviour and is allocated in the organisational domain in the conceptual map of corporate entrepreneurship.

Figure 5 Concept Variables Relating to the Strategic Management Behaviour

Source: Identical to Figure 3-2 in the main document.

The concepts 18, 19 and 20 in Figure 5, above, will be engaged in an operational comparison with the relevant concepts in the cluster displayed in Figure 6, below.
The cluster below displays the cluster of the strategic management behaviour and is allocated in the organisational domain of the situational cognitive map of BMW

Figure 6 Concept Variables Relating to the Strategic Management Behaviour as Shown in the Situational map of Case Study 2

Source: The situational map of case study 2 (Coastline BMW), Appendix 4
1. List of the relevant concepts found in Figure 6 believed associated with proactiveness as a strategic management behaviour that supports an entrepreneurial posture (concept 20, Figure 5).

55. Our values have changed due to high awareness from management
60. Coastline is now very open to new ideas, this has been fostered by the new management over the last two years ... doing your job
81. Previously we (the owners) tried to do all work ourselves now we delegate, make people accountable, management by delegation
97. The more investments we make in our staff the greater the return of the business will be
103. The right environment will generate the right productivity
115. Entrepreneurial to us is to change the situation to our benefit
131. Managers are receptive for new ideas or suggestion to changes
132. Buying the building next door and to start selling Motorcycles and the Mini range is a sign of risktaking propensity
139. I registered the name Coastline Audi, since Audi is moving here

Desirability

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<td>55, 60, 81, 97, 103, 115, 131, 139</td>
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</table>
2. List of the relevant concepts found in Figure 6 believed associated with risk taking as management behaviour and that supports an entrepreneurial posture (concept 18, Figure 5).

115. Entrepreneurial to us is to change the situation to our benefit
131. Managers are receptive for new ideas or suggestion to changes
132. Buying the building next door and to start selling Motorcycles and the Mini range is a sign of risktaking propensity
138. We take calculated risks never a terminal risk

Desirability

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<tr>
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Comment: The owners and managers of Coastline BMW are very aware of the risks they take, and their overall behaviour can be summarized in that they display a well-calculated risk taking propensity.
3. List of the relevant concepts found in Figure 6 believed associated with innovativeness as strategic management behaviour and that supports an entrepreneurial posture (concept 9, Figure 5).

53. Management are approachable and receptive
55. Our values have changed due to high awareness from management
60. Coastline is now very open to new ideas, this has been fostered by the new management over the last two years ... doing your job
83. Good leadership empowers people as well, having confident in your staff, letting them make the decisions
88. Feedback on their performance and constant trimming things also fosters job satisfaction
93. We brought in two very happy people in our workshop to change the attitude and atmosphere and it worked
103. The right environment will generate the right productivity
115. Entrepreneurial to us is to change the situation to our benefit
131. Managers are receptive for new ideas or suggestion to changes

Desirability

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Summary of the Operational Comparison of the Organisational Dimension, Strategic Management Behaviour

The operational comparison between the conceptual model of corporate entrepreneurship and the situational process model representing the situation at Coastline BMW suggest the presence of a strategic management behaviour that is believed associated with

- Proactiveness as a strategic management behaviour that supports an entrepreneurial posture (concept 20, Figure 5),
- Risk taking as strategic management behaviour that supports an entrepreneurial posture (concept 18, Figure 5),
- Innovativeness as strategic management behaviour that supports an entrepreneurial posture (concept 9, Figure 5).

The owners and managers of Coastline BMW are very aware of the risks they take, and their overall behaviour can be summarized in that they display a well-calculated risk-taking propensity.

It is important to remember that when analyzing the strategic management behaviour at Coastline BMW the context and meaning of “innovativeness” does not require that ground-breaking inventions need to be developed every consecutive quarter. The more realistic and valuable context of “innovativeness” rather hold the meaning of an incremental but continuous improvement of processes and services in order to enhance the overall corporate performance. This includes smaller, well-considered changes and improvements that do not have to be radically different from previous operations. As a conclusion, the difference between “creative change” and “innovativeness” can be subtle, and a distinction can and should be made between “creative changes” and “innovativeness” in a process model of corporate entrepreneurship based upon the reason why the “creative change” should be implemented and what strategic effect it seeks to bring.
Operational Comparison of the Individual Dimension

The cluster below displays the cluster of the individual traits and is allocated in the individual dimension in the conceptual map of corporate entrepreneurship.

**Figure 7 Concept Variables Relating to the Individuals Traits**

50 Risk-taking propensity
51 Desire for autonomy
52 Need for achievement
53 Goal orientation
54 Internal locus of control
55 Individual traits of an entrepreneur in corporate settings

*Source: Identical to Figure 3-4 in the main document.*

Each concept in Figure 7, above, will be engaged in an operational comparison with the concepts in the situational cluster displayed in Figure 8, below.
The cluster below displays the cluster of individual traits of an entrepreneur in a corporate setting and is allocated in the organisational domain of the situational cognitive map of Coastline BMW.

**Figure 8 Concept Variables Relating to the Individual Traits as Shown In the Situational Map of Case Study 2**

134 Positive people

15 Competitiveness is an individual thing

133 Easy to get a long with

69 QMA has provided the opportunity to express individuality

114 Individual traits of individuals found at Coastline BMW

137 Goal oriented

104 Disciplined

135 Ambitious

136 They are achievers

**Source:** The situational map of case study 2 (Coastline BMW), Appendix 4
1. List of the relevant concepts found in Figure 8 believed associated with the need for achievement (concept 52, Figure 7).

104. Disciplined
135 Ambitious
136 They are achievers
137 Goal oriented

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2. List of the relevant concepts found in Figure 8 believed associated with internal locus of control (concept 54, Figure 7).

104. Disciplined
137. Goal oriented
3. List of the relevant concepts found in Figure 8 believed associated with risk-taking propensity (concept 50, Figure 7).

- None found

Comment: See discussion in the Section “Summary of the Operational Comparison of the Individual Dimension, Individual Traits”, below.
4. List of the relevant concepts found in Figure 8 believed associated with goal orientation (concept 51, Figure 7).

15. Competitiveness is an individual thing
69. QMA has provided the opportunity to express individuality
104. Disciplined
135. Ambitious
136. They are achievers
137. Goal oriented

Desirability

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5. List of the relevant concepts found in Figure 8 believed associated with desire for autonomy (concept 53, Figure 7).

15. Competitiveness is an individual thing
69. QMA has provided the opportunity for to express individuality
135. Ambitious
136. They are achievers
137. Goal oriented

Desirability

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</tbody>
</table>
Summary of the Operational Comparison of the Individual Dimension

The operational comparison between the conceptual model of corporate entrepreneurship and the situational process model representing the situation at Coastline BMW suggest the presence of a individual traits that is believed associated with

- The need for achievement (concept 52, Figure 7),
- Internal locus of control (concept 54, Figure 7),
- Goal orientation (concept 51, Figure 7),
- Desire for autonomy (concept 53, Figure 7).

The operational comparison also suggests that there is not a presence of individual traits in the organisation that can be associated with “Risk taking propensity” (concept 50, Figure 7). The conceptual model of corporate entrepreneurship suggests that risk taking propensity is a desirable personal trait. The situational process model of Coastline BMW does not support the presence of such individual traits. Although risk taking propensity was not observed as a common trait among the individuals at Coastline BMW, the owners and managers of BMW are very aware of the risks they take, and their overall behaviour can be summarized in that they display a well-calculated risk taking propensity. Since strategic decision-making involving risktaking are usually left with the managers, one might consider this to be adequate to state that there is a trait of risk taking propensity present among the individuals in the organisation. It is therefore important to remember that there is a distinction between risk taking propensity as a strategic management behaviour and risktaking propensity as an individual personal trait. A collective behaviour, such as management behaviour, is the result of collaboration, reasoning, and the balancing of and evaluation of involved resources and expected outcome factors. A personal trait on the other hand is an individual characteristic carried by all people in the organisation, affecting the corporate culture and the strategic management behaviour. Because of this distinction, it is recommendable to heighten the awareness of the relative importance of risk taking propensity of individuals and its relation to the entrepreneurial orientation of the organisation as a whole.
Operational Analysis of the Process of Innovation

The process of innovation is analysed by engaging in a comparison with different concepts found in the situational map, but without using the desirability /expectation matrix. The reason for this is that when discussing the QMA project with the representatives of BMW Coastline, they describe their version of how the project was initiated, developed and implemented as a streamlined process. This differs from the different values and opinions that were expressed in the clusters in the three domains previously addressed and analysed above. Consequently, the situational map does not provide adequate clusters with concepts that can be associated with a specific step in the process of innovation. The only possible exception is the perception of the precipitating event that provided Coastline BMW with the impetus to behave entrepreneurially. The conceptual model provides nine different alternatives to why an organisation may behave entrepreneurially. As each alternative in Figure 9, below (concepts 41 to 49) represent a possible precipitating event, it is relevant to compare if any of these nine different alternatives were present as a precipitating event when the decision to initiate the QMA project was taken, i.e. to compare if there are any matches.

The remaining steps and components of the process of innovation will be addressed by discussing and comparing the various steps in the conceptual model with the process found around the QMA project.
Figure 9 The Process of Innovation

11 Decision to act entrepreneurially, Initiation of new ideas

12 Development

13 Implementation

14 Creative acts of organisational members

16 Resource support

24 Availability of resources

37 Potential opportunities for innovation

38 Recognition of innovation opportunity

39 The precipitating event which provides the impetus to behave entrepreneurially

40 External information search

41 Environmental or organisational change

42 Threats to a firm's mission through rivalry

43 Instability of a firm's market because of changes

44 Developments in the market that create new demands for a firm's products

45 Merger or acquisition

46 Development of new procedures

47 Change in consumer demand

48 Economic changes

49 Development of new technologies

Source: Identical to Figure 3-5 in the main document
The Figure below displays the process of innovation and is allocated in the situational cognitive map of BMW. The process of innovation is expressed through the QMA project.

**Figure 10 Concept Variables Relating to the Process of Innovation**

as shown in the Situational Map of Case Study 2

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Source: The situational map of case study 2 (Coastline BMW), Appendix 4
This Section compares the precipitating events suggested in the conceptual model (Figure 12) with the precipitating events shown in the situational model (Figure 13).

The operational comparison suggests that there is not a presence of any precipitating events that matches the suggested precipitating events presented in the conceptual model. The implication of this is discussed in the next Section.

**Implications on the Process of Innovation**

The conceptual model shows that the management was aware of the need for addressing organisational issues and for increasing staff satisfaction and accountability. The vehicle that was strategically chosen to address this issue and to create the necessary changes was the QMA project. The management wanted to address these issues as well as to increase profitability. It was also concerned about the overall corporate performance, financial as well as non-financial. The management believed it was feasible to address several organisational issues by initiating the QMA project, involving all the individuals in the organisation. It is especially important to point out that an important change in the ownership was made before the initiation of the QMA project. Just a short period before the initiation of the QMA project, Mr. Dean Kurz, The dealer principal’s younger brother, extended his ownership in the business and replaced the previous Operations Director. Even though the owners and the management did not project such successful outcomes of the QMA project as it showed to deliver, it was a deliberate creative action to address explicit strategical issues.

One could argue that this strategical agenda and management behaviour matches “Developments of new procedures” (concept 46, Figure 10) in the conceptual model. At the same time, it is interesting and important to recognise that “stakeholder consideration” actually was the prime mover for the decision to launch the QMA project. An argument following this might be not to call the QMA project an entrepreneurial decision or entrepreneurial action. The level of proactiveness is justifiably questionable, i.e. whether the QMA was an action-oriented decision or a reaction oriented decision.
However, there was a clear presence of strategic intent to address, revise and improve the current procedures and most aspects of the operation of the organisation, from recruitment, to customer service and from spare parts ordering to changing the carpet in the showroom. In order to address and improve all these issues, not only creativeness was needed, but also and especially innovativeness and proactiveness was required, to visualise and believe in the strategic importance of these changes. This strategic state of mind qualifies the QMA project to be described and expressed by the process of innovation.

The lack of a precipitating event in the conceptual model that could identify and correspond to the above situation required some contemplation of the analyst’s behalf. Therefore, at this time of analysis further literature and research studies was undertaken. The answer presented itself rather quickly as relevant research actually identified a “change in management” as a clear condition that many times provides the impetus to initiate change and to behave entrepreneurially. Therefore, as a consequence of this discussion above, “Change in Management” will be included as the 10th possible precipitating event in the conceptual model of the process of innovation.