Scaling New Internal Ventures in Corporate Companies

How do corporate companies scale new Internal ventures?

From the perspective of Ideology, Frameworks, Practices, and Relationships

Glad Nanloh Nuhu

Entrepreneurship and Innovation Management

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Institute of Informatics (IFI)

Department of Mathematics and Natural Sciences

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Abstract

Companies engage in ambidextrous practices to develop a competitive edge by maintaining a solid ground in exploiting existing businesses while simultaneously exploring and growing new business ventures. This thesis focuses on how the corporate companies attempt to scale the new business ventures. For that purpose, the thesis studies two new business ventures undergoing scaling in two separate established companies in the Nordic region; DNV and Orkla.

The data collection process was qualitative, with the primary participants being members of the companies directly working on scaling a new venture. The new business venture at DNV was DNV's cyber security which aims to re-brand DNV as a cyber security assurance company due to increasing digitization. At Orkla, the new venture is referred to as Påfyll, which is a venture that aims to innovate the process around the single use of plastics in consumer goods products. Interviews were held with two employees from the new venture team of 4-5 members. The methodology was structured to adopt a deduction approach.

Realising the broad nature of scaling, the thesis focuses on four factors. First, the *ideology* guiding the scaling process, then relevant *frameworks* and their utilization, a synthesis of the scaling *practice*, and the nature of *relationship* between the parent, peer, and new business venture unit. The theoretical literature also focuses on three broad themes. First, an analysis of literature on ambidexterity to understand the motivation behind the formation of the new ventures. Next, an analysis of literature on exploration to understand the background preceding the scaling process. Finally, an analysis of literature on the growth of new business ventures in the corporate context to establish a holistic view of what is already known.

The case-finding showed that a company that began scaling to ensure long-term firm survival and sales growth took a more predictive foresight strategic planning approach to scaling and focused on speed in the scaling process. In comparison, a company that engaged in scaling due to the innovation of outdated processes took a more agile perspective and focused on efficiency in the scaling process. The frameworks utilized were either commercial or technical, of which the commercial frameworks were outlined based on the needs, e.g., an outline needs to understand customer insight was guided by a design thinking framework, while the need to innovate with trends calls for the use of the four-lens innovation frameworks. The same approach applies to other needs such as value chain, business structure, and other needs.

Furthermore, in practice, a new venture can adopt a core and edge view of scaling. The view

entails that growth begins in the core market to develop competence before extending towards other edge markets. In one of the cases, the practice was setting co-targets in revenue and innovation with established businesses in the core market. Furthermore, in the other case, a focus on the core regional market where competencies are built before replicating the process on the edge markets.

Finally, the relationship between the new venture and other business units was dictated by the motivation behind the new venture. In essence, for a new venture established to serve the parent company through sales growth and firm survival, the new venture tends to be more integrated into the company, and the parent's decision overrides and dictates the new venture. While for the case where a change of process and innovation was the main priority, the new venture unit was more isolated to simulate a start-up, and the decisions were made in the best interest of the new venture and not the parent company.

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Nomenclature

CV	Corporate Venturing
IPO	Initial Public Offering
B2B	Business-to-Business
B2C	Business-to-Consumers

Contents

List of Figures

List of Tables

1. Background

Due to the increasing need for innovation due to trends in energy, digitization, and sustainability (climate change), established companies are now engaging in what will be otherwise viewed as a dominant start-up activity. The activity entails generating new business ideas, analyzing the ideas in an exploratory manner, and further growing the promising ideas at scale.

The early phase of this project leading up to the research involves discussions with managers of business areas that engage in exploration activities in today's business fields. The managers expressed that the biggest challenge they faced was developing a process to guide exploration. Most importantly, a key challenge area is developing a system to guide the process of scaling newly explored businesses.

Following the discussions and observation of disruptive trends, this thesis aims to understand how corporate companies currently accelerate the growth of new ventures to remain innovative and competitive in the disruptive landscape.

The thesis sets out to answer the question: **How do corporate companies scale internal new ventures?**

2. Introduction

Overview

Some of the major trends in today's business environment include the demand for cleaner energy, reducing plastics and circularity in material usage, digitizing business practices and adopting new technologies, and drafting policy changes focusing on a more sustainable planet. The trends disrupt business practices and introduce high uncertainties for established businesses. Corporate companies are now challenged to explore and create new ventures within the corporate company boundary (Internal new ventures) to scale new ideas. These internal ventures tend to be independent within the companies and seek to simulate growing as a start-up.

One example is the energy company Equinor, which created a future business unit tasked with exploring and strategizing to scale the new ideas outside the company's current core competencies. A second example is using a focused internal accelerator structure at DNV, a risk management and assurance company, to scale a new cyber-security initiative. A final example is Påfyll, a new venture at Orkla. Påfyll focuses on scaling a new innovative process in addressing the single-use of plastics and works as a simulated start-up within Orkla.

What we know

Many researchers within the field, such as March, 1991, M. L. Tushman and O'Reilly, 1996, and Raisch and Tushman, 2016 have researched how companies can best seek new ideas while exploiting existing ones. The researchers argue that companies can balance these activities through organizational structures, which will be discussed later in this paper. Enkel and Sagmeister, 2020 highlight that companies react to disruptive trends and stay dynamic through new corporate venturing modes such as start-up programs, start-up accelerators, incubators, alliances, and corporate venture capitals.

Heger and Rohrbeck, 2012 focuses on seeking and analyzing new ideas, referred to as exploration. The paper proposes a predictive framework to assist in analyzing new ideas. The framework breaks down the exploration analysis into phases of product definition, competitors analysis, environmental analysis, financial analysis, and final business validation. Breuer and Mahdjour, 2012 Also proposes a five-E Lean based framework to assist with the exploration process with emphasis on exploration, elaboration, evaluation, experimentation, and evolution.

Raisch and Tushman, 2016 is the most cited work on the growth of the new corporate venture.

The paper takes a perspective on scaling from the initiation phase to transition and scale, emphasizing horizontal and vertical relationships, i.e., managing relationships with parent(vertical) and peer (horizontal) units. The paper grouped the journey into three phases: the first phase involves differentiating the peer competencies, the second phase involves graduation, where the new venture clarify territories, and the final phase of integration, which involves assimilating the new venture into the company structure.

Thus in summary, the research work thus focuses on recommendation to balance seeking new business and exploiting old business through organizational structures. As well as, frameworks for exploring new business, and a perspective on managing relationships with parent and peer.

Gaps in the field

The body of research on the scaling of new ventures is, however, shy on a few ends. First, there were very few holistic frameworks to guide scaling practices for new ventures in the corporate context outside of the recommendation by Raisch and Tushman, 2016 which focused on relationships with peers and parents. Next, limited research highlighted the influence of the approach to exploration on the scaling process. For example, how does the adoption of the agile or predictive process adopted in exploring new ideas affect the growth of the new venture?. Furthermore, there is a limited understanding of the most relevant frameworks for a new venture in its early phase and how an autonomous internal venture team utilizes the frameworks. Finally, a gap in the practical context that highlights the role and dynamics of peers and the parent business unit in the new venture.

The focus of this thesis

This thesis thus focuses on understanding scaling in the corporate context through the lens of the ideology, frameworks, practices, and relations with parent and peer organizations.

2.1. Objective

Research question: How do corporate companies undertake the scaling process of new ventures?

1. Identify the guiding ideologies involved in the company scaling process
2. Identify the tools and frameworks used in the company scaling process
3. Identify the best practice the companies use for the process of exploration and scaling.

4. Identify the relationship between parent and peer business units during scaling.

The outlined objectives above aim to address the research question by focusing the scope of scaling in this research context on four central themes: ideology, frameworks, practice, and relationship. The first objective focuses on the motivation and underlying focus driving the scaling process. The next objective outlines the tools and frameworks guiding the company scaling process. The third objective aims to outline the practical process of what the companies do to grow new ventures. The final objective sheds light on the management of relationship dynamics during the scaling process horizontally (with other business units) and vertically (with the parent organization). These objectives are consistent with the four earlier mentioned elements and serve as the thesis deliverable, i.e., identified elements that build together to answer the research question.

2.2. Scope and Limitations

The three major scope and limitations foreseen before the commencement of the research are time constraints, data collection, and information sharing. Time constraint & resource: the research spans a timeline of a 17weeks period. The time pressure significantly limits the scope for a one-person team. Data collection: The process of obtaining the right interview subjects with the right data can be highly unpredictable due to the interview subject's schedule and willingness. Information sharing: The ethical policy from NSD and company employees around collecting and sharing specific information also limits the research data.

3. Theory

This section establishes a theoretical framework of relevant topics for this thesis. The section adopts a three parts view on the research topic: First part relates to the concept of balancing exploration and exploitation in organizations, otherwise known as *ambidexterity* [March, 1991, Raisch et al., 2009, O'Reilly and Tushman, 2004]. The second part emphasizes *exploration* by creating a theoretical foundation for the ideologies, tools/frameworks, and best practices involved in the concept of exploration. The final part of the theoretical section relates to the concept of *scaling*, referring to the growth of an explored idea that is granted veto for market implementation. Like that of exploration, the theories on scaling will also focus on relevant ideologies on scaling, tools/frameworks, and best practices.

The section on ambidexterity aims to source the origin of the context by understanding why organizations will want to explore other business areas when already successful in their core markets. The section will also look into theoretically recommended practices for aligning themselves to practice an ambidextrous culture. Finally, a look into understanding the major challenges companies face when developing dynamic capabilities and adapting through balancing exploration and exploitation.

The section on exploration aims to explore the theoretical approaches behind the exploration of potentially valuable businesses. The section addresses the environment that calls for the need to explore and the underlying philosophies driving the exploration process.

The section on scaling aims to highlight current theoretical knowledge on the two school of thoughts behind the growing of a new ventures: efficiency & speed. The sections also looks at the stages of growth and the relationship with peer and parent organization as well as other context of growth.

3.1. Balancing Exploration and Exploitation; Ambidexterity

3.1.1. Origin

In his 1976 paper, Robert Ducan first made use of the word ambidextrous in his arguments for why firms sustain long-term performance - an organizational structure contexts [Alghamdi, 2018]. The word "ambidextrous" describes the phenomenon of duality where a field of under-

standing undergoes exploitation, and a new uncertain area undergoes exploration. For example, firms that perform well for an extended period maintain a strong foothold in exploiting their core competencies while also exploring new technologies shaping the industry trend. The concepts were propelled further in the 1991 papers by James G. March and the 1995 arguments by O'Reilly and Tushman [March, 1991; M. L. Tushman and O'Reilly, 1996;Alghamdi, 2018]. According to Raisch et al., 2009, and C. A. O'Reilly and Tushman, 2013, a major constraint with the concept and definition of the term "ambidexterity" is that the concept diffuses widely and broadly applied to areas including but not limited to job roles, organizations structure, managerial personalities, and other broader contexts.

3.1.2. Why Organizations Practice Ambidexterity

The argument stating that ambidextrous firms tend to sustain longer than non-ambidextrous firms in the preceding origins of the paper was placed under empirical tests by numerous researchers, and C. A. O'Reilly and Tushman, 2013 synthesizes multiple of the past empirical research to outline the findings.
The findings shows that ambidextrous practice had a positive correlation with a firms performance, especially in the following areas:

1. Sales Growth [Caspin-Wagner et al., 2012; Auh and Menguc, 2005; Geerts et al., 2010; He and Wong, 2004]
2. Innovation [Burgers et al., 2009; Davis et al., 2009; Gunther McGrath, 2001]
3. Subjective performance [Birkinshaw and Gibson, 2004; Schulze et al., 2008; Cao et al., 2009]
4. Firms Survival [Cottrell and Nault, 2004; Yu and Khessina, 2012; Hill, 2014]
5. Market Valuation [Uotila et al., 2009; Goossen et al., 2012]

The different empirical researches suggest that the practice of exploring new business areas while exploiting existing business areas tends to be more valuable under some conditions. Such conditions include uncertain environments, high competition environment, Periods of more resources in the organization, and in big and established firms [C. A. O'Reilly and Tushman, 2013; Auh and Menguc, 2005; Cao et al., 2009; Caspin-Wagner et al., 2012].

Thus, an extraction is shared in line with March, 1991 & Stettner and Lavie, 2014 that organizations engage in the act of exploration to foster the generation of new relevant knowledge in uncertain environments solely for survival and avoidance of obsolesces. While they engage in acts of exploitation to maintain a strong market position and improve incremental efficiency. Therefore, the sole aim is a dual nature that allows for productivity and innovation in unpredictable environments.

3.1.3. Practice of Exploration and Exploitation (Ambidexterity)

A reference to how ambidexterity is practiced is very often associated with Robert Ducan (1976) suggested *Sequential* approach, Tushman and O'Reilly's (1996) *Simultaneous* approach, and Gibson & Birkinshaw (2004) *Contextual* approach [C. A. O'Reilly and Tushman, 2013]. However, this research categorizes the three fundamental approaches above as an internal approach: considering the presence of other external approaches such as alliances, joint venturing, start-ups partnerships, and more present in ambidexterity practices, see table 1.

Ambidexterity Practice Modes		
Category	**Approach**	**Level**
Internal	Sequential, Simultaneous, Contextual	Individual and Organizational level
External	Joint-venture, Acquisition, Alliance, Startup programs, e.t.c	Internal and external Organizations at organizational level
Configuration	Mixture of internal and external approach for varied operations	Internal and external Organizations

Table 1: Categorization of ambidexterity practices

Internal Approaches

The internal mode of operations focuses on the ambidexterity approach within the focus organization.
The different areas of the internal approach are briefly described below:

1. **Sequential**: The sequential approach proposed by Robert Ducan in the 1976 paper argues that firms can align their strategy with the conflicts between exploring and exploiting to balance innovation and efficiency by adopting a structure that adjusts sequentially over time. The argument implies a practice of exploring for a period and exploiting for another period. Other researchers of the sequential school of thoughts argue that rather than a complete change to the organization over time, the organization can adopt what they term "vacillation," which refers to the use of "semi-structures" and "rhythmic switching" to oscillate back and forth between the time spent on exploiting and exploring. The concept bears the tag of temporal shifting, and it advocates for the use of culture changes from formal to informal organizational cultures for exploiting and exploring, respectively. The discerned pattern from the study amplifies that a sequential approach tends to be more befitting for relatively stable and slow innovating business environments such as seen in the service industries and for firms with limited resource constraints to pursue a simultaneous strategy. [C. A. O'Reilly and Tushman, 2013; M. L. Tushman and Romanelli, 1985; Brown and Eisenhardt, 1997; Nickerson and Zenger, 2002].

2. **Simultaneous or Structural Approach**: First proposed in 1995, Tushman and O'Reilly argue that firms can use a separation process to create different organizational structures or sub-units for exploration and exploitation. The researchers highlight that their view of separation applies not just to structural units but extends broadly to different competencies, incentive schemes, work cultures, processes, and systems. Following this logic, [C. O'Reilly and Tushman, 2011; Smith and Tushman, 2005; C. A. O'Reilly and Tushman, 2013] synthesizes that ambidexterity at its core is more of a leadership issue and less of a structural one with the sole purpose of sensing and seize new opportunities. Albeit several deviations in the research of simulations ambidexterity, at the bottom-line, The extractions tends to confirm that among the key components for an effective simultaneous or structural approach to ambidexterity includes strong leadership, management of associated tensions, a persuasive vision, autonomous tendencies, and good strategy for integration [Burgers et al., 2009; C. O'Reilly and Tushman, 2011; Smith and Tushman,

2005; C. A. O'Reilly and Tushman, 2013].

3. **Contextual**: The contextual approach is a rather seemingly different view from the simultaneous and sequential approach that shifts the emphasis from a structural view to a more individual one. This approach was proposed by Gibson and Birkinshaw in 2004 when the researchers argued that the prior suggested practices sway heavily toward a structural view of the organization. The paper indicates that organizations should adopt an approach focused on individuals called *contextual ambidexterity* to rectify the tensions between exploration and exploitation. The contextual approach adopts a broad definition as: "the behavioral capacity to simultaneously demonstrate alignment and adaptability across an entire business unit" [Birkinshaw and Gibson, 2004 [P.209]]. The approach encourages individuals within the business unit to divide their time between exploratory and exploitative activities. Thus, the metrics of accessing performance rely on how well individuals agree that the firm is aligned and adaptable.

   A rather fair summary provided by [C. A. O'Reilly and Tushman, 2013] categorizes the key point of this approach into three: First, the dominant entity responsible for managing the balance between exploration and exploitation is the Individual. Second, the measurement metrics rest on the Individual's perception and satisfaction with the alignment and adaptability. Finally, the role of the organizational system is minimal and often restricted to the creation and fostering of environmental factors such as thrust, discipline, and autonomous structure.

Besides the core factors suggested above, a table from Lavie et al., 2010 arguments helps to provide further a clear picture of the internal processes, figure 1.

External Approaches

The external approach to ambidexterity refers to using external entities to practice exploration and exploitation. This entail acquisitions of new companies as a way to explore new knowledge, alliance with other institutional body to share the risk of new technology development for the increase in efficiency of existing business; exploitation, Start-up collaborations as a way to gain insight into new technology for strategic intent, or other similar approaches. This thesis refrains from going deep into the external approach as the intention is to clarify differentiation from the earlier internal approaches. Thus, less relevant for the intended research work, which focuses on adding synthesized knowledge to the company's internal approaches to ambidexterity practices.

Balancing Mode	Contextual Ambidexterity	Organizational Separation	Temporal Separation	Domain Separation
Locus of Balance	Individual and group levels	Organizational level	Organizational level	Organizational level
Mechanism of Balance	No buffers between concurrent exploration and exploitation	Separate units dedicated to either exploration or exploitation, simultaneously coordinated at the corporate level	Sequential shifts over time from exploration to exploitation and vice versa	Exploring in one domain while simultaneously exploiting in another
Management Role	Management provides a supportive infrastructure	Proactive management is essential	Proactive management is essential	Proactive management is not a necessary condition
Challenges	Managing contradictions within organizational units	Coordinating across units and managing contradictions at the senior management team	Managing transitions between exploration and exploitation and dislodging from inertial pressures	Identifying applicable domains and deciding whether to explore or exploit in any given domain

Figure 1: Alternative modes of balancing ambidexterity internally, [Source: Lavie et al., 2010].

The external approach serves as an alternative that allows a firm to develop important dynamic capabilities. Albeit to varying degrees, the different external modes help to sense new threats, seize new opportunities, and provide relevant insights for the reconfiguration of the parent organization Enkel and Sagmeister, 2020, figure 1.

Configuration

The configuration approach refers to the complex balancing of exploration and exploitation using the seemingly appropriate internal or external practice that bests suits the business unit. This entails using an external approach for exploration practice and internal ambidexterity for exploitation at organizational and individual levels [Alänge and Steiber, 2018; Raisch et al., 2009; Stettner and Lavie, 2014].

3.1.4. Challenges of Practicing Ambidexterity

This section on ambidexterity began by introducing empirical research that shows that ambidextrous organizations tend to have a higher performance and sustain longer than non-ambidextrous; however, this is not without its challenges. This section briefly outlines the

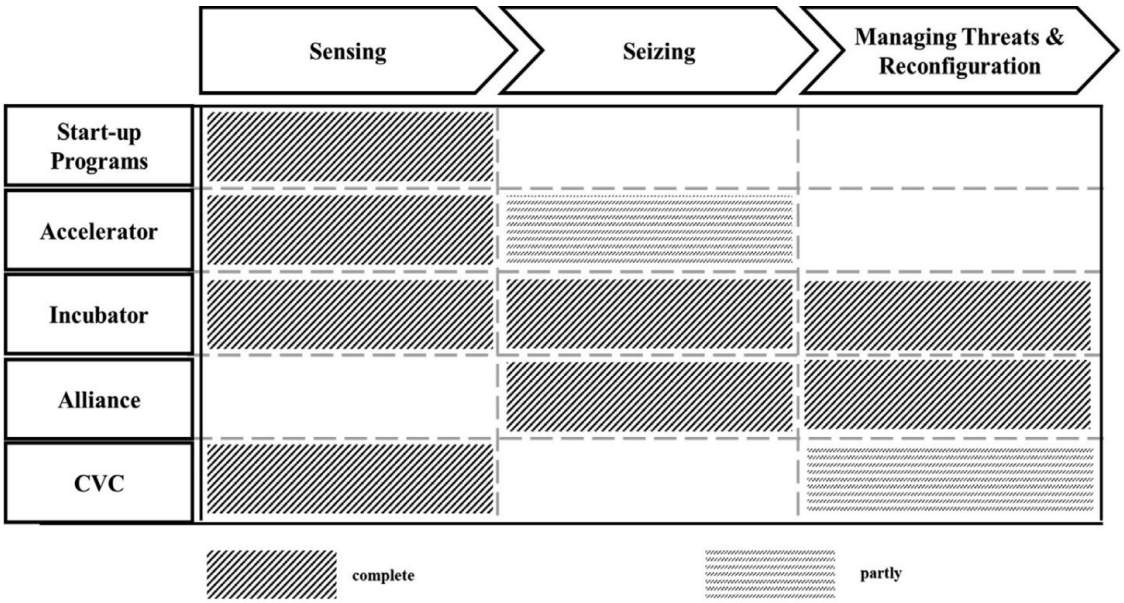

Figure 2: External modes of ambidexterity practices and relevant efficiency, [Source: Enkel and Sagmeister, 2020].

major challenges of ambidexterity practices, termed "central tensions," and discussed extensively in [Raisch et al., 2009].

1. **Differentiation vs Integration**: This entails the conflicts between whether tasks for exploration and exploitation should be carried out by separating activities across different units or utilizing the same organizational units for exploration and exploitation - integrated.

   Critics to the differentiation approach argues that for any value to be realised there have to be a re-integration, thus, the approach of differentiating might be inefficient [Eisenhardt and Martin, 2000; Teece, 2007; C. O'Reilly and Tushman, 2008; Raisch et al., 2009]. Argumentative still, critics of integration highlight the tediousness and constraints around the process of exploring on individuals who are already established in an organizational culture, values, experiences, and skill-sets tailored for exploitation [Raisch et al., 2009; March, 1991; Inkpen and Tsang, 2005; Hawk and Zand, 2014]. The latter point made by the critics of the integration approach will be a sole point in this research going forward.

   The state of the arguments meets cold ends with a compromise that; first, both approaches are rather complementary than alternatives of one another in satisfying organizational overall's effectiveness. Second, both approaches keenly require managerial attention. Finally, the nature of the tasks and activities will be influential to the approach adopted [Raisch et al., 2009; C. A. O'Reilly and Tushman, 2013].

2. **Individual vs. Organizational**: This is an argument that steams from Birkinshaw and Gibson, 2004 in the criticism of the structural oriented approach to practicing ambidexterity in favor of individual-focused approach and organizational culture influence. Despite criticism from the school of thought in favor of the structural approach, there is an agreement that some influential individual in management needs to be ambidextrous by adopting top-down and bottom-up experiences [Mom et al., 2007]. Some members of the individualism school of thought maintain that the practice of ambidexterity displays linkage to individual factors. These factors include the personality characteristics, ambidextrous behaviors, and the thinking of individuals in addition to the organizational ambidexterity [Smith and Tushman, 2005; Raisch et al., 2009].

3. **Static vs. Dynamic**: This pertains to the approach of how organizations pursue ambidexterity, i.e., the practice of sequential or simultaneous are seen as static, while the approach of tuned configurations adopts several strategies at multiple levels and thus viewed as dynamic. Researchers in favor of dynamic configurations highlight the dynamism of markets and organizations as the primary factor why tuned configuration of several approaches at several levels should be adopted [Ketchen et al., 1993; Siggelkow, 2002].

   The arguments adopt the form that organizational tasks are, in reality, dynamic and thus should not be limited to a static alignment approach. Also, ambidexterity needs to persevere over time; therefore, the different approaches might be relevant at different periods. Finally, exploration and exploitation can be derived from both simulations and sequential approach, thus, it is an inconclusive arguments to push for hard-line categorization [Raisch et al., 2009; Ancona et al., 2001].

4. **Internal vs. External**: This tension pertains to what practice of efficiency is most efficient i.e., the utilization of internal units and expertise or outsourcing and engaging with external partners for the sole intent of realizing the full value of ambidextrous operation [Alänge and Steiber, 2018; Raisch et al., 2009; Holmqvist, 2004; Rothaermel and Deeds, 2004].

   Although, some may advocate for the importance and value of attaining external knowledge, the challenge of post-integration is brought to light nevertheless [Benner and Tushman, 2001; Eisenhardt and Martin, 2000; Raisch et al., 2009] .

   In the synthesis of the arguments compromises, Raisch et al., 2009 summarizes that: first,

when considering the acquiring of external knowledge, the firm's absorptive capacity to the new knowledge plays an essential role in the assessment. Also, external brokerage and the organization's social network play a role in integrating and effectively utilizing external knowledge.

A Brief Clarification on Context

The earlier completed sections on ambidexterity provided an understanding of the environment and some challenges around which this thesis aims to position itself. The major challenge that leads to the research question is the struggle of the individuals acquainted with exploitation and who gained years of experience with exploitative tasks. Now facing major uncertainty and ambiguity across their industry, the individuals are tasked to explore new ideas and scale them in an uncertain environment. An incremental task for which the expertise and mental model they have spent many years developing now seems redundant. This view is in line with research findings in criticism of integration Raisch et al., 2009; March, 1991; Inkpen and Tsang, 2005; Hawk and Zand, 2014. A key point of note is that the industries referred to in this thesis are the relatively, thus far, stable industries such as energy(oil and gas), consumer goods, and industrial service providers to these industries.

Therefore, the angle adopted to this thesis includes understanding and applying exploratory and scaling ideologies, frameworks/tools, and best practices that would enable the individuals from the exploitative contexts to familiarize themselves with the environment in which they aim to set sail as explorers.

3.2. Exploration

In this section we discuss specifically two exploration approaches originating from different underlying philosophies that summarizes the vast field of work within the topic area. The first approach this section discusses is the strategic foresight approach emanating from a planning philosophy with the view that the future can be created by proactive planning [Heger and Rohrbeck, 2012; Rohrbeck and Gemuenden, 2010; Dadkhah et al., 2018; Semke and Tiberius, 2020; Gordon et al., 2020]. The second approach thus is the learning agile approach that originates from the agile school of thought with an emphasis on learning and adapting as opposed to full on proactive approach to exploring new business area [Breuer, 2013; Kemell

et al., 2020; Kir and Erdogan, 2021; Balog, 2020].

The foresight and agile school of thought both recommend their philosophies, frameworks, and practices to answer a common type of environment. The described environment first described by the US Army war college [Giles, 2018] is characterized by high volatility, uncertainty, complex, and ambiguous (VUCA) [Bennett and Lemoine, 2014]. The environment highlights a high degree of instability, lots of unknown factors, too many interdependencies, and a lack of information as described in figure 3.

Figure 3: Characteristics of unstable business environment, [Source: Bennett and Lemoine, 2014].

3.2.1. The Strategic Foresight Approach: Planning

Introduction

Originating in the 1960s [Dadkhah et al., 2018], The foresight approach is highly predictive oriented and defined as the combination of observation, identification, and interpretation of elements of change within a business environment and making strategic organizational measures to shape and fit into the environment [Gordon et al., 2020]. The approach to exploration believes that the future can be shaped and thus planned for with the use of several predictive frameworks and methodologies such as Delphi, scenario analysis, road-mapping, and more [Rohrbeck and Gemuenden, 2010; Gordon et al., 2020; Dadkhah et al., 2018].

The approach has adopted several applications over the years within organizational strategic planning. However, most recently, the approach has been adapted to the area of new business exploration [Gordon et al., 2020] due to the increasing complexity and interdependencies around customer awareness, stakeholder demands, competition, and high uncertainties. More researchers now realize that a single framework approach that was sufficient for strategic planning in a relatively stable environment might now be insufficient to deal with challenges faced in the VUCA business environment when exploring new businesses. Thus, researchers advocate for early proposals that the use of strategic foresight for dealing with uncertainties such as scenario analysis, in combination with other frameworks in an integrated manner that improves the robustness of predictions under complex interdependencies [Heger and Rohrbeck, 2012; Tseng et al., 2009; Thom et al., 2010].

Framework

Herger and Rohrbeck, in their paper on *"strategic foresight for collaboration of new business fields"*, proposed a framework for the exploration of new business with a strategic foresight view. When applying a foresight method, the researchers argue that organizations are in the form of the dilemma between what technology an organization should employ in providing services and if consumers are willing to pay for the service or product. Thus, the earlier introduced discussion of the resulting dual planning challenges of uncertainty and complex interdependencies.

The proposed framework combines: (1) potters five forces for understanding the competitive landscape of the potentially new market, (2) business-modelling frameworks for the understanding of the business viability of the new case, and (3) business planning frameworks to calibrate for the fundamental elements of founding a company [Heger and Rohrbeck, 2012; Leo, 1982; Osterwalder and Pigneur, 2010; Konnertz et al., 2011; Abrams and Kleiner, 2003].

The framework figure 4, has four major phases and two additional phases for introduction and conclusion of the exploration process, and also, cumulatively twenty-one sub-steps categorized

under the different phases. The first phase of the exploration framework is concerned with clarifying the different product properties. The second phase is concerned with competition in the new business environment. The following third phase analyzes the market environment, including the regulations and trends, and the final fourth phase addresses the relevant financial prospect of the subject. In addition to the four major phases, phase zero looks into preliminary ideation around the product and target segments. Phase five performs due diligence to validate the finalized business case.

Why this Framework and a Recent Alternative

This research subjectively selects the framework from Herger and Rohrbeck (figure 4) due to its clarity and precise nature in outlining substeps. Other recent frameworks, such as the one proposed by Dadkhah et al., 2018 (figure 5), are also similar to the preceding work of Herger and Rohberck. Also, the current framework tends to pay relatively lesser attention to the issue of competition, which this paper researcher subjectively argue to be important. Because the new businesses under exploration will potentially face robust challenges and threats of strategic maneuvering from established and underdog organizations alike, as with the case of VHS and Beta-max [Cusumano et al., 1992] as a light example. Thus, if the company should adopt a planning approach, the company should incorporate plans for potential positioning, as Herger and Rohrbeck had done.

3.2.2. The Learning Agile Approach: Lean

Introduction

The agile philosophy originates from a meeting of "The Agile Alliance" group of seventeen software developers at The Lodge at Snowbird ski resort in the Wasatch mountains of Utah. The developers felt unsatisfied with the traditional approach to software development. They combined their various insights from Extreme programming, Scrum, adaptive software development, and other similar frameworks to find an alternative to the documentation-driven, heavyweight software development processes. The outcome of their meeting gave birth to the agile manifesto [Highsmith, 2001].

The Agile manifesto has four central values [Mircea, 2019]; (1) Individuals and interactions over processes and tools, (2) Working software over comprehensive documentation, (3) Customer collaboration over contract negotiation, (4) Responding to change over following a plan.

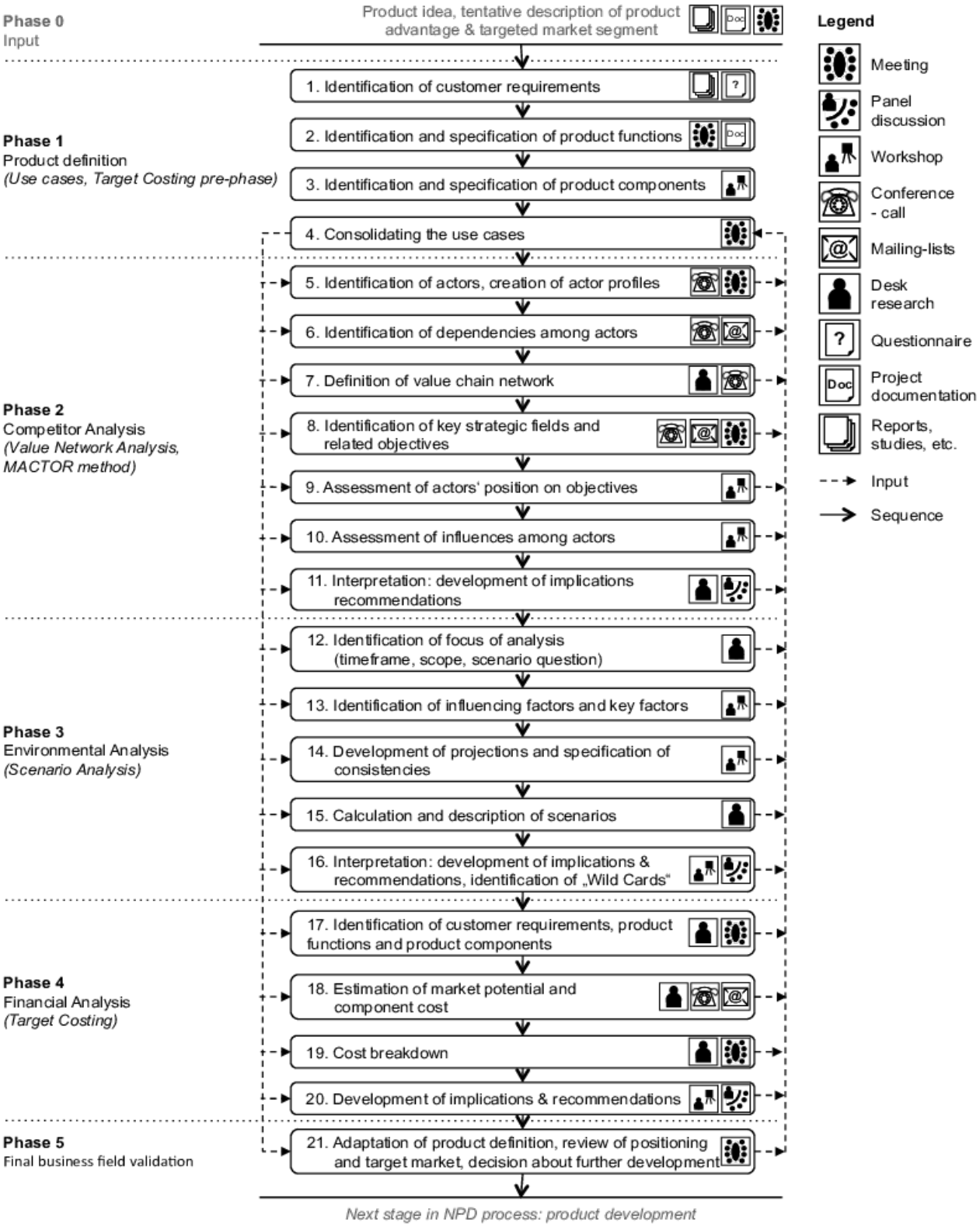

Figure 4: Foresight framework for exploring new businesses, [Source: Heger and Rohrbeck, 2012].

And today, "agile serves as the underlying philosophy to approaches such as LEAN, Extreme programming, Scrum and Kanban [Mircea, 2019]. However, an important point to note is that the different approaches all align under the agile philosophy but had different originating points

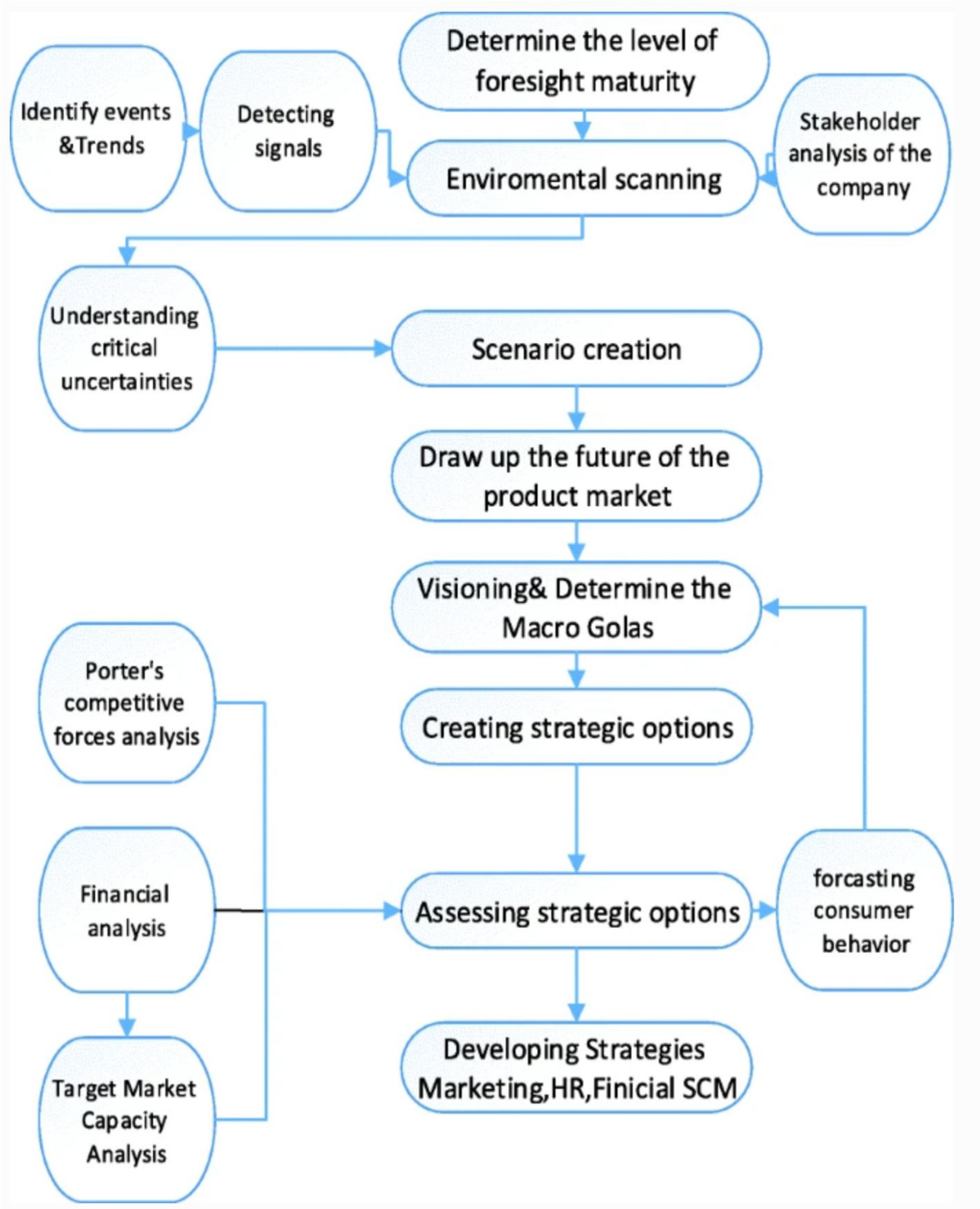

Figure 5: Alternative forsight framework, [Source: Dadkhah et al., 2018].

independent of the meeting of "The Agile Alliance" group. For example, the lean process, which originated in the Japanese company of Toyota as a manufacturing method to minimize waste and increase efficiency according to [Dekier, 2012]. Dekier, 2012 also highlights that the agile approach to management followed after the 2008 crisis that placed constraints on companies to

seek better economic situations and improve efficiency.

The use of the LEAN approach in building new businesses, however, became popularized by [Ries, 2011; Blank, 2013; Osterwalder and Pigneur, 2010]. The researchers provide arguments challenging the traditional planning approach that allows for waste. They argued that new businesses, especially start-ups, often have limited resources and thus need to minimize waste by validated learning and collaboration with customers to make incremental improvements that adapt to customers' needs as it evolves. This view aligns with agile values.

Framework

Extending this knowledge to the field of corporate venturing, Breuer, 2013 suggested a five E framework for corporate venturing for use in the exploration of new businesses in a corporate context. The five E framework challenges the traditional corporate tendencies to plan and amplifies the earlier views from Ries and Blank's works that the new business organizations are learning organizations that seek to learn and adapt by iterative improvements anchored by learning goals.

The five E framework (figure 6 & 7) combines several other external frameworks and develops progressively. First, an exploration that entails a simple model with a compelling vision around customers' values, implemented with the "Business Modeling Starter Kit" tool [Breuer and Mahdjour, 2012]. Second, Elaboration, which builds upon the first step by using the validated learnings from the first phase to elaborate and specify the components of the business modeling tools [Breuer and Mahdjour, 2012; Osterwalder and Pigneur, 2010], and in some cases, a blue ocean analysis [Kim, 2005]. Following the Elaboration phase is Evaluation. The third phase is more concerned with further specification by using a prototype to validate further, prioritize, and qualify the elaborations made in the second phase through such means as focus groups. The fourth phase becomes one of iterative "Experimentation" and test deployments with realistic, measurable metrics in a broader context outside of closed, focused groups. And finally, the Evolution phase entails setting future visions, learning goals, and clarifications of concerns around growth.

Immediately apparent with this approach is the minimal attention to the competitive and micro-market (regulatory) environment mildly similar to the alternative foresight framework discussed in the earlier subsection in association with figure 5. The minimal attention is solely due to the customer-focused central to this approach's heart.

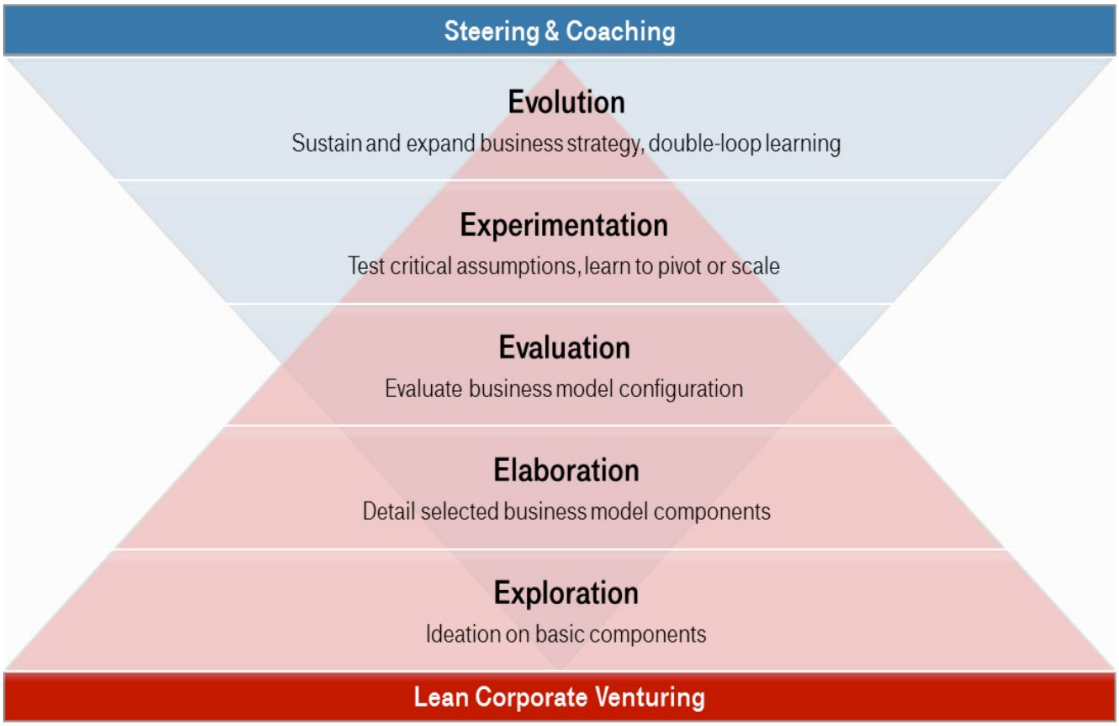

Figure 6: Five E Framework, [Source: Breuer and Mahdjour, 2012].

Reflections on Exploration

This section reflects some gaps identified in the two approaches to the exploration discussed in this section so far. Although, the tools that could compensate for the gaps are diffused and broadly applied in other areas outside of the corporate new business exploration context.

1. The Agile and foresight approach both begin their exploration process with preliminary ideas and components of the solution in mind. Thus, both approaches are more skewed towards starting with a product.

2. The frameworks proposed for foresight and agile centralize around analyzing and validating ideas rather than addressing the key underlying challenge of how to explore or think about coming up with ideas as a result of the first limitation.

3. The Agile approach and framework include an evolution phase for transitioning from exploration to scaling, while the planning approach broadly includes identifying key partners. However, both approaches underestimate the role of a complementary infrastructure or, rather in the term of Moore, 2002, "whole product."

Proposition from exploration: To conclude from the literature on exploration the following

Level	Exemplary Tools and Methods
Exploration	Business Modeling Starter Kit Futures Workshop Crowdsourcing
Elaboration	Ethnography Blue Ocean Analysis Co-Creation Workshops
Evaluation	Customer Development Interviews Expert Interviews Comparative Evaluation
Experimentation	User Clinics and Usability Testing Split Tests Cohort Study
Evolution	Future Scenarios, Futures Workshop, Idea Backlog

Figure 7: Lean venture levels and tools, [Source: Breuer, 2013].

proposition is thus extracted:

Corporate companies' expertise within exploitative activities causes them to adopt a predictive foresight approach to exploring and scaling.

This proposition implies that the strategic planning process dominant in established companies will cause the companies to be more likely to adopt a more predictive approach, as proposed by Heger and Rohrbeck, 2012 and Dadkhah et al., 2018 rather than the agile approach advocated by Breuer and Mahdjour, 2012. Mainly, because the individual's accumulated experience and familiarity with strategic planning, as argued by Birkinshaw and Gibson, 2004 will influence the approach that the involved individuals are willing to favor for the exploration process.

Corporate companies utilize generic business frameworks for scaling new businesses, albeit in very different ways, because of the unique market demands of the new venture.

This propositions steams from the observation that the frameworks from both Heger and Rohrbeck, 2012 and Dadkhah et al., 2018 both are adaptations and recombination of generic business frameworks. So this proposition implies that companies will utilize the different adaptations of original version of the commercial frameworks during scaling.

3.3. Scaling

3.3.1. Introduction

After a successful exploration phase, a scaling phase more akin to exploitation follows. Scaling refers to the process of adapting, adopting, and utilization of innovations (technologies, practices, markets or policies, and other novelties) across a wider community of people or geography [Schut et al., 2020]. Similar to exploration, this thesis clusters the conflicting school of thoughts on scaling in two categories: ***efficiency*** and ***speed***.

While members of the traditional planning approach to exploration tend to lean towards efficiency as the key optimization metric in scaling, members favoring the agile school of thought in exploration tend to advocate more for speed during scaling. The lines differentiating the members of the different school of thought is rather flexible than absolute. For example, on the one hand, some members that advocate for fast learning agile approach during the exploration process can advise that new ventures take growth slowly. In essence, one step (markets and geographical location) at a time to optimize efficiency - a view more in line with the traditional planning approach to exploration. While, on the other hand, some members who agree more with an agile approach advocates for much rapid growth over efficiency, a process referred to as Blitzscaling [Ries, 2011; Kuratko et al., 2020; Salamzadeh et al., 2017; Moore, 2002; Sullivan, 2016].

The reader should note that while ambidexterity focuses on exploration and exploitation, the exploitation part commonly refers to the exploitation of existing businesses. Some researchers may broadly classify new corporate ventures' growth as an exploitation activity in the recent context. However, scaling new ventures may slightly vary from the typical exploitation activity in established business units, even in a corporate context, especially in a new area of competence outside the company's core areas (e.g., infrastructure build-up, establishing new networks, resource availability). On this note, a lot of the entrepreneurial scaling literature has mostly been from a start-up point of view and with broad influence by silicon valley [Kuratko et al.,

2020].

Efficiency Perspective

The efficiency perspective emphasises that growth should start small and be done gradually with domination of one market segment at a time while learning and improving gradually [Moore, 2002; Ries, 2011; Raisch and Tushman, 2016]. Under this school of thought, it is a common notion that the best company built carefully and gradually will strip the first mover of its positional advantage. While Ries, 2011 emphasizes the speed of learning using the build-measure-learn loop, he argues that companies should be cautious of growing too fast without improving based on validated learning. Hence, Companies should speed through the exploration process of learning about their customers in an agile manner using the minimum viable product (MVP) but adopt a small batch size and move through them gradually based on accumulated information. Moore, 2002 proposes that a company can organize its market in a bowling pin format and begin with the beachhead and thus increase the growth more slowly as they ensure that the customers can obtain more value before they speedily grow.

Speed Perspective: Blitzscaling

This rather recent view mostly advocated by Sullivan, 2016 emphasizes that speed should be the priority over efficiency. Contrary to the efficiency perspective, they argue for rapid growth, aim to attain the first movers' advantage, and global expansion. Under this view, new ventures have constraints like limited resources, and so in a new market, they should aim to make speed their key metrics and thus capture as vast a market share as possible. They advocate that the key growth factors to focus on are: market size, distribution, gross margin, and network. The most recent article looking closely at companies that have utilized this approach, Kuratko et al., 2020, pointed out that the approach was more favorable for software-based companies. Because software-based companies can afford to use a minimum viable product and deliver only the essential value that undergoes continuous revision. Some hardware companies, such as jawbone, have failed in the mass market trying to adopt this approach due to failure to improve the product in tandem to growth - in a gradual manner, and the product cannot undergo improvements after contact with the customer. The afore-mentioned article also highlights concerns around ethics in utilizing this approach of growing too fast.

3.3.2. Scale up Activities and Modes

In a study of 184 unicorns, Piaskowska et al., 2021 outlined four essential activities that are common in scale-ups and groups scaling ventures into four modes.

Activities

Inducing from prior theoretical conceptualization arguments of Demir et al., 2016, The critical activities involved in scaling, as argued by Piaskowska et al., 2021 in the case study of several unicorns are:

1. Financing
2. Innovation
3. Digitization
4. Acquisition

Financing entails the scale-up ability to raise the monetary capital required. Innovation activities refer to improving technology, processes, and product or service. Digitization refers to digitizing all business models and essential value-based capabilities to ensure rapid growth. The last activity - acquisition - is concerned with obtaining external knowledge and fulfilling strategic intent by external acquisition.

3.3.3. Corporate Context

Raisch and Tushman, 2016, discusses a process framework for the transition to scale that highlights the nature of activities and relationships between a new corporate business unit and peer or parent organization during growth of a new business venture, figure 8. The frame work is divided into a horizontal relationship level with peer business units, and a vertical relationship with the parent organization. Both the parent and peer level are further categorized under three stages of exploration (differentiation), transition (graduation), and exploitation (integration) phase [C. O'Reilly and Tushman, 2008; Fiol, 1995; Gilbert, 2006; McGrath et al., 1995].

Peer Level (Horizontal relationships)

The growth nature and relationship with the peer business units level is divided into three stages: peer differentiation, peer graduation, and peer integration. Raisch and Tushman, 2016

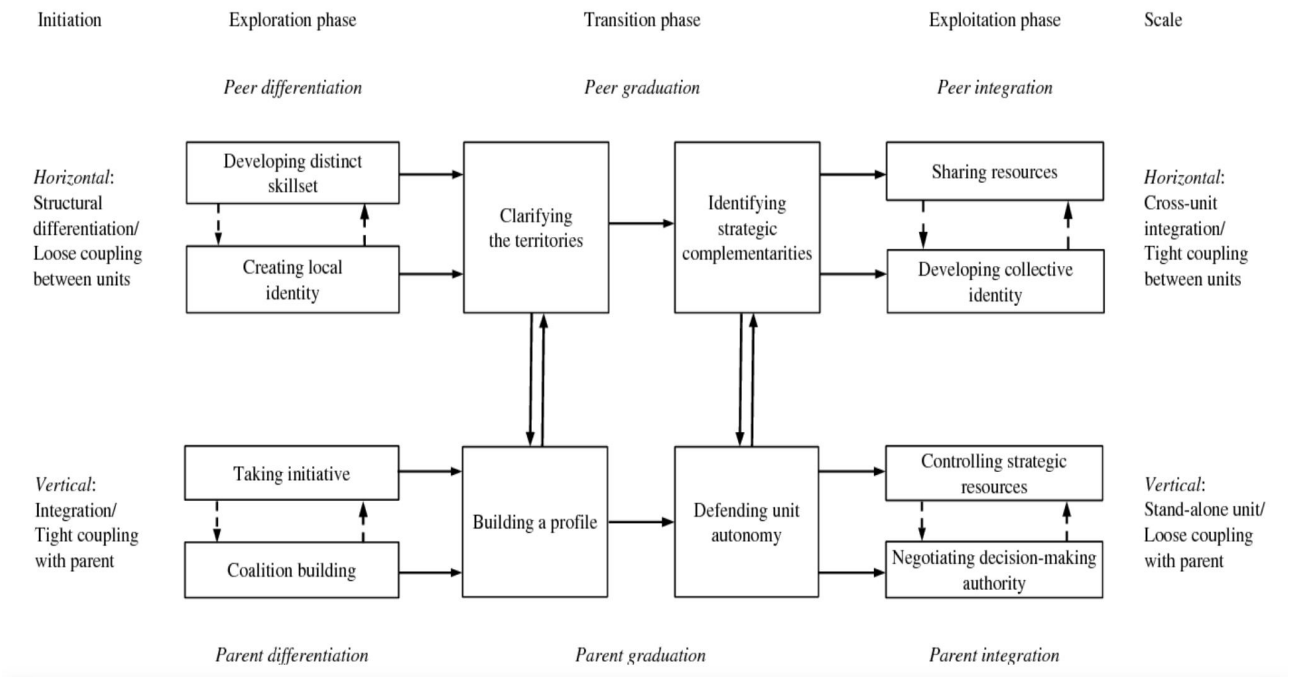

Figure 8: Process framework for transition to scale, [Source: Raisch and Tushman, 2016].

argues that the early stage of a new business unit steers a tension in the established business unit due to fear of cannibalization. Thus in the early peer differentiation phase - exploration, the new business unit should focus on developing a unique set of skills that differentiates them and, in so doing, create a localized identity that displays how they are different from the existing business unit.

In the second stage of peer graduation - transition, the new business unit clarifies the territories in which they operate and identify strategic synergies that define what value they can distinctly provide for the peers and how they can gain from the peers' units in return.

In the final stage of peer integration - exploitation, the new business unit is now established with distinct capabilities and strategic value; thus, they can proceed to leverage their value in scaling by utilizing needed resources (manufacturing plants, soft wares, tools, and more) from earlier existing and established business units, and furthermore proceed to develop a collective identity under the umbrella of the parent organization.

The research also highlights that the companies fared more advantageously in this process when they employed new human resources that were foreign to the organization [Raisch and Tushman, 2016]. And the relationship with the peer business units starts loosely and tightens over time due to the final stage of developing collective identity and resource sharing.

Parent Level (Vertical Relationship)

The parent level describes a vertical relationship that the new business unit maintains with the parent organization management to foster support and mobilize top-level resources. The relationship is also categorized into three phases: parent differentiation, parent graduation, and parent integration.

The parent differentiation phase - exploration entails a sense of taking the initiative to come up with an idea and obtaining a coalition interest around the idea from the top management to leverage when seeking top-level support and resources for which the parent organization is responsible. Both activities of taking the initiative and obtaining coalition support are interdependent.

The parent graduation phase - transition- refers to an essential step of profile building, where the new business unit organizes its capabilities and clarifies what value it can contribute to the corporate parent as a whole. The value must be large enough to cover the cost of development, commercialization, and risk premium. The value is then used to defend further autonomy of the unit's activities.

The final parent integration phase - exploitation - does not refer to integration into the established unit but rather integration as a recognizable and established unit or area of business in its own right. This development means the unit can control its strategic resources and decision-making authority.

Propositions on scaling: The theory on scaling thus yield the following propositions:

Corporate companies prioritize efficiency over speed in scaling new ideas because of their established brand.

This proposition is outlined in line with the efficiency perspective such as Moore, 2002, Ries, 2011 and Raisch and Tushman, 2016. The proposition implies that the established companies might be more prone to safety and minimization of risk and therefore feel the need to be more efficient rather than scale fast. An example of a risk that can avoid scaling fast could be negative incidents that jeopardize the parent company brand.

Corporate companies are slowed down during scaling due to complex relationships with peer business units and parent companies.

This proposition insinuates that complexity around the relationship between the new venture units and the parent and peer company will constrain the new venture's ability to grow at a

high-speed pace and thus cause a reduced growth pacing. This is especially considering the factors that needs to be clarified in the scaling process to set clear boundaries as outlined by Raisch and Tushman, 2016 in figure 8.

4. Methodology

This chapter discusses the research methodology adopted to answer the proposed research question: How do corporate companies scale internal new ventures?. The chapter outlines the research approach and strategy, units of data collection, interview guide, reliability, validity, analysis method, and ethical concerns. Several components in this chapter adopt a perspective from the honeycomb of research methodology framework proposed by Wilson, 2014 (See figure 9).

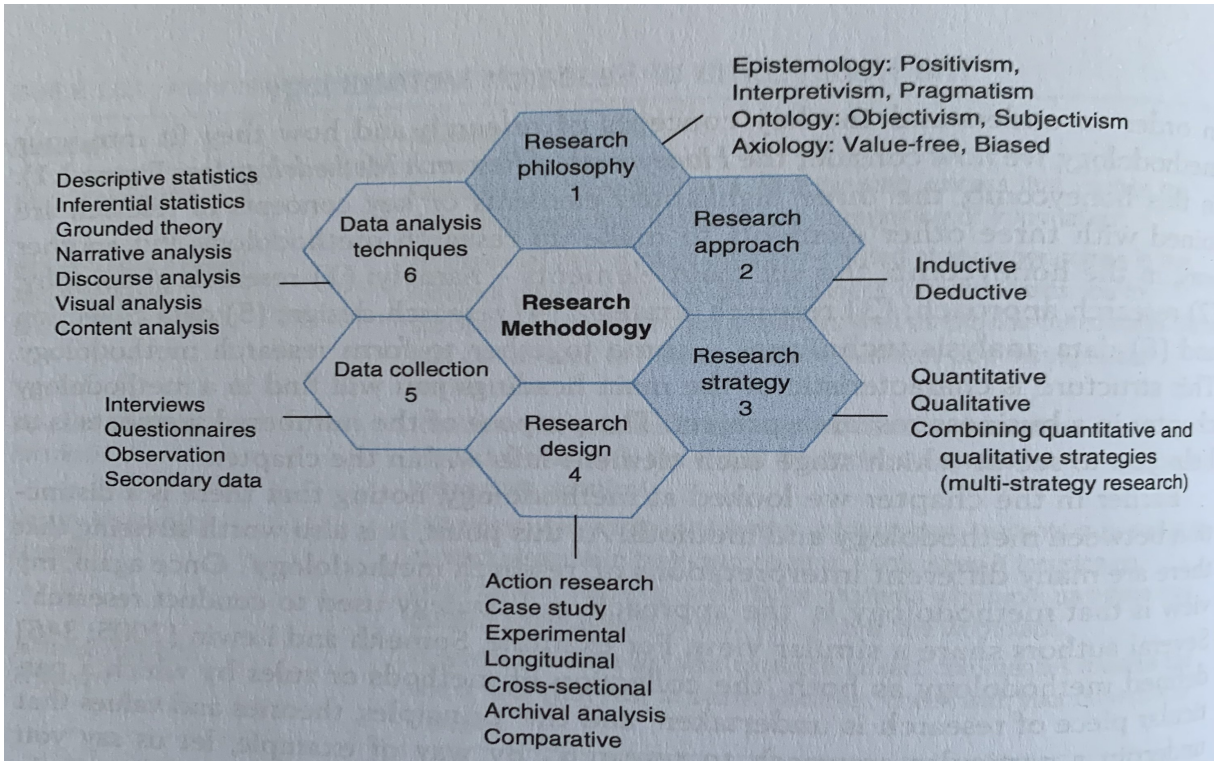

Figure 9: Honey comb research methodology approach, [Source: Wilson, 2014].

4.1. Research Approach and Strategy

This section discusses the foundation of the research methodology, which includes the research's approach, strategy, and design methodology.

Research Approach

The research approach adopted in this research work is deductive. According to [Wilson, 2014], a deductive approach entails utilizing existing theory to test a phenomenon and thus expand the knowledge framework. Wilson, 2014, highlights that the deductive approach adopts the use

of a hypothesis based on existing theories to design a research strategy. This thesis utilizes an adaptation of this approach such that the key elements of the research question stand as the code that shapes the theory and propositions that then shapes the strategy as described by Wilson, 2014.

The deductive approach is favored for this research because the phenomenon studied regarding scaling a new corporate business can draw from a broad range of theories in ambidexterity and exploration. The theories can be applied to generate suitable hypotheses for answering the research question based on the four perspectives earlier mentioned; ideology, frameworks, practice, and relationships. The deductive approach, in summary, tends to move in the direction of theoretical applications to new observations/findings.

Research Strategy

The strategy adopted for this research work is a qualitative strategy. For this research, a qualitative strategy entails using interviews with relevant subjects of a corporate organization as the primary mode of data collection. Unlike quantitative research that deals in statistical and numerical factors, a qualitative approach, as described by Patton, 2005 involves the analysis of data collected from field observations, open and in-depth interviews, and other written means.

Wilson, 2014 briefly notes that the word qualitative is reflective of research focus on the qualities of entities, systems, or definitions that do not measure experimentally in quantitative formats (quantity, amounts, frequency, and more numerically inclined metrics). In the same vein, the researcher highlights that a qualitative approach is more favorable for inductive studies where the method allows for the development of theoretical frameworks.

Although the thesis takes a deductive process, a qualitative strategy fits the process of answering the research question best because a description of the scaling process is required. Thus, communication with internal team members driving the scaling process is more suitable. Therefore, a qualitative strategy that entails using an interview guide shaped by the proposition and research question elements were utilized in collecting data for the thesis.

Research Design

The research study adopted is a descriptive study under a case study design. According to Yin, 2003, " A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life contexts, especially when boundaries between phenomenon and context are not clearly evident." Thus, a case study design that focuses mainly on the phenomenon of scaling

and partially on exploration within an organizational context is best suited for answering the proposed research question of this thesis work. Pattern observation of scaling across multiple organizations drives the need for a descriptive study that is more suited for observational cases, as Wilson, 2014 pointed out.

To best understand how scaling an internal new venture is carried out, a standard interview questionnaire guided by the research question and proposition remained the same across multiple organizations. From the collected data and secondary findings, an analysis of common patterns, differences, and unique properties will synthesize a useful understanding of the phenomenon, thus why a descriptive case study approach is useful.

The case design approach adopted in this thesis is a multiple case design (holistic analysis). Using a multiple case design method was due to the broad scope of the cases the research focuses upon; the internal venture units of various corporate organizations like the cases in this thesis. And the holistic analysis is descriptive of the nature of the study: a singular focus on scaling with a single interview guide.

Important to note is that the scaling process is further along on the grand scheme of the internal venture journey. Thus, the role of theory in designing the research is to build a robust context for understanding the elements driving the scaling process. For example, looking at the theories behind what motivates a company to engage in new venture and how that shapes the process of scaling. Also, understanding the idea exploration process preceding the approval of the decision to scale, since this also shapes the scaling process, and then understanding what is currently known about the scaling process. After understanding the highlighted theoretical background, the proposition specifically springs out as a guide of what makes sense to find based on the established theories, thus setting a rail for the ease of discussion around the findings.

4.2. Data Collection & Unit of Analysis

This subsection focuses on relevant elements and modes of data collection. The section outlines the primary source of data collection, secondary sources of data collection, the interview guide, the method of data collection, and more information on the unit of analysis in the case study design.

4.2.1. Primary Data Collection Sources

The major source of data collection for this qualitative case study thesis is interviews with employees of the corporate organization included in this research. The interviews are held via online video calls and recorded. The interview was a 45-minutes interview with four participants (two employees each from the participating organizations). The team working on scaling in both companies was between four and five employees. Thus, the two interviews were reasonable sample sizes to triangulate with the secondary data.

The interviews were held via Microsoft Teams and had the advantage of saving commute time, instant access to recording the entire call in a video format, and an option to generate transcript of semi quality. However, few disadvantages such as network connectivity issues, and technical issues such as sound and video were disruptive for few seconds of the call. Overall, the online video calls were beneficial to the collection of primary data for this research.

Table 2 outlines the organizations participating as the primary sources of interview:

Primary source of data collection	
Primary Sources	**Description**
DNV	Key executive of the DNV accelerator group focused on managing three new business ideas, with cybersecurity being the core focus for this thesis.
Orkla	Key executives at Påfyill, focused on scaling the consumer refilling service to reduce plastic use in the consumer goods value chain

Table 2: Primary source of data collection

Before collecting primary data, an interview guide was created. The interview guide sections into three parts; The introduction entails critical issues at the start of the interviews, such as welcoming, addressing the GDPR security concerns regarding recordings, description of the research, the aim of the interview, and an overview of the interview agenda. The main section of the interview guide includes the questions about the research topic on scaling and a final open question allowing the interview participant to share areas of the subject that they find

important but the interview did not address. The ending section includes questions that ask for more relevant secondary resources from the interview participants, a warm welcoming, and a snowballing question (asking if there is anyone else that the researcher should talk with regarding the topic).

The Interview guide main section containing questions regarding the research topic is in the format of a **semi-structured interview**. A semi-structured interview, according to Wilson, 2014 is an interview-based on a structured set of questions but with more flexible boundaries allowing the interviewer to explore subjects or themes raised by the interview participant. The interview guide for this thesis broadly anchors on the ideologies, frameworks, and practices involved in how corporate companies scale internal ventures. So, the questions highlight the angles but leave room for more discussions, allowing the interview participant to use relate-able examples to explain and clarify a point.

The interview questions were also cross-checked with an initial pilot interview with an employee from DNV to ensure that the questions were **open-ended questions** and allow for elicitation of feedback from the interview participant. Open-ended questions are questions that do not solicit specific hard-lined responses but allow for a detailed description on the part of the interview participant [Wilson, 2014]. Generally, open-ended questions tend to use pronouns such as why, how, & what prior to the information to allow for descriptive answers, and this approach was used for the interview guide in this thesis work.

For **triangulation** of the information obtained from each case, the researcher spoke to two people from within the same company on the same topic and secondary data as the third perspective on the topic within a single case. Also, the approach from two different organizations and the established theory was considered for a broader triangulation of the topic itself.

4.2.2. Secondary Data Collection Sources

Secondary sources of data refer to sources of data collection relevant to the research questions that were not covered in the scope of primary research. For this purpose, the theoretical section of this research was based entirely on articles, publications, and books. Other relevant secondary data sources were email snips from documents shared by interview participants in the primary data collection section.

The publication utilized was the DNV annual report that was used to cross-check the infor-

mation on the strategy that the interview participant provided. Articles, as outlined in table 3, were collected electronically via the internet and used to cross-check the function of the frameworks mentioned by the interview participants as it applies in their contexts. Few books mentioned by the interview participants also outlined in table 3 were checked over electronically and via hard copy, and it was used to cross-check the information provided on the alignment of the new venture unit and the parent organization.

DNV's cybersecurity and Påfyll webpage were accessed electronically to collect information used to calibrate the description of the new venture units and offerings described by the interview participants. Email snip of documentation sent by an employee of Påfyll outlining strategic partnership was used to clarify the parent-unit relationship structure.

Some of the most influential sources of secondary data are included in table 3.

4.2.3. Unit of Analysis & Case Selection

Based on the research question proposal, the phenomenon observed is the scale of new ventures but within the boundaries of a corporate organization. Scaling is usually associated with growing start-ups aiming to reach an established and exploitative level. However, as mentioned in the early section, owing to an increasing need for innovation due to topics on energy, digitization, and sustainability - climate change - established companies are now engaging in what will be otherwise viewed as a dominant start-up activity. The activity entails generating new business ideas, analyzing the ideas in an exploratory manner, and further growing the promising ideas at scale.

One of the increasing ways corporate companies pursue scaling is using a dedicated internal team internally in an integrated approach. This internal team within the context of the corporate companies dedicated to scaling is the major unit of analysis for this research work.

In a practical sense, DNV and Orkla was particularly selected for company size and resources, digital promotion of engagement in the new initiative, and ease of access considering the timeframe of this research. As discussed earlier, ambidextrous practice is expensive; thus, mainly the biggest companies such as DNV and Orkla within Norway can engage in such practice. The companies also championed the digital promotion of the new venture activities, making it more easily accessible to find information. Furthermore, the thesis research was under a short time frame which entails that companies to be selected will have to be easily accessible to be a part

Secondary source of data collection
Secondary Sources
DNV 1. DNV cyber-security webpage 2. About DNV: organizational structure of DNV 3. DNV annual report 2020 Orkla 1. Påfyll webpage 2. Email from a strategic partner identifying the role of each partner in the Påfyll initiative
Books/articles for frameworks 1. Article: Lens of innovation framework by Rowan Gibson 2. Article: Value chain framework by Micheal Porter 3. Article: Lean start-up framework by Erik Ries 4. Article: Design thinking framework 5. Book: Business model canvas and Value preposition framework by Strategizer 6. Book: Playing to win by Alan G. Lafley and Roger Martin

Table 3: Secondary source of data collection

of the research.

However, DNV and Orkla were contacted to ensure that there was a relevant new venture that suited the criteria for this research. The criteria include the presence of New Ventures in the

process of scaling, new ventures scaling within the walls of the corporate companies by internal human resources, and non-classified initiatives with employees willing to share information.

4.3. Interview Guide

The interview guide was broken into three sections. The introduction section entails the welcoming and briefing of interview participants on data security measures, research background, interview goals, and broad agenda. The second section then proceeds to the interview questions with twelve questions that serve as a semi-structured guide for the broader conversations around the four major themes. The final section holds the closing agenda that entails asking the first participants for other suitable interview subjects, requesting a helpful resource and interview feedback, and an appreciation note with information on what follows.

The interview guide was developed following the set proposition from the theory section. The major themes of the research were the four key scopes earlier mentioned: ideology, frameworks, practice, and relationships. Appendix A holds the full research question and process for this thesis.

Questions on ideology involve understanding the foundational works and motivation behind the formation of the new venture and the origin of the idea. It also involved questions probing to understand the perspective sense of urgency maintained in the team during the scaling process and understanding the priority in growing the idea, i.e., predictive or agile approach and the relation to speed and efficiency. These questions under ideology are wholly based on the first propositions that highlights that the nature of exploitative activities in corporate companies causes them to lean more towards prediction that agile.

Questions on frameworks pertain to the probing behind what key frameworks are utilized in the team, how the frameworks were utilized, areas in which the use of frameworks are most relevant, and the challenges/limitations behind the use of the frameworks. These questions under frameworks are guided by the second propositions that hypothesizes on the reasons and usage of generic frameworks in corporate companies during the scaling phase.

The Practice questions entail probing the use of metrics, types of metrics and metrics measurement, process breakdown, prioritization between speed and efficiency, and broad categorization of the scaling journey which are guided by the third proposition speculating on the prioritization of efficiency over speed in corporate companies. At the same time, the relationship questions probed the nature of the interaction between the new venture unit and the parent organization and the peer organization—the mode of cooperation with peer business units and the level of involvement of the parent business units—finally, questions about the resolution

of conflict and other challenges experienced in managing the relationships. Thus, the relationship questions are in suitable alignment with the forth proposition that proposes on corporate companies slowed down in scaling due to complexity of relationships.

Therefore in this thesis, rather than an absolute statement of what is out in the field, the prepositions stands as a light speculation of what is expected lightly mainly to set a foundation to guide the interviewing process and discussions. Thus, the mindset behind the use of propositions is open-ended to receiving information and changing the perspective of what is currently known to the field.

4.4. Reliability & Validity in Data Collection and Interview Process

The research data reliability was ensured by utilizing the same experimental interview guide across the different organizations and cross-checking the information provided with secondary organizational data, e.g., webpages and accessible PDFs. Research articles and the outline secondary data sources were also used to triangulate the data collected. The data analysis and final synthesis reflect consistency and more robust results by utilizing the same experiment questions across the two unique cases.

Validity of the research data was established by contacting the right organizational entity in the relevant positions to provide the right information regarding the research theme. For DNV-GL, the data were obtained from the head of the business unit responsible for the scaling and a key member working on the new venture from its early inception. At Orkla, the data collection was from the head of the accelerating new venture (Påfyll) and a recommended second key associate working on the new venture.

Internal content validity was established by asking open-ended questions about the themes as displayed in the interview guide in the previous section. The theme categories were further synthesized into areas deemed key for the research topic; core ideology or mindset behind the process, the relevant commercial frameworks, the utilization of frameworks and current scaling practice, and the relationships with the parent and peer organization.

External validity, which delves into the level of generalization of the thesis findings, was established by extracting the similarities and differences in the case study. Furthermore, looking at the uniqueness of the cases and arguing for what similar context a particular pattern of scaling from the thesis findings can be adapted to other contexts. For example, when scaling in a B2C

market with a focus on trying to change customer's habits, The Påfyll approach discussed in the subsequent chapter might be more desirable than the strategically planned approach adopted from DNV, and vice versa with a B2B context market where the problem and consumer pain is clearly identified.

Challenges to reliability and the validity of the thesis included the initial restriction and scope of the topic to ideology, frameworks, process/practice, and relationship. Thus, with this restriction, other angles and depth of the work were forgone, given the timing. For example, internal team factors and environment that ensure successful scaling, market and external stakeholder communication factors are all relevant angles to scaling. However, the scope covered seeks to achieve an exploratory feel of the topic, given the limited knowledge of the corporate organizations. Other contexts that were left out could be recommended for further research work.

4.5. Data Analysis Method

The broad approach to data analysis for this research follows the four basic steps suggested by Wilson, 2014: transcribing the data, organizing the data into categories and codes, interpreting the findings, and writing up the reports. Transcribing the data entails writing the interview discussion between the interviewer and the interview participants verbatim with no grammatical modifications. The process of organizing the data was done via categorizing the answers from the interview into broad categories - ***open coding approach***- with the major broad categories being an ideology, frameworks, practice, and relationships (figure 11). A sub-categorization of the data into more focused categories within the broad category followed - ***axial coding approach***.

The broad categories (Open codes) were the early key elements that the research started with, which shaped the proposition and interview guide described in previous sections. The sub-categories (axial codes) were more in-line with a fusion of the sub-topics from theory and discussions from the interview. This pattern is suitable for answering the research question because the key categories & theory dictate the proposition, which guides the interview guide that further drives the interview discussions: Thus, a reflection of the deduction approach under the qualitative strategy.

As previously discussed in earlier subsections of this chapter, the nature of the questions and hypothesis mandated that a deduction approach is utilized. Thus, the data analysis approach

is outlined in the figure 10. The approach entails generating codes that focus on the scope of the research question and are in line with the theory that best answers the research question. Furthermore, the prepositions and interview guides are developed according to the code category. Therefore the data collected are separated into categories according to the four code categories of ideology, framework, practice, and relationships. The broader code category was further divided into sub-categories as shown in figure 11. Based on the observations and findings from the data collected under the codes, the result section outlines the independent practices observed in the cases studied. The cases were further discussed and evaluated in light of the existing theories. The steps for the data analysis outlined thus reflect all steps as outlined in figure 10.

The approach used in analyzing the data, as discussed in the earlier paragraph, was the best suited for the research because it scopes down a broad research area into a focused scope and ensures that the data collected are in line with the scope determined. Furthermore, the approach entails alignment and consistency throughout the process, from theory to discussions. The research finds answers to the question precisely based on what information is needed.

4.6. Ethics

This section outlines some of the ethical conduct that was essential and involved in this research work. The focus on ethical conduct is intended to provide safety for the research and all research participants. The research participants extend broadly to the interview participants, the researcher, the organization of the interview participants, the project supervisor, the academic institution, and other relevant bodies linked to the research.
Among the major steps employed were:

1. Application to Norwegian Center for Research Data for the consent to collect data
2. Informing the interview participants of the research and data needed and sending a consent form via email
3. Reminder of interview participants of the security measures and gaining verbal consent confirmation.
4. Anonymization of data during data storage
5. Deleting of any data after the intended usage

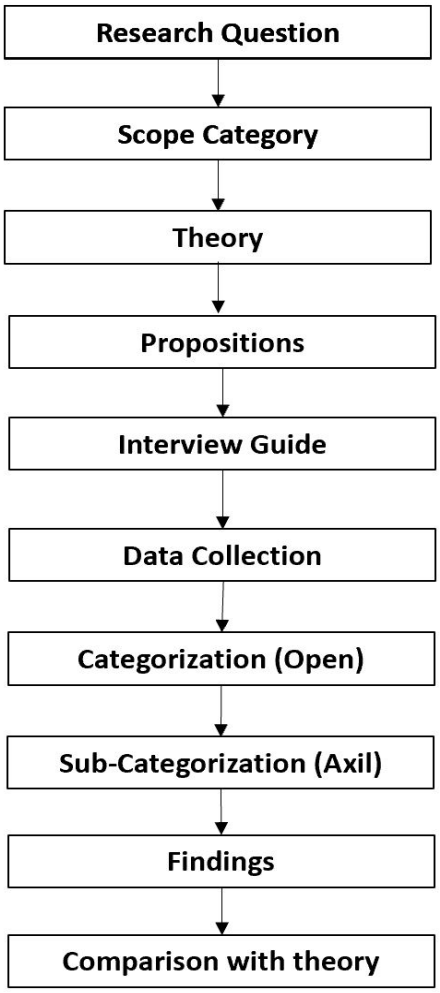

Figure 10: Data analysis process

6. Obtaining consent from interview participants for the potential use of identification data in defense of the thesis at a later date.

7. Storing of the data on secure institution servers.

5. Results

This chapter highlights the analysis of the results from the interview subjects introduced in section 3.2.1. The chapter analyzes two cases for Orkla's New Venture, Påfyll, and DNV's New venture, DNV cybersecurity, which are new ventures in the early scaling phase. Section 4.1 introduces the new venture cases as necessary for the subsequent sections. Section 4.2 analyzes the results in four key categories that address the research question: the mental ideology behind scaling, the frameworks behind scaling, and the scaling practice, in addition to the relationship with the parent company for the specific cases. The four key categories are the simplified organization of the interview data codes that enable the presentation of the results.

Ideology pertains to the key underlying driver when scaling, for example, a ruling mindset of efficiency over speed and vice versa, or a predictive foresight approach to scaling over agile and a more adaptive and agile approach. The frameworks behind scaling look to see what commercial frameworks the different ventures utilize based on the uniqueness of the new venture. The practice sub-topic attempts to explore what area of focus metrics the new ventures utilize in their attempt to grow. Furthermore, the final category analyzes the nature of the relationships between the new venture and the parent and peer organizations.

5.1. Case Object

5.1.1. Case 1: DNV

DNV is an expert company in risk management and assurance certification. The organization consists of 6 business units; maritime, energy, digital solution, supply chain, product assurance, business assurance, & accelerator. The accelerator focuses on scaling in three business domain that operates as new ventures: cyber security, digital health care, and inspection. This case focuses on the current scaling of DNB cyber-security under the DNV accelerator business unit. The accelerator's ultimate goal is the growth of business and services with high growth potential explored by the incubator (sub-business unit).

The company initiated the growth within the cyber security business unit in line with a new strategy period that plots a 5-year strategic plan centered around growth and transformation. The cyber security business is concerned with the challenges of increasing digitization, such as the growing sophisticated nature of cyber-criminals (hackers). The business area radiates

the core strength of DNV around assurance, albeit in much larger markets than the company currently operates. Thus the main business function of the cyber security business unit focuses on the assurances and risk evaluation of the client's digital infrastructure to ensure certification of the digital infrastructure against cyber attacks. The key value proposition of the cybersecurity business includes; Knowing the enterprise risks, Building a powerful force of defense, and winning stakeholder support.

5.1.2. Case 2: Påfyll (Orkla)

This case focuses on the scaling of Påfyll, a new venture from Orkla. Orkla is an international conglomerate company in the consumer goods industry with ownership of food and care brands. Påfyll, as a new venture, is run by an autonomous team with members from Orkla, Ærа, and Bakken & Bæck. Påfyll seeks to address the problem of single-use plastic and recycling to lower end-use by delivering refilled products to the customer's doorsteps. The concept can potentially innovate the parent company's business model radically. However, the daunting task is successfully fostering a change in the consumer habit to switch from store buying to refilling. In Påfyll, decisions are made solely based on the interest of Påfyll and not the corporate parents. Påyfyll is in its early phases of scaling.

The idea was developed based on innovation projects within Orkla. The complexity and risk potential involved in implementing the idea of a business-to-customer home delivery refill package led to the discussion of what skills were needed and how to get those skills on board to implement the idea as efficiently as possible. Two other partners introduced were Ærа, a company focused on strategic management, and Bakken & Bæck, a company focused on the design and building of the platform. The case of scaling looks at the current progress of scaling so far within Påfyll.

5.2. Case Code & Categorization

5.2.1. Case 1: DNV

1. Ideology

Fundamentally, DNV, during scaling, focuses on speed of growth over efficiency when scaling as high growth is a core mandate for the business unit. According to a first interview participant

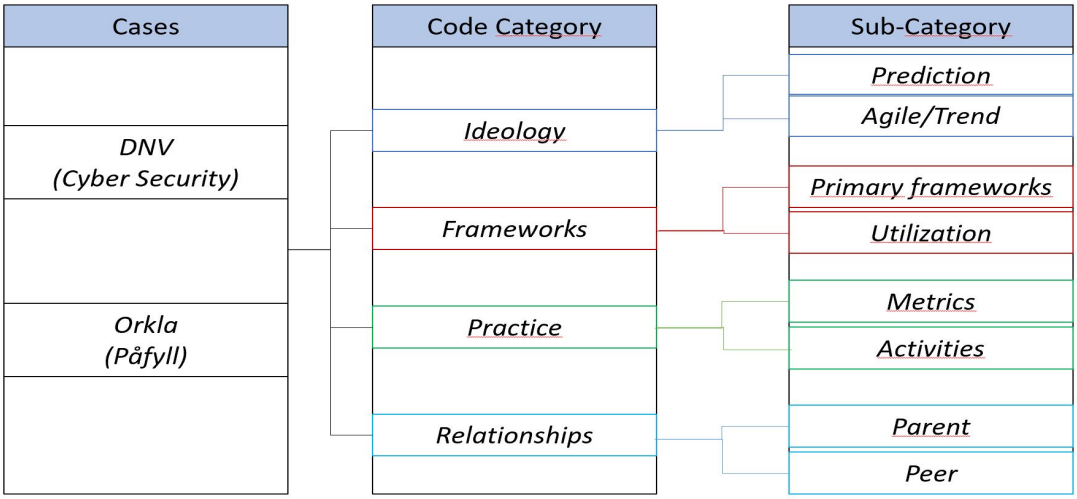

Figure 11: Cases, Codes, and Code categories.

from the new venture: "for our accelerator business area, speed is the essence. But that doesn't mean being efficient is not important". Thus, the cyber security venture stands as one of the three ventures under the accelerator units that pass the strategic bets and signify potential for really high growth. Efficiency is important, but there needs to be a strategic limit for the extent of profitability that can be forgone for investment in fast growth.

The underlying core scaling driver begins with a strategic predictive outlook on scaling. The driver is evident in the company's 5-year strategic plan focusing on growth and transformation, which has birthed the creation of the accelerator business unit and the focus of resources on cyber security venture. However, the business unit recognizes and understands the need to be agile in the market to achieve the speed of growth. With a changing market, external knowledge can be acquired through acquisition to propel speed rather than spend extra time trying to build from the bottom up.

The speed of growth is measured by the increase in paying customers instead of the size of service or money spent in the building. According to a second interview participant: "Scaling is viewed as more paying customers or customers paying more rather than building more of the solution. Once the product-market fit and the business model fit are achieved, a speed of growth is the focus metric". Therefore, It is important to note that the businesses judged with high growth potential and allowed to pass on from the proof of concept phase are considered based on the business model and product-market fit criteria, albeit based on prototypes. There is a high level of confidence placed in building a technically feasible solution that caters to the problem if the business model and product fit the market based on planned foresight and

strategic tests.

2. Frameworks

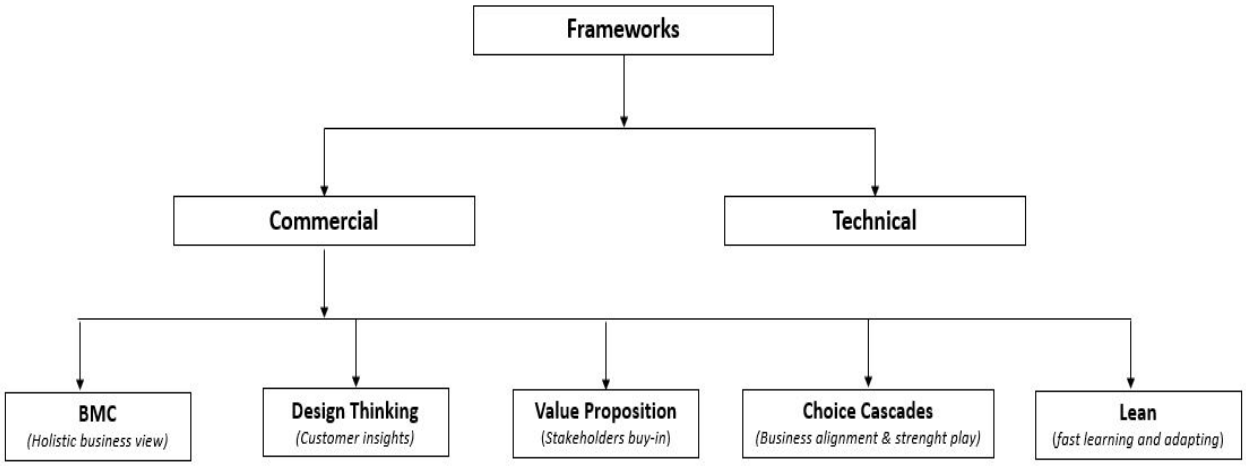

Figure 12: Frameworks

Frameworks utilized in growing the venture at this early stage are mainly commercial frameworks for growing the business and Technical frameworks for building the technology. The framework helps to clear the thinking and chart the course of growth and management especially given the difference in accelerator business types within the unit. The head of growth highlighted that it is helpful to use a framework that aligns with other business units and considers vertical and horizontal relationships, i.e., relationships with the parent company and peer business units. Figure 12 gives an overview of the utilized frameworks.

The major commercial frameworks for DNV cyber security for scaling were:

1. Business Model Canvas by strategizer: the framework is utilized to get a holistic view of the several business area components and guide the new venture's internal thinking process on a macro level.

2. Value preposition by strategizer: is utilized to understand and communicate the pain and potential gains of the target customers and allow for convincing sales to clients and buy-in to other relevant stakeholders and partners.

3. Playing to win (choice cascade framework) by Alan G. Lafley and Roger Martin: The new ventures utilize this framework to outline resources and select markets & also create an alignment with the peer business unit and parent organization.

4. Design thinking framework: The venture utilizes this to understand and keep up with changing markets by exploring emphatically and communicably customer insights.

5. Lean framework: the venture utilizes the Lean framework to perform tests, learn, and adjust accordingly, thus being agile, i.e., the mindset of reducing the gap between learning and adapting.

The frameworks, especially in the value proposition, help understand how the new venture with corporate identity can re-brand and position in the new market area - thus, what value does that brand provide in the new market space.

3. Practices

Figure 13: Practice

First, it is important to point out that the cyber security business is growing in the accelerator

business unit. However, the accelerator name is more akin to growing very few (three ventures), which might ensure DNV's future relevance in the digital business space. That is per the strategic focus on transformation and growth. Thus, in this regard, the business unit practice varies from other corporate accelerators that operate more like venture capitals that deposit in a wide array of businesses with share percentages. In this approach to scaling, a much stronger bet is taken to allow top management to focus on the growth of the few selected businesses.

The new ventures were initiated due to a long-term 5-year strategic plan based on new market trends. From the early stages of idea conception, the Incubator sets a core focus on achieving a product market and business model fit with a high definition prototype. Afterward, the scaling business unit tasked with growth proceeds to experiment in the core markets. After a level of competency is gained, the growth units then deploy the competency and developed knowledge to take hold in the edge markets. Often, business targets are determined independently or with peers. Also, much time is used in calibrating the value proposition and technical feasibility. If a new tech knowledge or product is needed aftermarket validation, the company can acquire through acquisition if time gives room; otherwise, internal or external expertise is hired to build organically.

DNV considers a dual notion of scaling thought off as the core and edge view. The core is the current market where exploitation occurs, and the key competence and expertise have been established. This includes geographic and industry advantages. The edge consists of potential markets where a high potential for scale has been observed, but it is on the other edge of the company's competence. Accelerating growth from this view is about connecting the core with the edge, such that learning from the core and the edge shape one another. However, starting at the core (i.e., familiar industry and market region) allows for a stronger competitive advantage.

Considering the close working relationship with the parent and the peer business units, the scaling units attempt, when and where possible, to utilize the same frameworks as the parent and other peer organizations. The approach helps to ensure that communication is seamless when requiring resource and expertise attention from top management in the parent company and when setting co-targets with the peer business units.

The cyber security unit sets co-targets with other established units (maritime, energy, digital solutions) in the core market. Usually, these targets are set for revenue, innovation, and target segments. For revenue targets, the department establishes a joint amount that can be generated from a specific market, either combining expertise or working independently on a package deal

for the customer. Innovation targets are set based on what new challenges and trends can be learned from and addressed by combining the service and expertise from the business unit and new venture. Furthermore, to avoid internal friction, clarification of the customer target segments and boundaries are clarified together with other business units. Figure 13, summarizes the process.

4. Peer and business relationship

Figure 14: DNV Business Units.

Parent: The DNV accelerator is a business unit on equal footing with the other business units at the organization fig 14. That means that the unit gets a high level of attention from the CEO, CFO, and general executive team. The Three businesses under this unit were initially under other business areas and were not given as much attention. Thus, to be ready for the changing business landscape and transform/grow as needed, the high stake bet had to be given considerable management attention to attain success.

Peer: For the new venture team, this is a new sort of relationship challenge that is explored quite significantly. The approach taken so far is to build a culture of collective-ness and a mindset that they are all a united DNV family and all units want what is best for the organization. Since cyber-security offerings apply to a wide array of markets, this is done by gaining buy-in from the business units on what the new venture can bring to the relationship, i.e., value proposition. Following the idea of building from the core before bridging to the edge, the business unit co-explores target segments. It sets combined revenue and innovation targets to ensure the different business units achieve together 15. The combination tactics apply to the

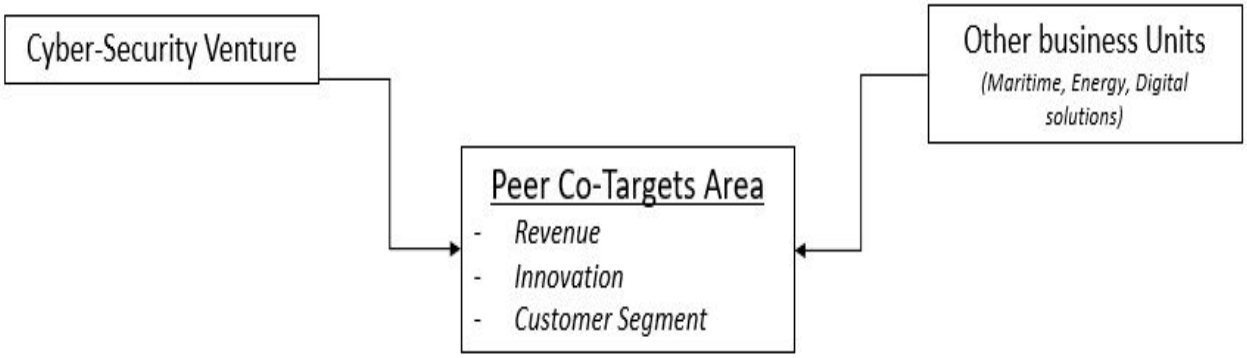

Figure 15: Targets.

core markets such as maritime and energy and other prospective markets. The new business units might want to leverage the existing familiarity to establish their solution before bridging and competing in the edge markets.

5.2.2. Case 2: Påfyll (Orkla)

1. Ideology

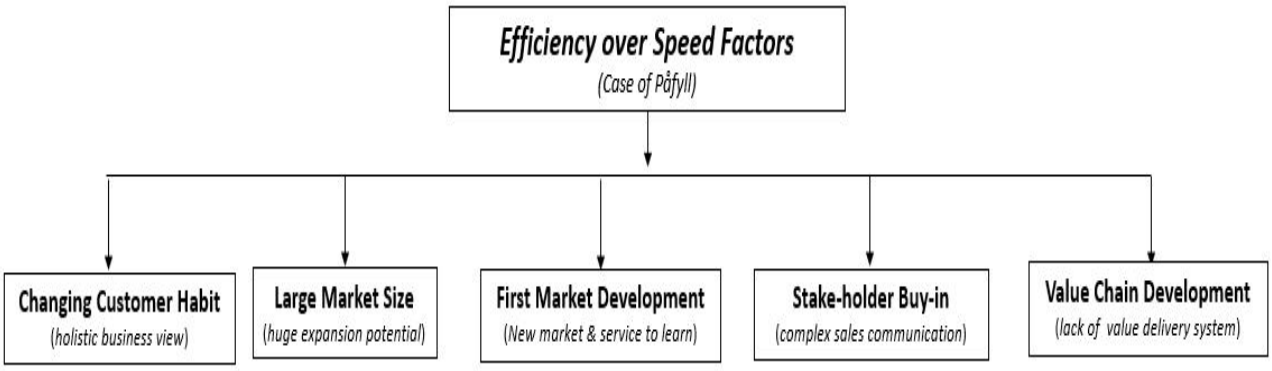

Figure 16: Factors causing for the prioritization of speed over efficiency

Fundamentally, Påfyll prioritizes efficiency in its current process of scaling. The prioritization of efficiency over speed in the early phase of scaling is based on factors relating to customer habits and awareness towards the service, first market learning notion, complexity in obtaining buy-in from stakeholders involved, lack of value chain in the very early phase, and the presence of a big enough market. However, the currently shared notion across the interview participants for this case is that the growth in the first market is perceived as a competency-building opportunity

within the circularity-sustainability space. The competency developed will be a reference point for expansion into other potential markets where scaling can thus reflect a prioritization of speed. Therefore, The approach adopted to scaling in its current endeavor is not guided by a hard-lined predictive process. There are very limited data points to serve as a reference level; therefore, an open and agile process is favored within the team.

Customer habit was the first factor identified for influencing the prioritizing of efficiency over speed in the scaling of Orkla. Påfyll provides its services primarily to the business-to-consumer space. However, the unfamiliarity of the home delivery of refiled consumer goods products requires its consumers to shift their typical buying behavior. Påfyll realizes from market analysis and the team's accumulated experiences that this type of shift in consumer behavior requires time and gradual nurturing. Therefore an open mind to changes in the customer segment is adopted, which is further measured by survey intervals of samples.

A relevant factor highlighted by all interview subjects was the perception of the growth in the first market as a competency development opportunity. Thus, every form of success and failure is meticulously tracked to ensure that the team is alert to learn on an ongoing basis. The different corporate partners involved with Påfyll have different skill-sets that they seek to leverage and develop; thus, requiring thoroughness to ensure this learning sort is obtained. Moreover, that is counter-proportional to the speed of growth and more in favor of being as efficient as possible.

Stakeholder buy-in also plays a relevant role in stunting growth and requiring efficiency through thoroughness. Crafting and communicating compelling value propositions is highly relevant to gaining buy-in from external (customers) & internal (brand-owners & parent) stakeholders. The level of thoroughness required to convince the internal stakeholders to continue providing support despite the slow growth is immense; thus, the results for efficiency serve as compensation for the absence of rapid growth. This complex relationship between Påfyll and stakeholders favors its view of efficiency over speed for this growth phase.

Naturally, products that exist in spaces with established value chains can prioritize the speed of growth in the scaling process. In the case of Påfyll, the value chain is being developed from scratch, which mandates a hands-on dedication to ensure that the value chain is developed correctly from the start. The value chain developed in this market will stand as the reference to be emulated at later stages, and thus efficiency over speed in this area is a core requirement from the team's perception.

Finally, Påfyll services apply in a broader sense to consumer goods products where plastic is necessary. This definition estimates a potentially enormous market size when its services achieve a good match to the consumer habit. If successful, the view of a potentially large market size influences the priority role given to the need for correctness and efficiency in the first market attempt. In addition to the market size, the involvement of partners with strengths in other areas necessary for the defined success of the idea enhances the confidence within the Påfyll team that once competence is built in one market, then quicker domination of other market is only logical. The group potency and collective efficacy at play also favor efficiency early on and speed later approach as opposed to speed over efficiency in the early phase.

All the factors skewing the scale favoring efficiency over speed dictate the approach of an open-minded agile approach adopted over a predictive planned approach. This approach plays out in Påfyll by having no set strict long-term predictive strategy and steps laid out by the parent company.

2. Frameworks

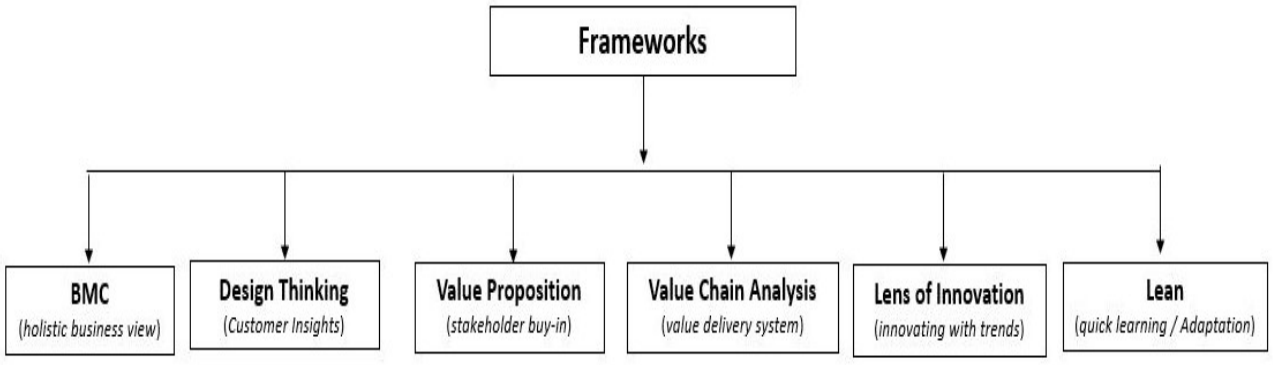

Figure 17: Frameworks.

The perspective adopted to the use of frameworks at Påfyll is that frameworks are a luxury, i.e., There are lots of frameworks that allow the team to select as needed depending on the specific challenge. The Påfyll team members are all experienced with utilizing commercial frameworks for other business areas; thus, there is implicit ease in discussing business components based on a framework familiar to all team members.

The relevant frameworks for the team so far are:

1. Design Thinking: The design thinking framework is utilized in the team to collect customer insights and keep track of the customer habit changes towards using the services.

2. Lens of Innovation by Innovation to the core: The team adopted the lens of innovation framework as a guide to innovating when dealing with trends. The framework consists of four lenses: The First Lens: Challenging Orthodoxies, The Second Lens: Harnessing Trends, The Third Lens: Leveraging Resources, The Fourth Lens: Understanding Needs.

3. Value Chain Analysis Framework: A development of the value chain structure for the first market is a key component for delivering value to the market. Thus Påfyll utilizes this framework as a guide to developing the value delivery system.

4. Value Preposition Framework: stakeholder's buy-in is a fundamental enabler to keep the project going; therefore, prioritizing efficiency and persuading brand owners and end-users alike requires creating a compelling argument and sales communication guided by this framework.

5. Lean Framework: the emphasis on thoroughness in the previous section is balanced with fast learning and testing by utilizing the Lean framework to guide the learning and development process.

6. Business Model Canvas: This framework guides the Påfyll team's holistic analysis of the business component and landscape.

The frameworks are essential to the Påfyll team in clarifying the thinking process within the team, aiding in keeping control of all the business components and asking critical and relevant questions.

3. Practices

In practice, Påfyll focuses on four key performance indexes (KPI): Desirability, feasibility, viability, and sustainability. The KPIs are the focus metrics that Påfyll keeps track of to ensure growth. Furthermore, the advancement of the idea for Påfyll so far can be categorized into four cycles: insight cycle, value preposition cycle, MVP testing cycle, and niche expansion for paying customers (pilot).

Key Performance Index

Desirability relates to the effective communication of the value proposition to the relevant end-users and potential brand owners. Under desirability Påfyll is concerned with interest from potential brand-owners outside of Orkla, demand, ease of service usage from the end-users, visibility of the service through recommendations, and interest from relevant distribution

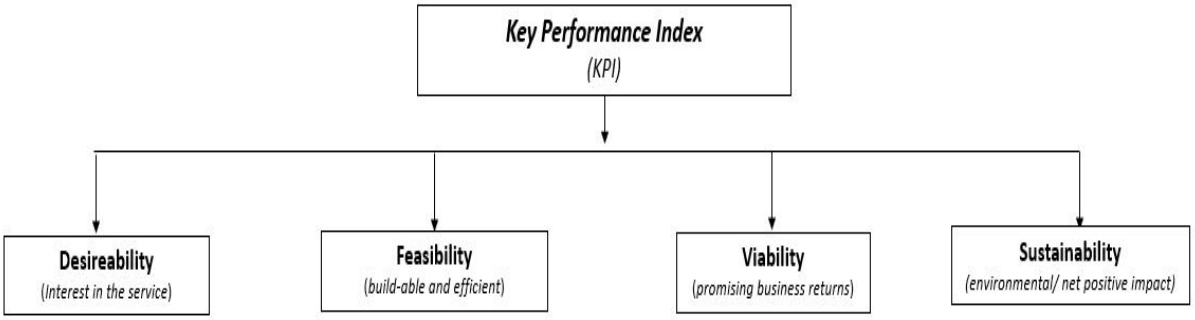

Figure 18: Key performance index (KPI).

partners.

Feasibility focuses on the ability of Påfyll to mobilize and build a product that runs as efficiently and as smoothly as possible, in a manner that eliminates factors that currently hinder the end consumers from changing habits. When demanding end-consumers to switch typical purchase habits developed and re-enforced over a long time, the solution delivered will have to require lesser effort on the part of the end-users compared to the current habit.

Viability addresses concerns on the business silos such as profitably, recurring, and sustainable business models. In making a case for the parent company support with efficiency over growth mindset, the logic to potential returns becomes a main concern for the parents; thus, this metric plays a significant role in the parent partner's buy-in.

Sustainability is at the core of the problem being addressed through Påfyll services. The view of sustainability adopts a broad definition, such as the total energy in delivering value to the end-consumers through Påfyll services must be lower than the consequences of the challenge addressed. Therefore, this metric looks beyond addressing the zero waste issue and expands towards providing a net positive value for the end-users. The metrics also involve the mainstream focus on measuring environmental impact through footprint tracking and measuring the overall resource efficiency in accordance with circularity.

Cycles

The cycles of growth observed within Påfyll so far begin with the **insight cycle**. The insight cycle is a phase where a huge chunk of data from the end consumers to set a basis is collected through surveys and interviews. The data collected in this cycle aids in the understanding of different potential market segments and insights on concerns, hindrances, and pain points.

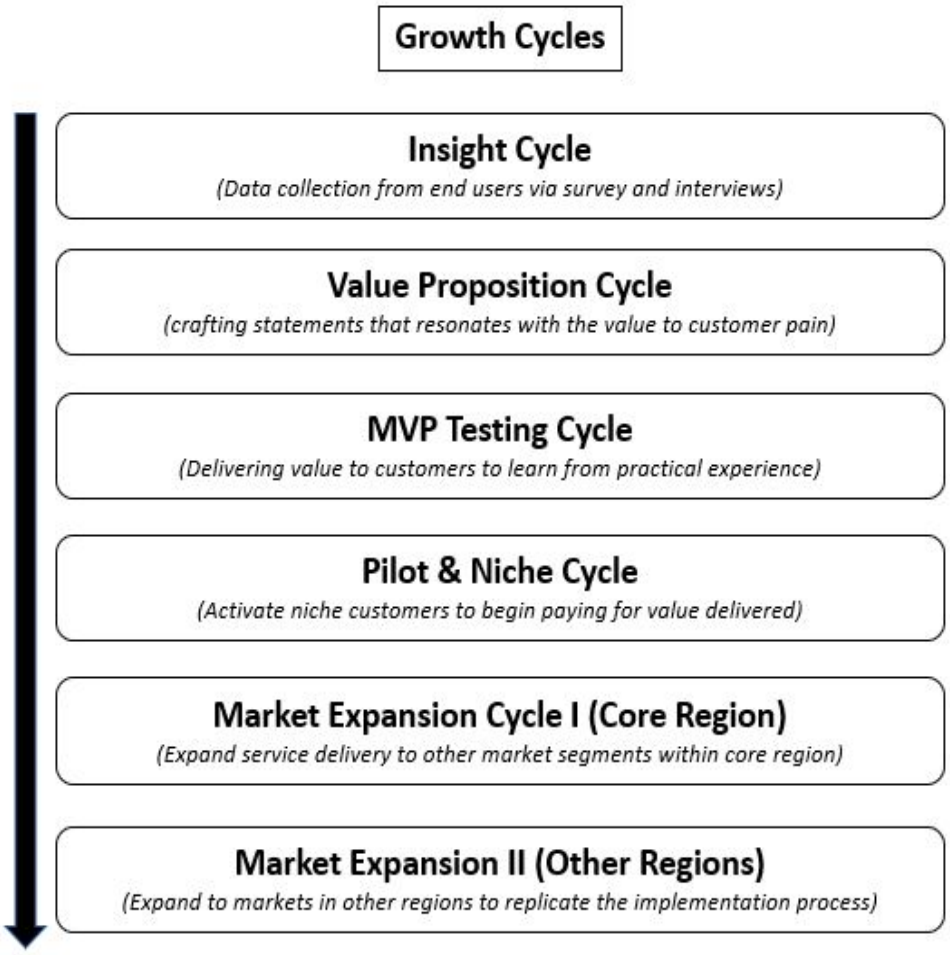

Figure 19: Growth cycles.

The next cycle was focused on crafting and testing compelling **value prepositions** that resonate most with the end-users and potential brand interests. The phase involves a high iteration of language and early foot-hold into promotion channels relevant to the focus target segments.

The following **MVP testing cycle** focuses on enabling a practical value distribution that can create a real-world test case that highlights visibility on issues of the value chain, confirmation or disputing of the KPI hypothesis, and iterations on the outcomes of the earlier cycles. This stage delivers real value at no cost to the end-users but learning value for Påfyll.

The progressive cycle after the MVP phase is the **pilot-niche cycle** that delivers value to end-consumers with costs. In this cycle, the team validates if users find the service worth a recurring cash value - payment.

The development from the pilot-niche stage will enable a niche expansion towards mainstream customers in the core regional market (Norway). Thus, the developed system and competencies will be utilized to develop across other regional markets where speed over-rides efficiency in

scaling.

4. Parent and Peer relationship

Parents: Påfyll is operated as an autonomous and independent unit where a representative from the involved parent companies participates as board members. The goal is for Påfyll to simulate a startup as much as possible to shield them from bureaucratic influences. The boundary best describes the relationship in the words of the head of Påfyll subjects:

"it is important that we proceed to the best success of påfyll and not to the best success of the partners because this is not an initiative for improving the partners. It is an initiative for trying to fix this problem" - New Business & Innovation (Orkla/Påfyll).

The corporate parents were all involved based on unique skills and strengths they can contribute to fixing the problem. So, Påfyll obtains all the needed resources based on the challenge to be addressed and the parent company that fits the profile to best assist with that area of challenge.

Peers: Two factors have played a deterministic role in the relationship dynamics between Påfyll and the peer business units. First is the birth of the idea within an established business unit, allowing for the involvement of executives from a very early phase, and second is the mature behavior towards innovation developed in the parent company. Påfyll is mainly a service platform. The consumer goods products delivered to consumers are provided by the peer business units from Orkla, therefore serving as the early-stage brand owners.

The relationship so far has been cordial largely because the idea for Påfyll was birthed from within a unit of Orkla, which serves as the current brand owners for the products delivered. Accordingly, the head of the unit has been involved from the development to the isolation stage of Påfyll; the involvement makes it easy to maintain a healthy relationship during growth. Also, the business units within Orkla have built a culture of innovation and sustainability through other projects, thus, allowing for a maturity in behavior towards innovation which makes it relatively easy for Påfyll to communicate across borders on subjects of innovation without losing the involved business units.

6. Discussion & Conclusion

This section focuses on discussing the result presented in chapter four, with a lens of the theoretical basis set in chapter two. Section 6.1 focuses on discussions in line with the hypothesis at the start of the research. Section 5.2 closes the chapter with general conclusions on the research findings.

6.1. Propositions

P1: Corporate companies' expertise within exploitative activities causes them to adopt a predictive foresight approach to scaling.

This proposition seeks to understand the relationship between a company's established process and how it influences the approach to scaling. Overall, the researcher noticed that DNV, as a corporate company, approaches scaling by being predictive and having a pre-planned strategy for scaling. At the same time, Påfyll, as a new venture in Orkla, tends to favor a more agile approach to scaling than a predictive foresight approach.

The findings show that corporate companies engage in a predictive approach to scaling if the transformation and growth of the parent company in an uncertain environment is the goal and the companies feel confident about their ability to shape the environment. This view is in accordance to the predictive school of thoughts such as argued by Gordon et al., 2020, Dadkhah et al., 2018, Heger and Rohrbeck, 2012 and more. However, corporate companies that believe the traditional planning approach is unsuitable for shaping trends and allowing for wastage in a highly unpredictable environment are thus more prone to an agile approach. Thus, the observations show that such companies are more inclined to learn and allow the trends to shape the solution rather than allocating resources to plan and shape the business environment.

Furthermore, A Company that inclines toward predictive views itself as a pioneer, whereas a company that inclines toward agile pride itself as an innovator. First, to understand this approach, the research looked into the motivation behind the company's new venture. C. A. O'Reilly and Tushman, 2013 in section 3.1.2 synthesized five reasons why companies engage in the practice of growing new ventures while exploiting existing business. The research discovered that, as argued by Caspin-Wagner et al., 2012, Cottrell and Nault, 2004 and others, sales growth, and the firm's long-term survival were perfectly aligned with DNV's strategic pillars:

growth and transformation. Whereas, for innovation, as argued by Burgers et al., 2009, Orkla's reason for engaging in the Påfyll initiative as a new venture was aligned more with innovation. As Påfyll focuses on providing a new service to eliminate the single-use of plastic so that waste can be reduced and potentially change the business model.

The motivation behind the company's practice of ambidexterity tends to reflect in the process of scaling observed. DNV's strategic agenda focused on growth and transformation, and thus a strategic bet was placed on what new business could play a role in realizing the strategic agenda. Cyber-security, health care, and inspection were chosen as the focus area. Therefore, the course of scaling adopted a foresight perspective on how the growth should look, accompanied by a pre-planning of the scaling process. This approach is contrary to the Påfyll initiative, where the growing trend of increasing concerns around plastics and sustainability lead to the Orkla seeking a new way of doing this - Innovation. Innovation as the pretext to the initiative thus reflects as påfyll adopting an agile approach to scaling that focuses on learning about the growing sustainability trend and how to best ride the wave of the new market. However, DNV Cyber-security and Pafyll adopt an approach from the other end of the spectrum, but the attributed observation refers to the dominant observed approach.

As discussed in earlier chapter, Gordon et al., 2020 highlighted elements of a foresight planning approach (predictive); observation, identification, interpretation, and strategic planning (section 2.2.1). The elements were relevant in the cases but more evidently shown by figure 13 for DNV. DNV begins with an analysis of trends that satisfy the observation element, then proceeds to generate new venture ideas and incubator analysis, reflecting the identification and interpretation elements. Finally, the further processes at DNV involve making strategic bets and further planning and implementing the growth of the new venture, which satisfies the strategic planning element. At Påfyll, the elements deviate in the last step as the strategic planning dominates to a lesser extent as the trend is quite new, constraining the venture to learn and be more reactive to changes rather than pre-planned growth. While DNV uses a set of predictive co-targets with other targets to deliver under a given time, Orkla focuses on percentage growth in key performance indexes to measure progress.

The approach adopted influences the structural approach to growth as discussed in section 2.1.3. Three structural approaches to how a company can balance ambidexterity were highlighted in chapter two: internal, external, and configuration at the organizational and individual levels. At DNV, the internal approach was practiced simultaneously and at the organizational level.

The approach was practiced by creating a department that catered to the growth of the few strategic bets. DNV cyber-security was placed into the new department, which commanded the same attention as the other established businesses. DNV also utilized the structural approach to addressing the challenge of ambidexterity at the individual level: by focusing exploitation skill-sets on exploitation activities in the established business units, exploration skill-sets for exploration activities in the incubator unit, and growth activities for growth in the accelerator unit: thus aiding the process of scaling to go much faster than would otherwise be if same individuals were to switch between skill-sets for exploration, scaling, and exploitation of older businesses.

Orkla as a conglomerate with several independent brands is more akin to creating an environment where new initiatives can strive independently. Thus, Pafyll, although being internal to the organization, was able to set a clear boundary and begin its growth in a start-up simulated manner. The notion that decisions are made for the best interest of the initiative and not the parent organization is shared amongst all key stakeholders involved in the venture. Although the independent brand approach remains internal within the organizational context of Orkla, other strategic partners with essential skill-sets are involved with the project. The strategic partners were onboarded with a value proposition to develop competence in a very new market space providing new offers and a percentage stake of equity for the initiative. In this light, a foresight approach does not guide the scaling practice since a key-value proposition is learning and competence development; Thus, an agile process takes domination of scaling.

Therefore, from the findings, a synthesis of the factors influencing corporate companies scaling process from the standpoint of this proposition can be narrowed down to the motivation behind the creation of the new venture, the company structural process, the companies view of themselves as pioneers or innovators, and the nature of trend the new venture is addressing. Therefore to conclude, based on the findings, the proposition would be more refined as: ***Corporate companies' approach to scaling is driven by the underlying motivations behind the formation of the new venture.***

P2: Corporate companies prioritize efficiency over speed in scaling new ideas because of their established brand.

This proposition aims to understand the mindset (speed vs. efficiency) driving the growth of new ventures in a corporate context and the factors influencing the mindset. The synthesized findings showed that at DNV, speed of growth was the core mindset, while at Påfyll, efficiency

was the core mindset.

As discussed in chapter 2 Sullivan, 2016, argued that speed should be prioritized over efficiency and achieved in areas such as market size domination, distribution, gross margin, and networks. The research discovered that these factors were the key co-targeting focus for DNV Cyber-Security, prioritizing speed over efficiency. DNV prioritized speed mainly because speed was the unit's mandate in which the idea was placed to grow. Before growth, the core element of the market-product and business-model fit were tested and validated through prototyping and proof of concept by the incubator unit, allowing for a focus on speed. The infrastructure and resources required to obtain necessities were already planned. However, a key constraint to growth was DNV's brand. Until the growth point, DNV had not been recognized as a brand with influence in the cyber-security space. Therefore the company had to find a way to re-brand and get into the market. Building competence in the core regional market while lightly learning and exploring other edge markets was a practical approach thus far for the organization. A key influence was the digital technology nature of the service provided, which assured that growth could accommodate speed more readily.

Similarly, In accordance with discussions in section 3.3.1 with arguements by Moore, 2002, Ries, 2011, Raisch and Tushman, 2016, in cases where the team needs to develop from scratch, such as Påfyll, efficiency was noticed to be the priority. This focus on efficiency allowed for intentional growth that could serve as a reference model for subsequent development where speed will become a priority. In addition to learning fast as a factor for prioritizing efficiency, the results highlighted other factors that make this efficiency decision over speed understandable. The factors included a new change/shaping of customer behavior, a potentially large market size that can be dominated, resource-intensive, and many stakeholders to onboard. Finally, the nature of the non-software-focused service offered by Påfyll was also not as readily accommodating for speed as in the case of DNV, thus favoring efficiency.

In synthesis, the findings showed that scaling with a focus on efficiency or speed will be determined by factors such as, first, the nature of the solution being scaled, i.e., digital or otherwise. Secondly, the approach utilized by the company in the exploration phase, i.e., using a different unit to assess the ideas for product & business model fit. Third, the confidence level in the company's ability to shape the future competition due to market size, distribution, and value chain. Finally, the extent to which the new venture can integrate and engage in the core market. Based on the discussions therefore, the proposition is better stated as: ***Unique constraints***

and factors around the type of offers, market size, and intentions around implementing the solution influence the mindset (efficiency vs. speed) that corporate companies adopt during scaling.

P3: Corporate companies utilize generic business frameworks for scaling new businesses, albeit in very different ways because of the unique market demands of the new venture.

Frameworks were used typically across all the cases for several reasons and in different ways. The most common reason was to guide the thinking in several aspects of the business. The foresight and agile frameworks discussed in chapter two reflected the actual cases.

DNV broke down frameworks in two ways commercial and technical. The commercial frameworks focused on business areas similar to that proposed by Heger and Rohrbeck, 2012, but not in an exact manner. In Herger and Rorberk, the frameworks for a strategic foresight approach were analyzed in phases from phase one-product definition, phase two as competitors analysis, phase three as environmental analysis, phase four as financial analysis, and the final phase as field validation. In the case of DNV, we noticed that these areas were mostly analyzed in the incubator phase to ascertain a product market and business model fit. However, in the scaling phase, the frameworks for commercial growth adopted more focus on areas such as: communicating the value proposition, customer insight (design thinking), overall business implementation view (BMC), a focus on how to align the organization with the peer and parent while playing to the team's strengths (choice cascade), and then a view on learning and adapting guided by the LEAN framework.

Påfyll takes a more agile approach to the scaling process. The frameworks guide thinking in line with the elements of the Five E framework by Breuer and Mahdjour, 2012. Taking a view at the five E framework in the direction of Lean corporate venturing, Påfyll begins with the exploration phase by developing customer insights guided by the design thinking framework. The elaboration phase matches with the value proposition cycle and is subsequently evaluated by the MVP cycle, which follows with experimentation that fits with the pilot & Niche testing phase. The cycle ends with evolution which translates to the growth within the core region and expansion to other regions, as shown in figure 18.

Påfyll operated in an environment constrained by changes in customer behavior, and in an additional useful framework was the lens of innovation framework. This framework guides the development of innovation when working with trends. It begins with the lens of challenging

orthodox, which focuses on questioning current practices and methods that might be deemed outdated; for example, Påfyll questioning why plastics used in products cannot be re-used to outline the constraints. The second lens of harnessing trends focuses on finding the shifts that might shape the environment now and in the future concerning the questions from the first lens. The third lens of leveraging resources then dives deeper into utilizing existing skill-sets and mobilizing required skill-sets to help harness the trend to answering the challenging Orthodox. The final fourth lens focuses on clarifying and understanding the unmet needs causing frustrations that thus need to be solved.

At Påfyll, the focus area for growth (metrics) was also broken down into desirability, feasibility, viability, and sustainability. This KPI framework was an overarching theme for defining areas that needed to be measured when dealing with growth and what to measure. It synthesizes to, do we know what the people want, can we build it, can we make a profitable business out of it, and does it meets our overall goal of positive environmental impact.

In summary, utilizing frameworks in the scaling is independent of a predictive or agile method. The generic frameworks guide the thinking process in core areas such as customer insights, a holistic view of the business elements, communicating value proposition, and guiding the learning process. However, companies can adopt a wider range of frameworks that are particular or unique to the situation of the new venture. The common best practice observed across all the companies is outlining the entire scaling process and aligning frameworks and tools to guide the thinking process around the outlined topics. Following the findings, the proposition is better restated as: ***Corporate companies utilize generic and unique commercial frameworks with to guide the thinking around the scaling process, albeit following the demands of the different business components***.

P4: Corporate companies are slowed down during scaling due to complex relationships with peer business units and parent companies.

Both companies expressed a sense of challenge getting in along with peer units. Similar to the discussions by Raisch and Tushman, 2016 suggesting a framework as displayed in figure 8, there was much overlap in how both cases approached managing relationships.

DNV began with an establishment of culture, stating that all units should focus on what is best for the organization. Then followed by setting up targets together with the business units that improve overall revenue and internal innovation across the department, and by so doing, the new unit can get to build competencies. This approach highlights a practical method for

ticking the boxes in figure 8 regarding developing skill-set, creating local identity, clarifying territories, identifying strategic complementarities, sharing resources, and developing collective identity.

At DNV, by structuring the accelerator as a business unit in itself, the attention from the parent organization is the same as that shown to the other business area, which creates a good relationship where management attention is readily available to solve problems.

Påfyll maintains relationships with peer organizations by involving the head of the most relevant peer organization in its decision-making process. The idea is also much more readily accepted because it was spun out of the business unit from which it requires support. Thus the elements required for collective identity and resource sharing are established.

At Påfyll, The parent organizations are involved by representation as a board members. The representing board member is a top executive of the parent organization. Furthermore, the most important factor shared by Orkla is the balancing statement that "decisions are made to the benefit of the Påfyll as an initiative and not the parent organization." Therefore, this view meets the element suggested by Raisch and Tushman, 2016 for a quality parent relationship. The elements involve defending autonomy, building a profile, taking the initiative, controlling strategic resources, and negotiating decision-making authority, figure 8. The view of attempting to simulate a start-up as much as possible with non-disruptive views from the board member implicitly attempting to prioritize the parent organization is addressed from the beginning.

To summarize, the findings identified two strategies companies could use to manage relationships with parents and peers. The first strategy is to simulate the new venture as an independent start-up with the parent as the board member to advise the new venture team and the peer business units as early phase customers or partners and thus treat all parties accordingly. This strategy is more relevant for the agile teams, and in this strategy, all parties are clear that decisions are made to the advantage of the new venture and not the parents. The second strategy is having a direct relationship with the core executive team and being treated with the same attention as all the other business units while setting combined targets with the existing peer units to work together and leverage competencies. In this strategy, the new venture aims to service the parent company's interest, and it is more relevant for a predictive approach. According to the discussions, the proposition is therefore more refined as: ***Relationships between new ventures and parent/peer units adopt an integrated or isolated approach based on the perspective on interest prioritization between the units***.

6.2. Conclusion

This thesis sets out to answer the question: How do corporate companies scale internal new ventures?. The topic adopted four focus themes to answer the question, namely ideology, frameworks, practices, and relationships. Ideology focused on understanding the underlying mindset driving the scaling process. The perspective on frameworks focused on understanding the thinking tools guiding the scaling process. The practice lens probed to understanding actions and processes around scaling. The final lens on relationships seeks to understand how the new venture unit manages relationships with parents and peers.

From the lens of ideology, the research can conclude that scaling focuses on efficiency if the underlying motivation is to innovate around the business model or process. Efficiency as a focus in the scaling process tends to adopt an agile approach as the organization prioritizes slow and gradual growth by learning about the trends. In contrast, scaling tends to focus on speed if the major motivation involves sales growth or transformation of the organization. Therefore, speed as a leading factor is thus enabled by a predictive approach that entails having a visionary blueprint that guides the process. Therefore while [Ries, 2011, Moore, 2002, Raisch and Tushman, 2016] argues for the need to develop gradually and more efficiently by the use of small batch sizes, this thesis particular outlines that efficiency is more in tandem with process or business model innovation as a motivation towards a new venture. In contrast, while Sullivan, 2016 argues for fast expansion and speed as the scaling priority for the benefits of capturing the market in a first-mover advantage, this thesis establishes that speed is more in tandem with predictive transformation and sales growth as the core motivation and the cases outline practical examples.

A frameworks perspective shows that companies can view frameworks as a luxury toolbox from which the right tool can be selected to guide the scaling process. Corporate companies outline stages and processes of scaling, such as obtaining customer insights, crafting a value proposition, building a value chain, organizing the holistic business system, analyzing trends, and matching each process with the right tools and frameworks as deemed relevant. The most utilized tools are the generic commercial frameworks such as the design thinking framework, business model canvas, strategizer value proposition, four lenses of innovation, and Lean framework. While the thesis introduced predictive frameworks by Heger and Rohrbeck, 2012 & agile frameworks by Breuer and Mahdjour, 2012 in chapter three, showing how the frameworks combine several generic frameworks to suitably match the adopted approach for creating a new venture, i.e.,

predictive or agile. This thesis outlines the frameworks used in the field for scaling new ventures and highlights the strategies for how the frameworks are utilized.

In practice, new ventures in the corporate organizations can scale following the core and edge approach to scaling discussed in the previous chapter. The new ventures can grow in the core market by setting combined targets with the peer organizations while enforcing a learning system for the edge markets. Companies can utilize a structural system to enable scaling by analyzing an idea in one structural unit to ensure a business model and product-market fit before using a second growth unit to grow the idea with speed as the focus. An alternative strategy will be scaling by breaking down the system into major cycles outlined in figure 19 of insights, value proposition, MVP cycles, Niche cycles, core market focus, and edge market expansion. Raisch and Tushman, 2016 outlined some practices for scaling new ventures with a focus on relationships as outlined in figure 8. However, this thesis expanded the ideas further to explain the core and edge view of scaling and practical strategies for the use of growth cycle in efficiency-driven scaling (19), and the use of structures in the speed-driven scaling process (13).

In managing relationships with parents, the new venture units can either be simulated as a startup where the top executives as brought in as board members to offer advice based on what is best for the new venture unit. Alternatively, the new venture unit can be wholly integrated under a structural growth unit on the same level as all other peer business units with the same amount of management level attention from the top executive. Relationships with a peer can take the form of co-targeting to work together in delivering on ambitious revenue and innovation goals. Alternatively, relationships with peers can also take the form of customer/partner relationships where the peer units become the pilot stage partners to enable the new venture to deliver value to the end partners. Also, Raisch and Tushman, 2016 established the foundation of the peer and parent relationships with the new venture units also in figure 8 suggesting functions and practices a new venture can utilize in managing relationships. This thesis transcended further to outline strategies for structuring relationships with parents and peer units based on the approach to scaling adopted and structural simulation of the scaling process, i.e., simulated as a startup or simulated as an integrated business unit on par with other established unit.

figure 20 summarizes the process of scaling from the four major perspectives adopted in to answer the question of how corporate companies scale new ventures. Drawing from insights

to cases studied and previous research work, this research has thus contributed to the field of entrepreneurship: cases on how motivations towards the approach to creating a new venture influence scaling, insights into the use of structural units and structured phases to guide the process scaling, two practical strategies for managing the relationship with parents and peers, and insights to the utilization of frameworks in guiding the scaling process. Subsection 6.2.2 outlines areas of further research work that could be interesting in further extending the knowledge in line with this research work. Therefore, this research has contributed to and developed the perspective of scaling new internal ventures in corporate companies as a new increasing phenomenon to aid in the innovation practice of established corporate companies.

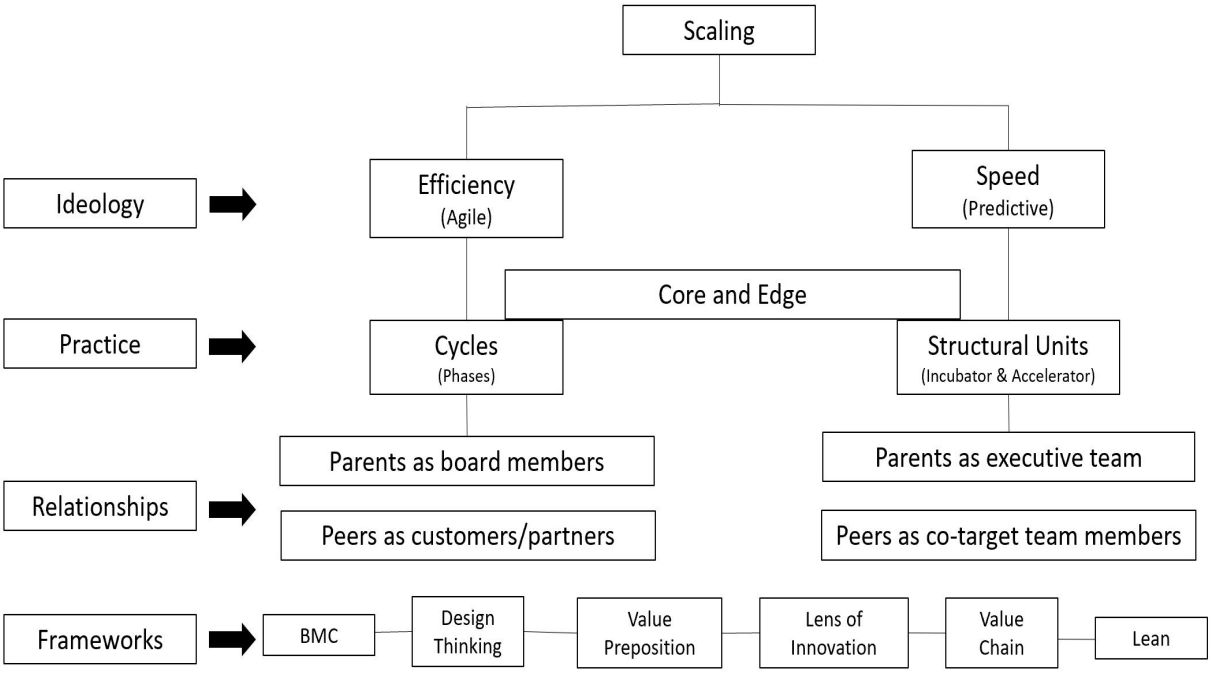

Figure 20: Overall framework

6.2.1. Summary Highlights

The research highlights a practical perspective on the motivation behind ambidexterity and how it influences the process of scaling. i.e., firm survival and sales growth as the core driver of DNV strategy correlates to a predictive approach, while innovation as a motivating factor for Orkla correlates to the agile approach adopted in Påfyll.

Companies achieve scale through developing in the core market (regional or competence core), where knowledge can be leveraged before competing in the edge market. New venture compe-

tencies can be cultivated by setting co-targets with established businesses on innovation and revenue.

Competing in a new market space, learning opportunity, and competence development proved an effective value proposition for onboarding required skill-sets needed from strategic partners to achieve scale.

Relationships between a new venture can be integrated and still simulate isolation. However, from the cases observed, isolation is most suitable for new ventures where the initiative is prioritized over the parent, as seen with Påfyll. In comparison, integration is suitable for areas where the parent goals are prioritized.

6.2.2. Further Areas to Research

Both cases from this research were at the early scaling phase and not fully established yet. Thus, looking into the same cases at the mid and late stages and time will serve as an interesting potential area of research. Another prospective research area could look exclusively into the relationship between the new ventures and the peer business as well as the parent organization. A third area to look into could be the internal team dynamics to understand the transition of skill-sets on the individual level. Also, more meticulous development of the framework on growth cycles at the end of the scaling process at Påfyll (if successful) would make for relevant research. Finally, research into the combination of frameworks/ how frameworks were combined until the late stage would be suitable for further research.

6.2.3. Limitations

Among the several limitations faced, a key limitation was the limited access to interview subjects for data collection. Also, upon the research process, it became evident that the cases seem more developed on the media representation than reality in the company when interviewing, most likely for the idea to gain traction and brand representation. Furthermore, the early stage of growth for the new venture constrained the expectation of the intended research from the early phase. The interview subjects were actively immersed in the project at the time of the research, so it was somewhat challenging for the interviewees to reflect, as opposed to if the scaling process was completed allowing for the opportunity to connect the dots looking backward and perhaps more effective reflection. There was a limitation to the number of interviews the researcher

could have, mainly because the teams were small and the interviewees seemed occupied with a heavy workload. The number of corporate entities was also limited to two cases, which could be expanded further. Finally, one researcher's perspective could also be a limiting factor to how the situation was read.

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Chapter 9: Appendices

Appendix A: Interview Guide

Welcoming

Hi, Thank you very much for your time and for accepting to participate in the interview.

Introduction

1. Security: As a security measure, I should state that I will be recording the interview for the personal purpose of transcribing and analysis only. And I will delete the interview right after the thesis presentation on the 27th of June.
2. Background and introduction of the thesis: As a background, I discovered that corporate businesses are trying to develop new and innovative businesses, which is unnatural to them or their normal way of working. So from this thesis, I aim to discover how different companies are currently going about this process.
3. Goal/aim: This interview aims to understand the approach to exploring new businesses and scaling the new businesses. This means, what ideologies guide the process (e.g., agile lean), what tools and frameworks you use, and how you practice the different processes (e.g., sprints).
4. Agenda: we will begin with questions to understand your exploration process, then the scaling process, and discuss a case or project that you feel comfortable sharing.

Scaling Interview Guide

1. Foundational work: Prior to scaling what conditions regarding the business case needs to be fulfilled (e.g market fit)?
2. Important factors: What are the major factors (metrics) that the team consider when going into the scaling phase? (efficiency or speed)
3. Metrics Measurement: How does the team go about measuring the scaling metrics from the previous question?
4. Measurement in Practice: In practice, is there an example case of the metrics measurement and how did that scenario go?

5. Frameworks: What business or other frameworks/tools do you find the most important when scaling?

6. Philosophy: Given your experience with scaling, what philosophy/ideology was used by the team during the scaling process (planning, adaptive)?

7. Processes: How would you categorize the process of scaling if you were to categorize them into phases?

8. Timing: What is the typical timeframe (range) you estimate or have experienced it takes to go from beginning of scale until establishment or otherwise?

9. Practices: What sorts of team practice and team-customer practice would you say are the most important to ensure a successful scaling of a new venture?

10. Challenges and winnings: What are some of the challenges you find most common when scaling a corporate venture?

11. Relationships: How would you describe the relationship that the business maintian with the parent organization and other peer business units.

12. Anything I should have asked but didn't Ask?

Closing

1. coming to an end: well, that was the most technical part, just some quick summarizing points

2. snowballing: Is there anyone else you think I can talk to regarding the topic?

3. Resources: Are there any resources you mind sharing regarding the tools and frameworks?

4. Interview modifications: Just regarding the interview process and questions, is there Anything you think I should modify in the interview, Anything unclear or uncomfortable?

5. Warm thank you: Thank you very much for your time. I do appreciate it.

6. My offer: I will make a quick summary and be sure to share with you my final findings on different processes when I complete the thesis. Thanks again

Afterwards

1. Summary: Make a quick summary of things I have in mind

2. Thank you email: Remember to send a thank-you email

3. Transcribing: Begin transcribing or modifying recorded transcript.