<u>ISTANBUL TECHNICAL UNIVERSITY ★ GRADUATE SCHOOL</u>

CORPORATE INNOVATION AND INTRAPRENEURSHIP STRUCTURING: AN EXPLORATORY RESEARCH

M.Sc. THESIS

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Department of Management Engineering

Management Engineering Programme

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To my family and friends,

FOREWORD

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ABBREVIATIONS

ASS	:	Average Sentence Score
CE	:	Corporate Entrepreneurship
CEO	:	Chief Executive Officer
GII	:	Global Innovation Index
HCA	:	Hierarchical Cluster Analysis
IP	:	Intellectual Property
MVP	:	Minimum Valuable Product
NLTK	:	Natural Language Toolkit
OECD	:	Organization for Economic Co-operation and Development
P.NO	:	Participant Number
R&D	:	Research and Development
SS	:	Sentence Score
WIPO	:	World Intellectual Property Organization

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CORPORATE INNOVATION AND INTRAPRENEURSHIP STRUCTURING: AN EXPLORATORY RESEARCH

SUMMARY

Today, change has accelerated all over the world and has become multi-dimensional. The rapid and interactive process of change in political, social, cultural, and economic fields comes to the fore as processes such as quick action in business management, quick decision making, and providing a dynamic and more flexible structure to management.

The word strategy is a war term and comes from the Greek word "strategia". In recent years, worldwide businesses have had to think more strategically, and give more importance to strategic planning and decision-making in the face of intense competition arising from reasons such as globalization and rapid technological developments.

The main purpose of today's world businesses is to develop strategies and methods and reach the goals and objectives of the business by ensuring that the best service and product are delivered to customers in an efficient and effective way. In order for businesses to keep up with these changes, they must have a long-term vision and include innovation in this vision.

Innovation is derived from the Latin word "innovatus". Innovation is defined by the European Commission in 1995 as a marketable, new or improved product, method or service introduced at the end of the transformation process. According to world-renowned management scientist Peter F. Drucker, innovation is a transformation tool.

Innovation is the basis for developing and changing a product, production, idea or need. It is the development of new products, the conversion of new ideas into money, the meeting of the needs of the market, the provision of human resources, and the creation of a management process for the institution that proceeds in parallel with science-technology-R&D. The need for rapid access to information with changing and developing technology draw attention to the importance of innovative approach and innovative corporate culture. While providing a competitive advantage in the market, it also provides the emergence of a business model.

Firms that want to gain permanent competitive advantage need process improvement and service innovation. All these requirements show the need for companies for an innovation strategy. The innovation strategy enables the organization to structure innovation to optimize and gives innovation a system within the organization. It sets out a roadmap for the future the company aims for. Companies without an innovation strategy run the risk of losing their market edge over time. In the innovation strategy, which is a part of the corporate strategy, the challenges are determined and innovation areas are defined according to the needs of the institution. Intrapreneurship is also part of this strategy.

Intrapreneurship is the generation of ideas and projects within a certain corporate organization without leaving the institution they work voluntarily. It is a fairly new concept, but it has developed rapidly and has entered thousands of organizations and economies around the world. It encourages employees to think outside the box while keeping their ideas safe within the organization. While not all new ideas have potential, the organization can motivate its employees to think innovatively. Thus, the culture instilled in employees can have a tremendous impact on the growth and perhaps a revival of a particular business.

In this study, the relationship between corporate strategy, corporate innovation, and intrapreneurship structuring was questioned and exploratory research was conducted. To gather data, in-depth interviews were conducted with 14 innovation professionals in different sectors and positions. To ensure the impartiality of the study the Text Summarization Algorithm is utilized. Then, each answer summary was explained accordingly and overall responses were extracted. Furthermore, The word frequency table was constructed and illustrated to yield a comprehensive picture of the study.

KURUMSAL İNOVASYON VE İÇ GİRİŞİMCİLİK YAPILANMASI: KEŞİFSEL ARAŞTIRMA

ÖZET

Günümüzde değişim artık tüm dünyada hızlanmıştır ve çok boyutlu hale gelmiştir. Siyasi, sosyal, kültürel ve ekonomik alanlarda hızlı ve etkileşimli olarak yaşanılan değişim süreci, işletme yönetiminde hızlı hareket etme, hızlı karar alma, yönetime dinamik ve daha esnek bir yapı kazandırma gibi süreçler olarak gündeme gelmektedir.

Strateji kelime olarak bir savaş terimidir ve yunanca “strategia” kelimesinden gelir. Son yıllarda dünya çapındaki işletmeler, küreselleşme ve hızlı teknolojik gelişimler gibi nedenlerle ortaya çıkan yoğun rekabet karşısında daha stratejik düşünmek, stratejik planlama ve karar almaya eskisinden daha fazla önem vermek zorunda kalmışlardır.

Günümüz dünya işletmelerinin temel amacı, en iyi hizmet ve ürünü verimli ve etkin şekilde müşterilere ulaştırılmasını sağlayarak, strateji ve yöntemler geliştirmek ve işletmenin amaç ve hedeflerine ulaşmaktır. İşletmelerin bu değişimlere ayak uydurabilmeleri için uzun vadeli bir vizyona sahip olmaları ve bu vizyonda inovasyona mutlaka yer vermeleri gerekmektedir.

İnovasyon, Latince "innovatus" kelimesinden türemiştir. 1995 yılında Avrupa Komisyonu tarafından inovasyon; dönüşüm sürecinin sonunda ortaya konulan, pazarlanabilir, yeni veya geliştirilmiş bir ürün, yöntem veya hizmet olarak tanımlanmaktadır. Dünyaca ünlü yönetim bilimcisi Peter F. Drucker'a göre inovasyon, bir dönüşüm aracıdır.

İnovasyon, bir ürünü, üretimi, fikri veya ihtiyacı geliştirmenin ve değiştirmenin temelidir. Yeni ürünlerin geliştirilmesi, yeni fikirlerin paraya dönüştürülmesi, pazarın ihtiyaçlarının karşılanması, insan kaynağının sağlanması, bilim-teknoloji-ar-ge paralelinde ilerleyen kurum için bir yönetim sürecinin oluşturulmasıdır. Değişen ve gelişen teknoloji ile bilgiye hızlı erişim ihtiyacı, yenilikçi yaklaşım ve yenilikçi kurum kültürünün önemine dikkat çekmektedir. Pazarda rekabet avantajı sağlarken aynı zamanda bir iş modelinin ortaya çıkmasını da sağlamaktadır.

Rekabette kalıcı üstünlük elde etmek isteyen firmalar, süreç iyileştirmeye ve hizmet yeniliğine ihtiyaç duyarlar. Tüm bu gereklilikler, şirketlerin bir inovasyon stratejisine olan ihtiyacını göstermektedir. İnovasyon stratejisi, kurumun inovasyonu en iyi hale getirmek için yapılandırmasını sağlar ve inovasyona kurum içinde bir sistem kazandırır. Şirketin amaçladığı gelecek için bir yol haritası ortaya koyar. İnovasyon stratejisi olmayan şirketler, pazardaki üstünlüklerini zaman içinde kaybetme riski taşırlar. Kurumsal stratejinin bir parçası olan inovasyon stratejisinde zorluklar belirlenir ve kurumun ihtiyacına göre inovasyon alanları tanımlanır. Şirket içi girişimcilik de bu stratejinin bir parçasıdır.

İç girişimcilik, çalışanların çalıştıkları kurumdan gönüllü olarak ayrılmadan belirli bir kurumsal organizasyon içerisinde fikir ve proje üretmeleridir. Oldukça yeni bir kavramdır, ancak hızla gelişmiştir ve dünya çapında binlerce kuruluşa ve ekonomiye girmiştir. Çalışanları, fikirlerini kuruluş içinde güvende tutarken kalıpların dışında düşünmeye teşvik eder. Tüm yeni fikirler potansiyel taşımasa da, kuruluş çalışanlarını yenilikçi düşünmeye motive edebilir. Böylelikle, çalışanlara aşılanan kültürün belirli bir işletmenin büyümesi ve belki de yeniden canlanması üzerinde muazzam bir etkisi olabilir.

Bu çalışmada kurumsal strateji, kurumsal inovasyon ve iç girişimcilik yapılanması arasındaki ilişki sorgulanmış ve keşfedici araştırma yürütülmüştür. Veri toplamak için farklı sektör ve pozisyonlardaki 14 inovasyon profesyoneli ile derinlemesine görüşmeler yapılmıştır. Çalışmanın tarafsızlığını sağlamak için mülakat çıktıları Metin Özetleme Algoritması kullanılarak özetlenmiştir. Ardından, her soru için kelime sıklıkları ve tüm yanıt özetleri buna göre açıklanmış ve genel yanıtlar çıkarılmıştır. Ayrıca, çalışmanın kapsamlı bir resmini elde etmek için kelime sıklık tablosu oluşturulmuş ve görselleştirilmiştir.

1. INTRODUCTION

Changing macroeconomic conditions, the need for sustainable growth, increasing costs, the widespread adoption of new technologies in business life, and the transformation of customer consumption habits are pushing companies to renew their business models and strategies. In today's fast-paced world where competition is deepening, commercializing innovation has become a necessity to maintain growth and differentiation.

However, it does not seem possible to bring entrepreneurial innovative success to companies with traditional methods. The missing piece in companies is “entrepreneurship”. Institutions can realize innovation only by bringing entrepreneurial methods into the company. In today's world, instilling entrepreneurship in organizations has created a sustainable competitive advantage. Designing entrepreneurship programs in institutions or taking steps to support entrepreneurial cultures within the institution is important for the innovation to work, but they cannot create the expected impact on their own. At this point, the commercialization of entrepreneurship gains great importance. Now, only 64% of companies with a corporate entrepreneurship program have commercialized ideas (TUSIAD, 2019).

In this study, the relationship between corporate strategy, corporate innovation, and intrapreneurship structuring was questioned and exploratory research was conducted. To gather data, semi structured, in-depth interviews were conducted with 14 innovation professionals in different sectors and positions. To ensure the impartiality of the study the Text Summarization Algorithm is utilized. Then, each answer summary was explained accordingly and word frequencies and overall responses were extracted. Furthermore, The word frequency table was constructed and illustrated to yield a comprehensive picture of the study.

This study consist of four parts. In the introduction, purpose of thesis, literature review, proposotions and definitions, concepts and methodologies are given. The methodology part includes gathering data and data analysis. In the results and discussion part the research findings are discussed in detail. Finally, a general summary of the study and development points are given in the Conclusions and Recommendations.

1.1 Purpose of Thesis

The study has two main purposes. In the literature review, it can be seen that even though the innovation, technology, and strategy studies are many but there is a lack of studies synthesizing the concepts of corporate strategy, organizational innovation, and intrapreneurship structuring. This study tried to contribute to the literature in this respect. Secondly, although innovation is a widely studied subject, there is still a lack of knowledge in companies, especially on intrapreneurship. This study aims to bring a perspective to institutions by synthesizing the ideas and experiences of innovation professionals on intrapreneurship in Turkey's context. This study tried to provide insight into companies that intend to innovate but do not know where to start and especially how to use the intrapreneurship tool.

1.2 Literature Review

In this study, a systematic literature review study was carried out to analyze corporate strategy, organizational innovation and intrapreneurship structring. Database on scientific publications Scopus has shown that the number of studies on innovation, technology, and strategy in the last 20 years has been quite intense (Appendix A, Table A.1).

In Hancıoğlu Y. and Yeşilaydın G. in 2016, study is about the definition of the concept of strategic innovation, its importance for businesses, strategic innovation process stages, and strategic innovation orientation. It is aimed to provide information about the concept of strategic innovation and to raise awareness on the subject both among decision-makers and business managers and among academics working in the literature. With strategic innovation, which has three dimensions; content, process, and context, new rules of the competitive game are determined. As a result of differentiation, competitive advantage is achieved by obtaining financial success, high shareholder value, and profit (Yeşilaydın & Hancıoğlu, 2016).

Adak, M. in 2015, focused on how innovation and technological advancement affect the Turkish economy. The results of the econometric analysis demonstrate a strong impact of innovation and technological advancement on economic growth. The Ordinary Least Square approach is used to estimate the innovation model. The relationship between technological advancement, innovation, and economic growth was examined in two steps. The OLS method was used.The number of total patent applications and the technological importance were shown to be significantly correlated. The relationship between total patent applications and GDP was then examined. Consequently, Engel Granger and Error Correction Models show a long-term relationship between the two variables (Adak, 2015).

Bolatan İ. in 2022, and others worked on the relative complexity along with how they affect the innovation processes. A survey was created to look at the connections between technology transfer, innovation management, leadership, and strategic planning based on the existing research. The top 1000 manufacturing companies in Turkey that operate in a wide range of industrial areas are included in this database. Independent variables are leadership and strategic planning. The dependent variable is innovation management. Technology Transfer is the mediator variable. Strategic planning and the transfer of technology are positively correlated with leadership in Turkish companies operating in various industries. Innovation management and technology transfer are not directly impacted by strategic planning. Strategic planning is therefore a neutral factor, albeit crucial. However, the findings show that leadership has no direct impact on innovation management. Technology transfer has a favorable impact on leadership's management of innovation (Sonmezturk Bolatan et al., 2022).

In the search made with innovation and intrapreneurship in Scopus between 1982-2023, it was seen that the studies intensed especially in the last 20 years (Appendix A, Table A.1).

Abdelwahed N. and et al. in 2022, looked at ES, intrapreneurship, and FG among Pakistan's top managers. They used a deductive strategy. To get the data, a survey created with top managers. Pilot research was conducted. Software from two different categories was used. The study's findings in the Pakistani context show that favorable employee relations and a variety of perks in terms of pay and incentives may encourage intrapreneurship among managers of Pakistani businesses. The results also show that their happiness might be fostered by a supportive company culture, which would motivate them to enhance their intrapreneurship performance (Abdelmegeed Abdelwahed et al., 2022).

Vanacker, T. And et al. in 2021, proposed that domestic corporate entrepreneurship (CE) and employee protection institutions limit the relationship between CE and company performance. A database comprising companies from 23 European countries was created utilizing a variety of secondary sources in order to evaluate the predictions. The primary source is the Orbis Europe database. In 2009, all publicly traded and privately held European businesses that were in operation were chosen. Results indicate a favorable and substantial relationship between internal CE and short-term, intermediate, and long-term financial performance. Internal CE, however, can have a negative effect on financial performance at very high levels because it can be expensive and result in detrimental interruptions to the firm's current systems, structures, and operations (Vanacker et al., 2021).

The search on corporate strategy, organizational innovation and intrapreneurships in Scopus resulted that the number of related studies is much less than innovation and intrapreneurship (Appendix A, Table A.1).

Heubeck, T. and Mecki, R. in 2022, studied on managerial effect. They measured managers' dynamic capabilities and their three underlying drivers (managerial human capital, social capital, and cognition) as a direct antecedent to digital firms' innovativeness. The study draws on survey data from German Industry 4.0 manufacturing firms, which were analyzed using regression analysis. The results confirm managers' dynamic capabilities as facilitators of innovation (Heubeck & Meckl, 2022).

Glinyanova M., and others in 2021, studied on corporate entrepreneurship. They used bibliometric methods to analyze the literature on corporate entrepreneurship published over the last five decades. The growing maturity and interdisciplinarity of corporate entrepreneurship and provide insight into research themes. They found that resource-based view and its extensions still remain the predominant theoretical perspectives in the field (Glinyanova et al., 2021).

In the search made with entrepreneurship structuring in Scopus, only three studies were found. The study with (Rapp, 2022) is dealt with predictive and non-predictive entrepreneurial strategies. Another study is about competitive advantage in strategic research and technology management (Bandarian, 2020). Last one is studied the versatility at the individual level in SMEs (Gasda & Fueglistaller, 2016). Although these studies are compatible with the purpose of the thesis conceptually, the papers do not directly analyze the usage of intrapreneurship as a tool for innovation applications in the organization.

Briefly, based on the literature review, the following concepts were studied to analyze the relationship between corporate strategy, organizational innovation, and intrapreneurship structuring. A taxonomoy of concepts and references are given in Table 1.1.

Table 1.1: Summary of the literature study.

Concept	Reference		Name of Article
Innovation, Technology and Strategy	Yeşilaydın & Hancıoğlu	2016	A New Competition Approach To Strategıc Management: Strategic Innovation
Innovation, Technology and Strategy	Adak, M.	2015	Technological Progress, Innovation and Economic Growth; the Case of Turkey
Innovation, Technology and Strategy	Sonmezturk Bolatan et al.	2022	Innovation leadership through technology transfer: Case of Turkish industry
Innovation and Intrapreneurship	Abdelwahed et al.	2022	Determining employee satisfaction, intrapreneurship and firm growth among managers of Pakistan
Innovation and Intrapreneurship	Vanacker et al.	2021	Corporate entrepreneurship, country institutions and firm financial performance
Organizational Innovation, Corporate Strategy, Intrapreneurship	Heubeck T. & Mecki, R.	2022	More capable, more innovative? An empirical inquiry into the effects of dynamic managerial capabilities on digital firms' innovativeness
Organizational Innovation, Corporate Strategy, Intrapreneurship	Glinyanova et al.	2021	Five decades of corporate entrepreneurship research: measuring and mapping the field

1.3 Propositions

The main focus of the study is to gain insight about relationship between corporate innovation and intrapreneurship structuring by conducting interviews with experienced innovators.

In one of the the articles, Marxt et al. in 2004, about end-to-end innovation, the steps are identified as Ideas Selection, Research Technology Development, Implementation, and Market Introduction (Marxt et al., 2004). In a study on new product development, Idea Screening, Concept Screening, Business Analysis, Product Testing, Test Market, Post-Launch were determined as gates (Hart et al., 2003). Inspired by these studies, Figure 1.2 was developed and four main interview topics were determined as dimension of the end to end process.

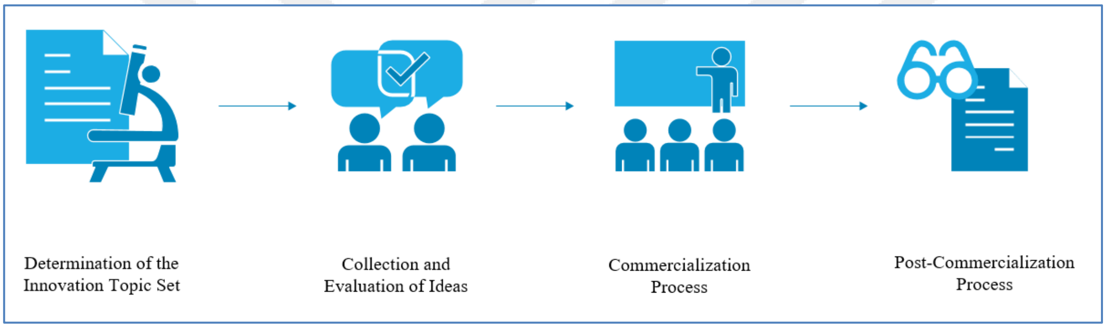

Figure 1.1 : Determined topics for analysis of intrapreneurship structuring.

As seen from the figure first topic search is the "Determination of the Innovation Topic Set". In this pursuit, P1 and P2 were asked. Secondly, under "Collection and Evaluation of Ideas" topics P3 and P4 were asked. Then, P5 and P6 were asked for the third topic "Commercialization Process". Finally, under the "Post-Commercialization" topic P7 and P8 were asked.

The propositions determined by using the opinion of experts on innovation field and by referring literature review (Magadley & Birdi, 2012; Unsworth et al., 2000) listed as follows:

P1: The company should know why it wants to innovate.

P2: The company needs an innovation department for the proper determination of the topic set and the dissemination of innovation within the company.

P3: Every innovation idea of the employees in the company is important and worth considering.

P4: To maintain the functionality of idea collection systems, idea filtering should be transparent and democratic.

P5: Hypotheses and customer insights are more important than ideas.

P6: Prototypes can only be commercialized by continuously developing them with the feedback received from the field.

P7: Companies have different options for determining the roadmap of in-house initiatives whose business model has reached maturity.

P8: Post-commercilization decisions should give under the dynamics of the market and the culture of the company.

1.4 Definitions, Concepts and Methodologies

1.4.1 Strategy and strategy planning

Strategy as a word means "to dispatch, to direct, to send, to take, and to herd." It is used in reference to the name of the ancient Greek General Strategies and refers to his knowledge and tactics in the field of defense. Although the concept of strategy dates back centuries, its use has been for 40 years. This concept first appeared in wars, and armies that devised the correct strategy gained superiority over the other side (Demir & Yilmaz, 2010).

According to Porter, a business can only outperform competitors if it can create and maintain a distinct advantage. It must provide clients with more value, produce similar value at a cheaper cost, or do both. He characterizes strategy as the development of a distinct and advantageous position entailing a distinct range of actions (Rehman et al., 2018).

In the 21st century, institutions must give more importance to strategic decision-making activities in the face of globalization, rapid technological development, emerging markets, change because of changing people's needs and expectations, and an ever-increasing competitive environment. Strategic planning constitutes the whole of the efforts to achieve results, which includes the participation of people at all levels of the organization and the full support of the organization manager. Strategic planning is not a one-off type of plan. It also requires the participation of all stakeholders inside and outside the company (Demir & Yilmaz, 2010).

The strategy has two ecosystems, internal and external. In the internal ecosystem, the values and goals of the institution are important. According to the purpose of the institution, the resource and capacity needs are determined, and the process design is made. At this stage, the strengths and weaknesses of the institutions come to the forefront. It is necessary to know the general ecosystem in the external environment and to analyze the competitive environment. At this stage, opportunities and threats must be identified (Maleka, 2014).

Strategy planning studies begin with the analysis of the situation of the institution and the answer to the question "where are we?" In the situation analysis, the internal and external ecosystem of the institution is evaluated. At this stage, the business areas of the institution, resource use, and capacity, strengths, and weaknesses, legal obligations related to the field in which it operates, opportunities, and threats should be evaluated. The process continues with the determination of the mission and principles. This is followed by the determination of vision, strategic goals, and objectives. In this process, studies are carried out on why the institution exists and where it wants to go. The goals of the organization are defined as the results that indicate the work it does, why it does the activities, and what they do to achieve it. Determining strategic objectives is considered a critical stage in the strategic planning process in terms of facilitating the organization's resources correctly, understanding its priorities and preferences by everyone concerned, transferring responsibilities, and facilitating accountability for results. In the step of activities and projects, plans are made, and actions are taken on how to achieve the goal. The roles, responsibilities, and powers of the units responsible for the fulfillment of each objective are clearly stated at this stage. In the monitoring and evaluation steps, the process is evaluated, and improvements are made.

It is becoming increasingly difficult for organizations to survive and succeed due to the fact that organizations are becoming more and more complex, the environment is constantly changing, uncertainty and instability are increasing, economic reasons, increasing competition, technological inadequacies, changing socio-political and legal conditions, market conditions (Demir & Yilmaz, 2010). The main purpose of today's world's enterprises is to develop strategies and methods that will provide the best service and product in the most efficient and effective way and thus reach the goals and objectives. Corporations should have a long-term vision and determined strategies to adapt to an unstable environment (Özer, 2015).

The strategic approach has lots of benefits for companies. Some of them were given in below.

a. A company is more adaptable and effective when it uses strategic planning and management to forecast the future and actively prepare for it rather than reacting to it.

b. Establishing as realistic of objectives and goals as feasible through the use of a strategic plan as a tool for establishing organizational direction promotes consistency and stability in operations.

c. Increased market share and profitability result from effective strategic planning and management because businesses gain insightful knowledge of consumer patterns and market trends.

d. Strategic planning and management boost operational efficiency by establishing a clear roadmap that supports the alignment of activities and resources to accomplish well-set and realistic goals that lead to high efficiency in corporate operations.

e. It helps organizations create new programs, goods, and services in response to shifting consumer demands and competitive pressures.

f. It lets a company look into the future in an organized, methodical manner (Kabeyi, 2019).

1.4.2 Innovation and types of innovation

The origin of the word innovation, "innovatus", which is used in the sense of innovation in Turkish, means "to do something new and different" in Latin. In this context, innovation; is the use of different and new methods in cultural, social, and management-related processes. Innovation also plays an important role in economic growth and development (Şen, 2017).

Innovation, which has become imperative in order to achieve differentiation and sustain growth in today's rapidly changing, competitive environment, is defined in the OECD Oslo Guidelines (2002) as "the realization of a new or significantly improved product (good or service), process, new marketing management or a new organizational method (Oslo, 2002; TUSİAD, 2019). There are four models of innovation activities: "product, process, marketing, and organizational" as defined in the Oslo Guide.

1. Product and Service Innovation: in this type of innovation, innovations related to the requirements of the customer emerge. You can acquire an idea as product innovation, convert it into a new or developed product, method, or service, introduce a new product to the market or new technologies used for production

2. Process Innovation: process innovation refers to a new or advanced, way of producing or delivering a product or service. Process innovations, reduce unit production or delivery costs, improve quality, or produce new or significantly improved products

3. Marketing Innovation: It is defined as the development and use of different, and new designs, packaging, and marketing methods in product design or packaging, product positioning, product promotion, or pricing in order to increase the sales of companies, to respond to customer needs in a better way and to shift customers to new markets or new positions, or to improve existing ones.

4. Organizational Innovation: Organizational innovation is the application of a new organizational method in the firm's business practices, workplace organization, or external relationships (Şen, 2017). Organizational innovations can be predicted to improve firm performance by reducing administrative and transaction costs, improving workplace satisfaction, gaining access to non-commercial assets, or reducing the cost of equipment (TUBİTAK, 2002).

In addition to this, there is an innovation matrix described by Greg Satell which is given in Figure 1.1 (Satell, 2022).

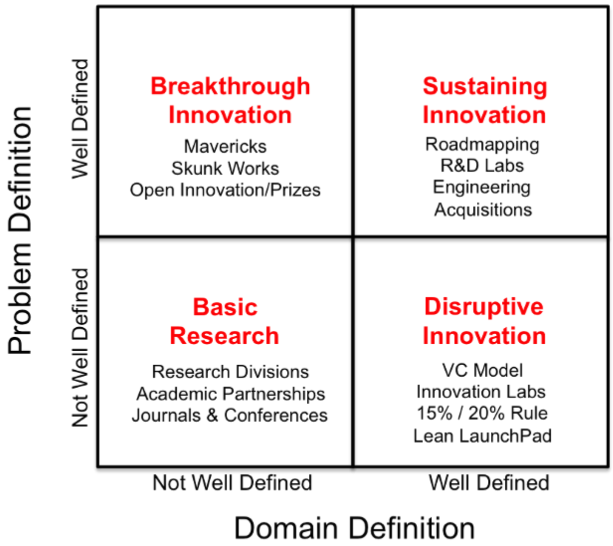

Figure 1.2 : Greg Satell, Innovation Matrix (Satell, 2022).

Basic research: It is experimental or theoretical studies that have no apparent specific application or use and are primarily conducted to obtain new knowledge of the basis of phenomena and observable phenomena (TUBİTAK, 2002a) .

Breakthrough innovation: It is a previously unthought-out, wide-ranging, and leading/directional innovation (Özer, 2015).

Sustaining innovation: It is the model that fuels the competition between the companies in the sector and directs the companies to innovate. Existing technologies do not change the dependent performance parameters and the innovation process in the industry remains continuous (Özer, 2015).

Disruptive innovation: Unlike striking and supportive innovation, which we often encounter in literature today, instead of focusing on developing more advanced solutions for existing users in the current market, disruptive innovation describes innovations that focus on the customer's core need, regardless of whether it is more advanced than the existing solution and deliver the product to the customer base in a simple, easy-to-use and more economical way (TUSİAD, 2019) .

1.4.3 Organizational innovation

One of the primary tools of growth strategies, innovation enables businesses to gain a competitive edge, expand into new areas, and increase their current market share. In 2019, O'Sullivan and Dooley defined “Innovation is the process of making changes, large and small, radical and incremental, to products, processes and services that result in the introduction of something new for the organization that adds value to customers and contributes to the knowledge store of the organization”. Strategic outcomes that go beyond ordinary innovation are produced by a company's capacity to introduce new processes, products, or ideas into the organization. A system-wide approach called organizational innovation looks at innovation at the business and strategic levels (Ali et al., 2019).

Organizational innovation, on the other hand, is envisioned as a tool that enables businesses to enter new markets by enhancing their competitive position. In addition, this concept foresees the possibility of making changes to various aspects (products, processes, and services) as a result of introducing something new to the company (Escandon-Barbosa & Salas-Páramo, 2022).

Recent research highlights that it is an indispensable success criterion for companies to constantly seek innovation and innovation in order to differentiate themselves from the competition. In 2017, 86% of respondents to Accenture's survey of 5.400 senior executives in 31 countries said that in order to maintain a competitive edge, companies need to focus on innovation with increasing momentum (TUSİAD, 2019).

1.4.4 Strategic Innovation

Corporate strategy is defined as a set of decisions made regarding the sharing of limited resources against the opportunities, constraints, and demands of the environment in which the institution is located. Innovation, which is an activity that constitutes an important part of the strategies of institutions and ensures continuity, is extremely important for an institution to increase its competitiveness and maintain its life, regardless of its sector and size (Yeşilaydın & Hancıoğlu, 2016).

There are three basic elements of strategic innovation. The first of these is that senior managers need strategic thinking covering both the future and the present in order to be successful; The second is that innovation and effectiveness require different organizational qualities such as creative ideation and analytical thinking. Third, today's competition is less product- or technology-based than business models that change with the rules of competitive competition (Yeşilaydın & Hancıoğlu, 2016) .

Strategic innovation is an innovation with the potential to have major transformational effects on the evolution of markets and industries such as the following (Varadarajan, 2018):

- Significant adjustments to how a particular need or group of interconnected requirements and wants of consumers is satisfied.
- Significant changes to a product's production, marketing, distribution, pricing, and/or consumption/use.
- Significant alterations in an industry's structural elements, such as market size, market growth rate, industry concentration, entry obstacles, and exit barriers.
- Significant changes in the make-up of competitors in an industry as a result of the arrival of new competitors, the departure of current competitors, and adjustments to incumbent competitors' competitive positions.

- Significant modifications to the industry's revenue models, assets, and/or value chain activities.
- Significant modifications to the value proposition provided to and/or anticipated by customers.

Differences between traditional approaches to strategy and Strategic Innovation are given in Table 1.2 (Palmer & Kaplan, 2023).

Table 1.2 : Differences between traditional and strategic innovation approaches (Palmer & Kaplan, 2023).

Traditional approaches	**Strategic Innovation approach**
Adopt a "present to future" orientation – takes today as the starting point	"Starts with the end in mind" – identifies long-term opportunities and then "bridges back to the present"
Assume a rule-maker/taker (defensive/follower) posture	Assumes a rule-breaker (revolutionary) posture
Accept established business boundaries/ product categories	Seeks to create new competitive space/ playing fields
Focus on incremental innovation	Seeks breakthrough, disruptive innovation – while continuing to build the core
Follow traditional, linear business planning models	Marries process discipline with creative inspiration
Seek input from obvious, traditional sources	Seeks inspiration from unconventional sources
Seek articulated consumer needs	Seeks unarticulated consumer needs
Are technology-driven (seek consumer satisfaction)	Is consumer-inspired (seeks consumer delight)
May have a "one-size-fits-all" organizational model	May experiment with entrepreneurial "new venture" or other organizational structures

1.4.5 Intrapreneurship

Innovation is essential to an organization's success because it helps it navigate the ongoing challenges of market survival and sustainability. The organization's definition of entrepreneurship has changed throughout time, which has caused terminological ambiguity. Intrapreneurship develops particular relevance for company development since companies need innovation for sustainability and proactive change adaptation (Perlines et al., 2022).

Growingly more people are realizing that corporate entrepreneurship is one way to achieve high levels of organizational performance. Companies that demonstrate corporate entrepreneurship are typically seen as agile, adaptable entities ready to seize new economic possibilities as they arise. Organizations must locate entrepreneurial possibilities that will result in higher performance outputs in dynamic and ever-changing contexts (Kearney et al., 2013).

Intrapreneurship is a model equipped with a basic perspective of entrepreneurship. Intrapreneurs have the characteristics of being innovative, chasing new opportunities, dreaming of high returns, just like an entrepreneur. This management model has recently been used by many companies, especially in the global arena. According to some studies, it can be mentioned that 28% of multinational companies will develop policies that encourage intrapreneurship and support the establishment of the necessary structures and systems for this (TUSİAD, 2019).

Google, one of the world's giant companies, is leading the way for those who support intrapreneurship. The Gmail product that most of us use today is known as an example of in-house entrepreneurship. At the same time, Google reportedly allows its employees to spend 20% of their time on it to keep track of their individual projects in order for this to become a management culture (TUSİAD, 2019).

Another example is the 3M company, which stands out with its differentiation strategies and has more than fifty thousand patented products, and it is known that it gives employees certain freedoms to create their own projects. So much so that when we look at the literature, we see that the post-it product developed by 3M company 40 years ago is described as an example of domestic entrepreneurship (TUSİAD, 2019).

Similarly, in 1994, the internal entrepreneurial effort of Sony employee Ken Kutaragi led to the development and successful launch of the Sony Play Station. Today, the management of photo archive giant Shutterstock tells its employees that they support thinking like an entrepreneur for 24 hours a day and finding ideas for the development of the company and that they organize a "hackathon" event once a year to support innovative ideas (Bayar, 2022) .

Although there are few projects related to in-house entrepreneurship in Turkey, some exemplary projects are mentioned. One of these is the Aygaz company's Aykargo project. In 2016, Aygaz launched the “Aythink” Idea Collection Platform, an interactive platform for its employees to share their innovative and creative ideas and contribute to shared ideas. One of the applications that became commercialized from the Aythink platform was Aykargo. With Aykargo, Aygaz's existing wide customer network advantage has been transformed into a business model that can be a solution to the problems of customers who receive distribution and delivery services, especially in the e-commerce sector (Aygaz, 2023)

Focusing on corporate culture is among the primary objectives of BKM since they started to meet the concept of entrepreneurship in institutions in 2014. One of the more than 100 process and idea suggestions collected from company employees was implemented in 2017. With the study called Cashless University Services, it was ensured that student transportation cards can be filled without using cash, by using the "pay with QR" feature of BKM Ekspress from kiosks at universities. Thanks to this new application, the use of BKM Express' digital wallet, known as a digital wallet, has also increased among university students (TUSİAD, 2019).

Finally, a good example can be given over Kastamonu Entegre. Although Kastamonu Entegre is a well-established manufacturing industry company over 50 years old, it is aware of the importance of innovation for the future. The company, which has invested heavily in this field in the last 5 years, actively collects employee ideas through the Idea Platform. One of the projects that achieved commercialization success among these ideas is Yenyle. Yenyle, which offers solutions by changing the covers without touching the body of the kitchen, has been in the life of the end consumer for 3 years (Kastamonu Entegre, 2023).

1.4.6 Exploratory research

Exploratory research requires a qualitative approach to phenomena (Mainardes et al., 2010). Exploratory research aims only to explore research questions and not to propose final and definitive solutions to existing problems. This type of research is usually done to examine a problem that has not yet been clearly defined. Exploratory research conducted to determine the nature of the problem is not intended to provide conclusive evidence, but helps us better understand the problem.

Unstructured interviews are the most popular primary data collection method among exploratory studies. In addition, surveys, focus groups and observation methods can be used to collect primary data for this type of research.

There are many advantages to exploratory research. Some of those; low cost of study, being flexible and adaptable to change, being effective in laying the foundations that will eventually guide what they will do, potentially saving time by identifying types of research worth pursuing at an early stage.

Some of the disadvantages of exploratory research are the extensive research findings, the fact that the qualitative information obtained is open to bias, the number of samples is generally insufficient, and it is not useful for decision making at the practical level (*Business Research Methodology*, 2022).

1.4.7 In-depth interview

The interview is a qualitative data collection technique that aims to examine the structure, relevance and patterns of a particular subject in detail with an inductive approach and has varieties such as document review, interview, and observation. There are varieties such as semi-structured, unstructured, in-depth, oral history (TUBITAK, 2022).

In a structured interview, the conversation is constrained by a script and a predetermined set of questions. It is a verbal questionnaire. When a project's primary concerns are known to the product team and they wish to learn more in-depth and consistently, they should conduct structured interviews. Structured interviews frequently profit from the findings of earlier unstructured or semi-structured interviews that highlight the most crucial problems for users and the gamut of responses to those problems (Heimann et al., 2020).

A semi-structured interview combines the open-ended inquiry of an unstructured interview with predetermined questions like those used in structured interviews. When there is some knowledge about the themes or situations being investigated, but more information is still required, semi-structured interviews are performed. Unstructured interviews or other sources of information may have generated topics, issues, and questions for semi-structured interviews. With semi-structured interviews, you can choose how many and in what order to ask the participant the predetermined questions (Dolczewski, 2022).

Unstructured interviews are talks with users and other stakeholders that have an overarching theme and agenda but no pre-established interview structure or pre-formulated questions. Unstructured interviews' main objective is to acquire detailed information about the experiences of users or other stakeholders without placing any limitations on what they can say. In an unstructured interview, the broad objectives of the project, a list of topics to cover, and the concerns that the participants believe are significant serve as the conversation's guidance. Unstructured interviews are influenced by both the interviewer and the subject. Unstructured interviews call for interviewers to be receptive to unexpected topics but also cautious of rambling conversations or participants who might become verbose and repetitive (Chauncey Wilson, 2014).

An in-depth interview, one of the main data collection techniques of qualitative research, is an important and powerful method of understanding people's perceptions, meanings, definitions, and constructs of reality. With in-depth interviews, it is possible to get detailed information from a small number of people and to understand the opinions, thoughts, points of view, and experiences of the participants instead of superficial information about the research problem (Ardahanlıoğlu, 2022).

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2. METHODOLOGY

2.1 Gathering Data

In-depth interviews are useful when you want to learn more about a person's thoughts and behaviors or when you want to delve deeper into new topics. Interviews are often used to provide context to other data and provide a more complete picture of what is happening in the program and why. In-depth interviewing is conducted using the same general procedures as other types of research: plan, construct instruments, gather data, evaluate data, and share findings (Carolyn Boyce, 2006). In this study, in-depth semi-structured interview was used.

2.1.1 Plan

In the study, interview questions are divided into four main parts. In the first part, there are six questions on determining the innovation topic set. The second part is based on the collection and evaluation of ideas and includes four questions in total. The third part includes five questions considering the commercialization process. The last part includes five questions about post-commercialization.

2.1.2 Construct instruments

The research was conducted through online interviews via Microsoft Teams. As a data collection tool, a semi-structured interview form consisting of 20 questions was prepared. In order to ensure the validity and reliability of the interview questions, the question set was sent to impartial consultants from the academy and their comments were received and finalized. Interview questions were given in Table 2.1.

Table 2.1: Interview questions.

	Determination of the Innovation Topic Set
1.	Do you think companies need a separate Innovation department? If so, what should be the main task of the innovation department?
2.	What should be considered when creating an innovation department? For example, can we say that every innovation department must have a finance interface manager, intellectual property manager and open innovation manager?
3.	Do you agree with the idea that at least one employee from each department should be assigned as an innovation ambassador in order to establish a functional feedback mechanism between the innovation unit and other departments? If so, what should be considered in the selection of the ambassador so that the envoy mechanism can be implemented? Position, age etc.
4.	Do you agree with the idea that the innovation department should act in harmony with the mission, vision and strategy of the senior management while determining the topics, and obtain the approval of the senior management for the final set of topics?
5.	Do you agree with the idea that senior management should only be in the investor position and strategic decisions should be undertaken by the idea owners?
6.	Should senior management allow in-house entrepreneurship projects to carry out promotional and marketing activities using the main company brand?
	Collection and Evaluation of Ideas
7.	Do you agree with the idea that only ideas that are relevant to the determined "Innovation Topic Set" and have high commercialization potential should be pooled?
8.	In your opinion, how should we act in order to gather the ideas within the company in a healthy way?
9.	How do you think we can motivate employees to keep their idea systems alive?
10.	What should be considered for the correct evaluation of the collected ideas? Should departmental staff be involved, or how would you approach an outside consultant acting as an arbitrator in the system?
	Commercialization Process
11.	Teams should test their ideas in the field to see if the idea really addresses a need. Within the scope of the first field tests, do you agree with the idea that the end consumer should be listened to before the solution proposal is shared, and no guidance should be given?
12.	Ideas should be prototyped after passing the initial field test. Do you agree with the idea that the prototype should be presented to the customer with a second field test?
13.	Do you agree with the idea that in-house team leaders of successful prototypes should be isolated from their current duties as part of the commercialization process and make their initiatives their sole focus?
14.	What do you think should be done if team leaders want to withdraw from the process?

Table 2.1 Interview questions (continue).

	Commercialization Process
15.	How should the business model standardized enterprises continue their way? (Being a company, transferring the project to another department, managing it as a separate organization within the institution, etc.)
	Post-Commercialization
16.	The primary performance indicator of the enterprise is profit. Do you agree with the idea that if the venture is not profitable, the entire business model should be updated?
17.	The enterprise's place in the market is directly linked to its value proposition. Do you agree with the idea that if sufficient competitive advantage cannot be achieved in the market, the value proposition should be updated first?
18.	The main factor that determines the target audience of the enterprise is the price of the product/service offered. Do you agree with the idea that the target audience should be updated in the first place if the customer cannot afford the offered prices?
19.	The startup should try different channels simultaneously to reach the right customer. Do you agree with the idea that a regular flow of resources should be provided to the channels that are found efficient?
20.	The reference of the end consumer to the service/product offered by the enterprise is related to the solution partners. Do you agree with the idea that solution partners should be innovative and supportive of the entrepreneurial culture?

2.1.3 Participants

It is common to justify sample size in research that employ semi-structured interviews and content analysis by stating that participants should be interviewed until "data saturation" is achieved (Guest et al., 2006). According to study by Francis et al., in 2014, for initial analysis at least 10 interviews should be conducted. After that when three further interviews have been conducted with no new themes emerging, it is defined as the point of data saturation (Francis et al., 2010). The number of participants in a similar study was ten (Yilmaz, 2022). In another study, it was examined 25 in-depth interviews and saturation reached at nine interviews (Hennink et al., 2017). Majid et al., in 2018, studied reported 13 in-depth, semi-structured interviews and the saturation occurred within 12 interviews (Mohd Aliff Abdul Majid et al., 2018).

In this study, about 20 professionals were requested to interview, and 14 of them were accepted, so the universe of the research consists of 14 professionals with experience in innovation and corporate entrepreneurship. The interviews lasted an average of one hour. Information about the participants is given in Table 2.2

Table 2.2 : Information about the participants.

P.No	Current Position	P.No	Current Position
1	Human Resources Director	8	Founder
2	Co-Founder & CEO	9	Innovation Process Leader
3	Executive of Venture Capital and Startup Engagement	10	Startup Programs Coordinator
4	Business Process Director	11	Business Planning and Innovation Manager
5	Co-Founder & Consultant	12	Business Development Manager
6	Research and Development Executive	13	Innovation System Responsible
7	Assistant Manager & Management Trainee	14	Innovation Program Management Process Leader

2.2. Data Analysis

In order to analyze the interview answers in the most impartial manner, all the answers to each question are firstly concated without any particular order. Then, a summerization algorithm is utilized in phyton for the obtainment of brief results. The automatic text summerization is a process of obtaining the subset of a text that contains the information residing in the entire text (Verma & Verma, 2020). It filters the significant information from the original text enabling the analysis of the abbrevated version (Mani & Maybury, 1999; Verma & Verma, 2020). The summerization algorithm utilized here (see Figure 2.1) uses the frequency of the words' to score the sentences**.** The brief results then analyzed in comparison with all the individual answers, which yielded overall results for each question. Furthermore, the word frequencies of all the answers were also analyzed to give an extensive picture of the study.

The dataset consist of 14 answers to the 20 questions explained previously. In order to obtain the average of the answers given by the interwees, the answers are concated for each question and the summerization of the concated answers is carried out in Phyton. The flowchart of the summerization algorithm utilized in this study is illustrated Figure 2.1. Here, the Natural Language Toolkit (NLTK) library is utilized for the word and sentence tokenizations (NLTK, 2022). The words that have the same likelyhood of occuring in the text that are not related to the queries (i.e. “a”, “the”, “and” etc), which are also known as stopwords (Wilbur & Sirotkin, 1992), for the English language were also obtained from NLTK library. After the tokenizations, the word frequencies are evaluated. Then, according to these word frequencies, the sentence score (SS) is obtained for each sentence. To obtain the summeries, average sentence score (ASS) is evaluated, and then the sentences that have sentence score above 1.4.ASS are selected and concated for each concated answers. Here, the treshold is selected as 1.4 to yield summerized answers at optimum length for all of the questions. Thus, the summary of the concated answers are obtained.

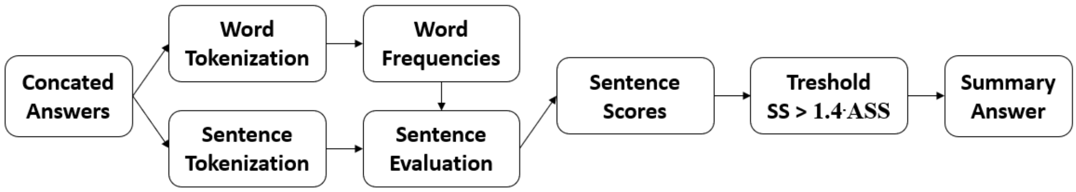

Figure 2.1 : The flowchart of the summerization algorithm.

3. RESULTS AND DISCUSSION

3.1 Results of the Interview Questions

As stated earlier, in this study, the relationship between corporate strategy, corporate innovation, and intrapreneurship structuring was analyzed. In this pursuit firstly, the voice recordings of each participant were taken, and these voice recordings have listened to one by one with programs that provide voice-to-text translation. Then, the answers of the people were translated into the text. After transferring to the text, the answers were shared with the participants and their approval was obtained for the final version. The final version of answers were given in Appendix B, Table B.1-20. Word frequency tables were given in Appendix C, Table C.1-5. To ensure the impartiality of the study the Text Summarization Algorithm is utilized.

Firstly, the most frequently used words are listed for each question. Then, summaries obtained from the algorithm for each answer are given below. Then, each answer summary is explained accordingly and overall responses are extracted. In total, answers were collected for 20 questions from 14 people.

3.1.1 The need of innovation department and main tasks of the innovation department

Some of the most frequently used words of question one are that “innovation”, “company”, “department” and “yes”.

The summarized answer by the algorithm for question 1 is “Yes there is. The main task of the company is to develop the innovation capacity of the company, that is, to train its employees, secondly, it needs to create a strategy and know what issues to work on, and thirdly, it needs to execute projects, implement them and then earn money from them. Afterwards, I can say that providing innovation awareness and supporting the ideas coming from the employees within the company to translate the project in real life with methods such as corporate entrepreneurship and open innovation.”

Majority of the participants approved that companies should also have an innovation department. The main task of the innovation department can be summarized as spreading the innovation culture within the company, discovering new and radical innovations, conducting innovation programs and managing company competencies. In addition, some of the participants define innovation as the company itself, not as a separate department of the company.

3.1.2 Things to consider when creating an innovation department

Some of the most frequently used words of question two are that “innovation”, “company”, “department”, “manager” and “support”.

The summarized answer by the algorithm for question 2 is “For this reason, intellectual property and finance are also included in this, but not in the sense that they will have experts in this unit, they must be experts in innovation within this unit, but they must provide orchestration. This team will orchestrate the work, and different qualifications (such as finance interface manager, intellectual property manager) can be solved by getting support from experts working in other departments. As such, company employees were prioritizing their current jobs, and in this sense, it is important for the innovation department to have these full-time capabilities.”

Majority of the participants approved that the innovation department should consist of extroverted profiles that can work multi disciplinarily, have strong communication, empathize, think outside the box without depending on methods, and do project management. There are also participants who initially think it would be beneficial to start with a small team.

3.1.3 Importance of feedback and functionality of the ambassador mechanism

Some of the most frequently used words of question three are that “ambassador”, “innovation”, “department”, “person” and “mechanism”.

The summarized answer by the algorithm for question 3 is “As important as it is for the innovation team to understand the departments, it is equally important for the innovation department to have contact points in other departments. In addition, ambassadors should be positioned to manage new ideas that concern their departments. Here, we need to make the people whose predisposition we observe as innovation ambassadors. The ambassador mechanism is important for spreading innovation to all employees, senior management is already aware of its importance. You don't need to be an ambassador, this type of thing is hard to manage because you're decentralizing the business and there's really no need for an innovation department. Ambassadors know the employees in their departments better, they know better what problems they have and what motivates them, so it will be useful both during the sharing of ideas and later in the projecting phase of these ideas. In my opinion, the most important things in the selection of ambassadors are the selection of people with imagination, open mind, strong communication and, if possible, trained in innovation.**”**

All of the participants saw it as essential that the innovation department should have a feedback mechanism between it and other departments. They said that the ambassador mechanism would work for this. They argued that in order for the ambassador mechanism not to lose its functionality, the ambassador mechanism should be extended to all employees in time and that it should be determined as a goal for everyone to see themselves as an ambassador in the institution.

3.1.4 Relationship between company mission, vision and strategy and innovation department goals

Some of the most frequently used words of question four are that "innovation", "management", "strategy" and "top".

The summarized answer by the algorithm for question 4 is "No, because leaving innovation only within the scope of the mission, vision and strategy of these companies may cause missed opportunities. That's why everyone says that it is necessary to start by educating the top management, and my observations are also in this direction. Even if the innovation department is established when the top management does not have the full support, everything you do is wasted if it is not in line with the strategy. After the innovation has been brought together and realized, I think the worst thing to do is to turn around and say to the leaders that we did it, but see that what has been done is not in line with the vision and strategy. If you match this benefit with the benefit of the top management, you will use your resources more efficiently and your projects will progress more easily I agree, projects cannot be successful without the support and approval of the top management. The innovation department should support all kinds of ideas, but it also needs guidance from the top management."

There have been various comments from the participants about the innovation department acting in harmony with the senior management. While some participants argued that projects would die without the approval of senior management, some participants argued that innovation should not be limited. Here, companies may be advised to issue two types of calls in-house. While the first type of call addresses the mission, vision and strategy of the organization, the second type of call may be aimed at ideas that are outside the box.

3.1.5 The position of the C-level managers in the intrapreneurship projects

Some of the most frequently used words of question five are that "top/senior", "management", "decision", "experience" and "investor".

The summarized answer by the algorithm for question 5 is "There are projects where the senior management only is in an investor position, you say that this man should not interfere in this business, just give the money. If company management both provides resources and makes strategic decisions, you become a department of the company, not a venture. There is a fine line here, I think the top management should always be supportive, but what the top management knows right or wrong should not get in the way of customer expectations or the expectations of the market. On the other hand, in business practice, I think it would be positive if the senior management, whether they have sector experience or leadership and organizational experience, should support the idea owners in strategic decisions."

Almost all of the participants argued that the company's management should only act as a mentor in internal venture projects. Although the experience of the company management is very valuable, the necessary freedom area should be defined for the idea owners. One participant described the internal enterprise as an oxymoron and argued that this system could not be carried out within the company.

3.1.6 Using the main company brand for intrapreneurship projects

Some of the most frequently used words of question six are that companies", "brand", "startup", "use" and "in-house".

The summarized answer by the algorithm for question 6 is "One of the biggest reasons we encourage in-house entrepreneurship is to benefit from the brand, infrastructure, customer and network owned by the institution. For example, if the company's core products are used, the startup can use the company's brand to advance faster when first entering the market. On the other hand, if it offers a completely different experience, the startup should not use the company brand. In-house initiatives allow companies to experiment without harming their brand image, I think it is necessary to use this advantage. But after a certain stage, startups must come out of the shadow of the company, find other investors and focus on growing their own brands. But in the later stages of the idea, let's say that the enterprise had to be closed, this should not be perceived by the customer as the fault of the main company brand. The firm's brand will open many doors to the enterprise, but a few unsuccessful ventures will also damage the firm's brand in the market." The participants were examined about the approach to the use of the company brand by in-house entrepreneurs. Participants had different opinions on this issue. Some group has argued that the brand should only be used until the in-house venture gains momentum. Some believe that in-house startups should brand themselves from scratch. One group approached the issue from a different angle, describing internal initiatives as an opportunity for the company to experiment externally without harming its brand.

3.1.7 Selection criterias of the ideas

Some of the most frequently used words of question seven are that companies", "idea", "company", "employee" and "potential".

The summarized answer by the algorithm for question 7 is "If we want innovation to become a culture throughout the company, we must make employees feel that their ideas are valuable. Of course, there are issues that are of priority for the company and it needs to be able to make calls and organize campaigns about them, but people also need to be able to send their suggestions on the subject they want. If we think that the culture is compatible with the strategy, yes, first of all, ideas related to the subject set with high commercialization potential should be pooled."

As for which ideas should be included in the idea-collection pool, the participants said that the ideas of all employees were valuable. Not every idea has to have commercial consequences, sometimes small improvements can play a role in reducing financial losses or contributing to the company's intellectual capital. A group of participants argued that resources should be used efficiently and that ideas compatible with the strategy should be evaluated.

3.1.8 Gathering ideas

Some of the most frequently used words of question eight are that "companies", "idea", "need", "employee" and "digital".

The summarized answer by the algorithm for question 8 is "At the first stage, the innovation team should explain very well what it is trying to do, and then use software to collect ideas. Because it is not enough to just collect the ideas, it is also necessary to open them for discussion within the organization so that we can build bridges between the employees."

It has been determined that there is a need for a platform on how to collect the ideas of the employees. For this platform, it can be benefited from digital software as well as very simple tools at the beginning. It has been argued that calls can be opened within the company and that it will be facilitating that these calls are made at regular time intervals with a system. Some of the participants emphasized that hypotheses are more important than ideas, and that the hypothesis must be based on a problem and evidence.

3.1.9 Motivating employees to keep alive idea gathering systems

Some of the most frequently used words of question nine are that "employee", "motivation", "reward", "idea" and "necessary".

The summarized answer by the algorithm for question 9 is "While very good ideas are rewarded, maybe it is necessary to exaggerate a little, it is necessary to make everyone see it. I think that actions such as valuing their ideas, taking the lead in putting their ideas into practice, giving mentorship are necessary in order to provide motivation. These awards should be given not only to those who apply for ideas, but also to everyone who has been involved in the process in some way and spared time."

According to the answers received from the participants, the processes should be stable, trusting, and transparent in order for the idea systems to maintain their vitality. By keeping the sponsorship of the senior management alive, it is necessary to motivate the employees of the company both physically and spiritually. There must be a reward mechanism. The process should develop the employee and make the employee visible.

3.1.10 Evaluation of the collected ideas

Some of the most frequently used words of question ten are that "idea", "consultant", "system", "transparency" and "technical".

The summarized answer by the algorithm for question 10 is "It may be what the staff fears, they may steal the idea so you can't say anything. I think the duties of the department should definitely be included in the process. The main reason for this is that everyone is a partner in innovation, apart from the correct evaluation of the idea. I think the duties of the department should definitely be included in the process. At the moment, I find it more appropriate to talk about ideas with people from outside, maybe write and draw them on a workshop, and turn it into a commercialization or roadmap. If there is a call that I have focused and gathered around a certain subject, I think it is very meaningful to have people involved in that call, both in order to evaluate it correctly, to approach it in the right way, and to attract ideas or people into this world in line with their own needs."

In order for the ideas collected according to the answers received from the participants to be evaluated correctly, the ideas must be returned to the hypothesis and acted on the evidence. Feedback from customers plays a critical role here. Experts with technical competence in the evaluation of the idea should be included in the system. As for receiving support from external consultants, the participants had different interpretations. While some group believed that consultants would gain strength in terms of impartiality and keeping the idea alive, another group argued that employees would not share ideas and that the democratic environment would be damaged in case ideas were stolen.

3.1.11 Measuring the relevance of the idea to a real problem by field testing

Some of the most frequently used words of question eleven are that "agree", "solution", "test", "consumer" and "proposal".

The summarized answer by the algorithm for question 11 is "Yes, I agree. From the very beginning to the end of the process, talking with potential customers and target audience, getting their ideas, having them tested, and pivoting if necessary, should be done according to the comments."

Majority of the participants agree that no solution should be offered to the customer as part of the initial field tests. Although there are those who argue that this method is correct in order not to lose the objectivity of the customer and to get real answers, a group of participants also advocated the presentation of the solution proposal by including the customers in the process from the very beginning.

3.1.12 Prototyping

Some of the most frequently used words of question twelve are that "prototype", "product", "test", "customer" and "mvp".

The summarized answer by the algorithm for question 12 is "Traditional product development has prototypes in the alphabet, but a startup needs to test its critical assumptions first. Today, even giant companies collect data from customers by putting a product on the shelves without a brand before putting it on sale. Therefore, before making a big investment in a business, it is absolutely indispensable to share a prototype of this business, even if it is simple, with people who have a problem, to receive feedback from them and then implement it."

In the prototyping phase of the idea, all the participants stated that the prototype was important with a common consensus. Prototyping ideas before moving on to the commercialization phase is seen as an important tool both in terms of efficient resource use and in terms of perfecting the product/service. One of the participants stated that it is necessary to make even customers themself a part of the prototype.

3.1.13 The team time management at the commercialization level

Some of the most frequently used words of question thirteen are that "entrepreneur", "institution", "time", "job" and "full".

The summarized answer by the algorithm for question 13 is "I'm not saying that you should completely cut off your ties with the company, but they will continue their lives as entrepreneurs and focus on growing in the market they appeal to. It is absolutely necessary at some stage because now you bring it to the market and those people are no longer a project team or a project leader, they are the owner of the idea and are trying to lead a process that may go as far as incorporation."

The participants were positive that the team leaders with a successful prototype made their initiatives their only focus throughout the process. In general, the participants stated that an employee of an institution could not manage two jobs at the same time. He emphasized that focused and full-time work is required for the growth of the enterprise. A group of participants stated that this was not necessary at first, that two jobs could be taken for a while, but that the employee of the institution could leave his current duties after the idea was commercialized. Some participants related this situation to the corporate culture and said that it was possible to proceed in accordance with the culture.

3.1.14 The situation where the project leader wants to withdraw from the project

Some of the most frequently used words of question fourteen are that "idea", "team", "leader", "understand" and "reasons".

The summarized answer by the algorithm for question 14 is "Since people in free entrepreneurship have been chasing this business for a long time, leaving the partner who actually took an active role there ends the company, ends the venture, but I do not see this risk too much in intrapreneurship. It is important to form project teams of 3-4 people, everyone's mastery of every aspect of the idea from the very beginning reduces the importance of separations. If there is only one person, then the business is closed, but if it is a team business, and if there are different people in the team who can take on that leadership and work with a focus and passion, it can continue."

Different comments were received from the participants if the team leaders wanted to withdraw from the process. Some group of participants did not see this as a risk, arguing that as a precaution teams should initially consist of at least three people. A group of participants drew attention to the importance of getting to the root cause. They stated why the team leader wanted to leave and where the institution was missing or erroneous, and that this analysis should be done. A small number of participants said it was necessary to kill the project.

3.1.15 The future of an enterprise whose business model can be standardized

Some of the most frequently used words of question fifteen are that "incorporation", "venture", "business", "institution" and "seperate".

The summarized answer by the algorithm for question 15 is "We also need to look at the structure of the idea, how many years it addresses the company's goals and mission. If it is a business where a department can take ownership with a structure that can be added directly to the company, it can be added to an internal department. If a different department within the company allows spin-off, an autonomous structure can be established inside. There is a completely different business model to go out and its growth potential is very high, let's say it should not stay in the company to continue growing, but depending on the structure of that business, options can be looked at inside or outside. Or, it may turn out to be radical at first and then turn into a structure that actually serves the existing business of the company.”

In the question of how the business model should continue on the path of a standardized enterprise, the participants pointed out that there are many different ways to do this in general. A group of participants stated that corporatization would impose an unnecessary administrative burden on the initiative. At this point, they presented the departments of the institutions, which have a certain standard such as accounting, human resources, and law, as suggestions that they could give as support to their initiatives. While one group of participants argued that it should be managed as a separate organization affiliated to the company for at least a year, some participants said that it should be directly corporatized.

3.1.16 The primary performance indicators of the enterprise

Some of the most frequently used words of question sixteen are that “profit”, “money”, “indicator”, “venture” and “model”.

The summarized answer by the algorithm for question 16 is “For example, a startup with a significant marketing expense may not be profitable, but if it gains enough customers, we cannot say it is unsuccessful. If the startup isn't making money, it doesn't mean the business isn't growing, the business does, but it doesn't require making money for the next 2 to 4 years. Profitability and liquidity are very important, but it is necessary to look at the value it creates. There is usually a profit motive, but some ventures make money, some ventures gain prestige. It is natural that it burns money at first, but the reason for not making a profit in the process is actually marketing or the money spent on building a team.”

Participants were negative. The main focus of an enterprise should be growth. The initiative may not be making a profit because of the high personnel or marketing costs, the important thing is that it meets its goals. Startups burn money, this is natural, and the value created by the enterprise is the main one.

3.1.17 The relationship between competitive advantage and value proposition

Some of the most frequently used words of question seventeen are that "value", "proposition", "competition", "market" and "customer".

The summarized answer by the algorithm for question 17 is "Before coming to the value proposition here, we need to look at the economic conditions, marketing strategy, etc. If the trend shows us that we can't be competitive, our value proposition is wrong. The value proposition is at the heart of everything, but in such a case, the entire business model should be looked at. If it can't provide enough competition, the value proposition needs to be looked at. At this point, it can update its business model and value proposition to move into the blue ocean. If the value proposition of a startup is wrong, I think it should be killed directly. If we think the value proposition is correct, the business model should be updated. Of course, if the value proposition does not hold, you should change it, if it is always the same, there is already a problem, you are not meeting with the customer. Before updating the value proposition, the value needs to be updated if there isn't much to do there."

Participants have different comments about "The place of the business in the market is directly linked to the value proposition. If there is not enough competitive advantage in the market, the value proposition should be updated in the first place." A group of participants agreed. On the other hand, for some groups of participants, the value proposition is at the heart of the initiative, it may be linked to competition, but it should also look at the target audience and market positioning before updating.

3.1.18 The main factors that determines the target customers of the enterprise

Some of the most frequently used words of question eighteen are that "price", "target", "audience", "optimal" and "customer".

The summarized answer by the algorithm for question 18 is "If the added value you have produced has found a response in the eyes of the customer, the target audience should not be updated just because of the price. If the customer does not respond to the product even at the affordable price point, then an audience update may be considered. The target customer base and product service price must be compatible, but the pricing policy may also be wrong here. It is important to update the target customer base, but we should not only look at the price factor. We cannot say that the target customer base is independent of price, but we should look at correlated but causal, rather than looking for exact cause and effect. When we reveal the enterprise target customer group, you basically provide a solution to a problem or a need."

According to participants, it is absolutely necessary to look at the cost structuring and revenue model together with the target audience. A group of participants emphasized that the sense of belonging created in the customer and the ability of the product/service to solve the customer's problem are more important than the price of the product/service.

3.1.19 Marketing strategy of the enterprise

Some of the most frequently used words of question nineteen are that "channel", "different", "digital", "efficient" and "tests".

The summarized answer by the algorithm for question 19 is "If these alternative channels are reasonable in number and coincide with the company's game plan, it would be best to make simultaneous trials, provided that they stay within reasonable budgets. According to the test results, it is extremely correct to regularly transfer resources to channels that are found to be efficient. By preparing content suitable for its target audience, it should be progressed quickly and actively through digital channels. That's why I think it should be in every channel, the important thing is that the expectation from the channels should be set up correctly. Of course, different channels can be tried simultaneously and channels that are found inefficient can be eliminated. There are all kinds of channels, it is decided according to the team's strategy and target audience. If there are different channels in the already established sectors, different channels and a study should be done in an attempt. While providing this, I think that A/B testing should definitely be done between the channels and according to the results of these, they should establish their permanent channels."

Participants were generally positive. It is underlined that the target audience should be analyzed well, competitors should be followed and resources should be used wisely. It has been noted that conditions are changing rapidly and experiments have been said to be important.

3.1.20 The role of solution partners

Some of the most frequently used words of question twenty are that "partner", "solution", "vision", "field" and "compatible".

The summarized answer by the algorithm for question 20 is "As important as the culture within the company is, it is important for the solution partner to be close to this culture. In the second stage, solution partners need to be professional, systematic, user-friendly and polite. If those people are needed for the product to come to life, then in fact, these solution partners are also a part of your product. In order to recommend you as the end consumer, the part that touches the customer is actually the most important party. The solution partners from a to z must be of the same opinion, view, culture, and behavior no matter how his initiative moves, what his philosophy is, what his strategy is. It doesn't have to be 100% compatible, but you should explain your product and service to your solution partners well. You can't usually do innovation projects with one person, you need solution partners. Therefore, it is important for our partners that we work with to quickly adopt the updates and improvements you make and reflect them on their work."

Participants approached positively. Since there are solution partners who come into contact with the customer, it is stated that it will be beneficial for the solution partners to master the entrepreneurial culture. One of the participants argued that in the first stage, the leaders of the initiative should be on the field personally, and in the second stage, solution partners should step in. Another participant said that this is not a requirement, but that the idea and rules should be explained well to the solution partners.

3.2 Overall Word and Word Groups Frequency Analysis

The word frequency table is constructed and illustrated to yield an extensive picture of the study. The most popular word and word groups frequencies are given in Table 3.1 and illustrated picture is given in Figure 3.1.

This study questioned the relationship between corporate strategy, corporate innovation, and intrapreneurship. According to the frequency analysis, the top 5 words are "company", "idea", "innovation", "employee", and "need". Moreover, "department", "management", "entrepreneurship" and, "strategy" are also prominent words in the study. The frequency analysis result shows that the study has achieved its purpose.

Companies should make innovation a part of their strategy. But first, the company should know why they need innovation. Innovation comes from needs. At this point, intrapreneurship structuring in the company has a big role in disseminating innovation within departments and making it a corporate culture. With the intrapreneurship structuring, the ideas of the employees can be systematically managed from end to end. Thus, the potential of ideas finds an opportunity to grow under a corporate innovation strategy.

Table 3.1 : The most popular word and word groups.

	Word/ Word Group	**Frequency**
1.	'companies'/ 'company' / 'institution'	151
2.	'idea' & ideas	141
3.	'innovation'	104
4.	'people' / 'person' / 'employee'	94
5.	'needs' & needs	86
6.	'business' / 'job'	79
7.	'customer'/ customers'	73
8.	'management' / 'manager' / 'manage'	66
9.	'department'/ 'departments'	64
10.	'startup'/ 'enterprise' / 'entrepreneur' / 'entrepreneurship'	58
11.	'team' / 'group'	51
12.	'value'	36
13.	'product'	35
14.	'process' / 'processes'	35
15.	'target' / 'focus'	32
16.	'channels'	29
17.	'market'	27
18.	'model'	25
19.	'strategy'	24
20.	'work'	24
21.	'problem'	24
22.	'commercialization' / ‘commercial'	24
23.	'solution'	23
24.	'project'	21
25.	'venture'	21
26.	'open'	18
27.	'prototype'	17
28.	'money'	17
29.	'profit'	17
30.	'subject'	16

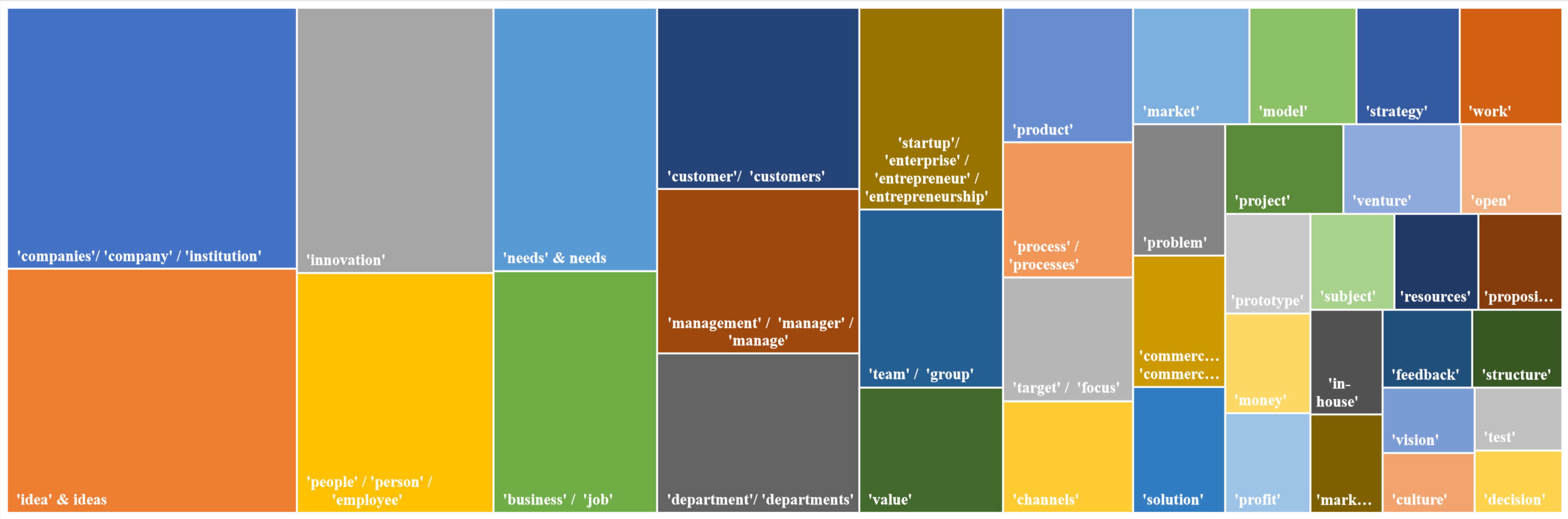

Figure 3.1 : Word and word groups frequencies.

3.3 Overall Analysis of the Four Main Topics

In conclusion, the findings of the research for the four main topics can be summarized as follows.

Determining the innovation topic set:

Companies need an innovation department. The main task of the innovation department is to disseminate innovation within the company and to implement the necessary applications for this. The innovation department should establish an effective feedback mechanism with different departments, the ambassador mechanism was found logical for this mechanism. The innovation department should act in harmony with the mission, vision and strategy of the senior management, but should not limit itself. Top management's sponsorship and mentorship are important for in-house venture projects.

Collection and evaluation of ideas:

All ideas within the company are valuable. Even if some ideas are non-commercial, they can have a positive impact on company culture or organizational improvement. The collection of ideas should be through online channels, not physical, so that operational convenience will be provided. For the idea systems to remain viable, company employees must ensure that ideas are valued in a transparent and democratic way. For this, employees should be informed about all steps of the system. In addition, the reward mechanism is necessary for the idea collection system to maintain its vitality.

Commercialization process:

For an idea to reach this stage, it must be based on a hypothesis and gather customer insights. The main goal at this stage is the prototyping of the idea. Prototypes are continuously developed with feedback from the market and customers throughout the process. For prototypes that have reached a certain stage to be successful, team leaders must work in full concentration, two tasks should not be carried out at the same time. There are many paths to an enterprise with a standardized business model, but the goal should be to become a corporation.

Post-commercialization process:

A startup cannot be expected to make a profit in the first years. Instead, success metrics should be determined correctly and checked at regular intervals. The value proposition is at the heart of a business model, competitive strategy can be linked to many dynamics. The startup should study its financial model in relation to it while determining its target audience. In order to reach the right customer, different resources should be tried simultaneously, but resources should not be wasted by making the right analysis. The solution partners of the enterprise represent the enterprise in the field. For this reason, it is critical for the venture to acquire business partners who are capable of representing it correctly.

3.4 Discussion

When the literature studies are examined, in 2022, Yang Zhanga et al., pointed out that the CEO effect is a success factor for corporate innovation (Zhang et al., 2022). In this study, a parallel result was found, and it was concluded that it is important for the top management to sponsor in-house venture projects and thus innovation.

Hancıoğlu Y., and Yeşilkaydın G., in 2016, studied on strategic innovation. They found that strategic innovation helps achieved competitive advantage in the market (Yeşilaydın & Hancıoğlu, 2016). In this study, also showed that, innovation is important to gain sustainable growth and intrapreneurship is an important tool for the successful implementation of innovation within the company.

Abdelmegeed et al., in 2022, dealt with the relationship between employee satisfaction and intrapreneurship. The study showed that intraprenuership feeds the company culture by encourage employees for share their ideas (Abdelmegeed Abdelwahed et al., 2022). In this study, although there is no direct result to show a relationship between employee satisfaction and intrapreneurship, employees want to make themselves visible, and if they do not gain visibility, idea collection systems are not sustainable.

In 2019, Gawke et al. showed that in order to better understand causes and effects of intrapreneurship, employees intrapreneurial activities should systematically examined (Gawke et al., 2019). The answers from this study revealed the need for the innovation department to have a systematic innovation approach within the company.

4. CONCLUSIONS AND RECOMMENDATIONS

This study will provide insight to companies that intend to innovate but do not know where to start and especially how to use the intrapreneurship tool. As a result of the literature research, the exploratory research method was chosen as to explore research questions and determine the nature of the problem.

Within the scope of the thesis, semi-structured, in-depth interviews were conducted with innovation professionals. The Text Summarization Algorithm is used over the answers given to ensure the objectivity of the study. Following the algorithm results, overall replies were extracted and each answer summary was explained as appropriate. The results obtained from the research show that the answers received from the innovation professionals participating in the interview support the hypotheses.

This study is important in terms of synthesizing the views and experiences of valuable innovation professionals without prejudice because of the usage The Text Summarization Algorithm. With this study, a study on intrepreneurship structuring was brought to the literature, while at the same time, a perspective was given to companies that want to innovate but do not know where to start.

This study contributes to a research gap in synthesizing the concepts of corporate strategy, organizational innovation and intrapreneurship structuring. In this study, unlike most studies in the literature, in-depth interviews were conducted instead of surveys, and the opinions of innovation professionals were analyzed through algorithms on the subject. Thanks to the algorithm used, the study was purified from subjectivity and gained a scientific quality. In this study, unlike other studies in the literature, rather than why corporate entrepreneurship is important for companies, how intrapreneurship should be implemented within the company has been emphasized and the success factors of intrapreneurship projects have been tried to be determined. In future studies, it can be studied how the innovation culture can be disseminated within the company.

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APPENDICES

APPENDIX A: Literature review
APPENDIX B: Interview Answers
APPENDIX C: Word Frequency Tables

APPENDIX A

Table A.1: Literatur Review

Keywords	Document Results	Article	Book Chapter	Conference Paper	Review
Innovation, Technology and Strategy	29.281	24.569	665	3.221	1.164
Innovation and Intrapreneurship	4.017	2.978	409	294	160
Innovation, Intrapreneurship, Employee, Strategy	1.504	1.158	129	74	58
Innovation, Intrapreneurship, Employee, Idea	656	475	53	39	24
Innovation, Intrapreneurship, Employee, Idea, Strategy	520	372	41	23	21
Organizational Innovation, Corporate Strategy, Intrapreneurship	46	39	2		
Entrepreneurship structuring	3	3			

APPENDIX B

Table B.1: Question 1 and answers

P.NO	Do you think companies need a separate Innovation department? If so, what should be the main task of the innovation department?
K1:	Yes there is. Its main task is to generate added value for customer needs in the main fields of activity of the company, while at the same time discovering opportunities in cross fields. The innovation department is a core capability of companies, so that companies play a profitable, value-added role for their customers.
K2:	Yes there is. While companies optimize existing products and processes by working with other departments, a department is required to discover/manage new processes.
K3:	Yes there is. It is generally structured as R&D and Innovation, but the two concepts are quite different from each other. We can think of R&D as the scientific side, and Innovation as the business model and its derivatives. The innovation department creates a space where employees can freely express their ideas and create projects. While running acceleration/incubation programs in-house, it also manages relations with external start-ups.
K4:	Companies should have an innovation department. Its main task is primarily to increase interdepartmental interaction and communication within the organization. Afterwards, it should manage the information exchange within the company with various tools. It works on how to differentiate the accepted truths within the institution and brings new perspectives to the company. It preserves the institutional memory and enables the vision to change dynamically.
K5:	I have contradictory thoughts on this. I think companies should only have an Innovation department. Firms have two main functions, one is innovation and the other is marketing, all other functions are secondary. The main subject of the company is to understand the market and the customer, to develop new products and services and to reach potential customers through the right channels.
K6:	Yes there is. Most companies see innovation as a part of their R&D activities, but R&D outputs are insufficient to perceive the whole innovation, although it is a part of innovation. Its main task is to be a bridge. Innovation is innovation that pays. It can only create this value when it interacts with the solutions and capabilities in different functions of the company and the problems/solutions in the outside world.
K7:	Yes there is. We can divide the main tasks into three main branches. 1. To provide innovative products/services within the organization, 2. To strengthen entrepreneurship and innovation-oriented activities and activities that contribute to the ecosystem, 3. to strengthen in-house entrepreneurship and innovation capabilities. The innovation department seeks answers to the question of what we can do better and how we can reach more employees. It tests and brings innovative products to life and enables the company to use its resources efficiently. Innovation moves the company into the future.

Table B.1: Question 1 and answers (cont.)

K8:	No its not. Innovation needs incorporation, it cannot be managed as a department. When there is an innovation department, the other employees continue their work and the responsibility is considered as if the innovation department is the only one. Innovation should be in the company's DNA.
K9:	Yes there is. Its main task should not be to innovate but to manage innovation.
K10:	Yes there is. Depending on the company's strategy, we can't treat innovation as something two people can do, or as a recipe to be followed. A world that tries to create value by bringing together different people/expertise/institutions by experimenting a lot... Therefore, it is a necessity for people who are focused on this to pursue this work, to follow it, to try to disseminate it within the company, and to raise awareness within the company. Their core duties will vary according to the company's strategy.
K11:	It depends on the intention of the company. If a company sees innovation as an opportunity to grow and has such a strategy, it should have an innovation department, but I don't think it will be successful if it establishes an innovation department as an innovation theater. The main task of the company is to develop the innovation capacity of the company, that is, to train its employees, secondly, it needs to create a strategy and know what issues to work on, and thirdly, it needs to execute projects, implement them and then earn money from them.
K12:	Yes, there is, but it is necessary to divide innovation into two. Innovation in the core area (in R&D, aimed at improving existing businesses/products) and innovation that works purely in the area of discovery. If we look at it this way, we can say that companies need two innovation departments. I think its main task is to develop new products/technologies that will serve the vision that the company wants to see itself in the future, apart from its main field, and to produce solutions to the problems it catches in a user-oriented manner. Other duties include triggering cultural change, managing internal and external resources, and managing the financial dimension.
K13:	Yes, there is a need, but their task should only be to set up the system. The main purpose should be for business units to innovate within themselves and to integrate this perspective into their own way of doing business.
K14:	Yes, there is a need because this job is a competency and I think it is a professional area of expertise that people who have been trained in this subject can do. I think its main task should be to spread the innovation culture within the company. Afterward, I can say that providing innovation awareness and supporting the ideas coming from the employees within the company to translate the project into real life with methods such as corporate entrepreneurship and open innovation.

Table B.2: Question 2 and answers

P.NO	What should be considered when creating an innovation department? For example, can we say that every innovation department must have a finance interface manager, intellectual property manager and open innovation manager?
K1:	It should have an infrastructure that can meet the needs of the target audience that uses the product/service produced by the company. Infrastructure needs to encompass the human cultural system, and organizational dimensions. Intellectual property, and open innovation management should definitely take place on the road from idea to commercialization. In addition, sociologists and anthropologists can be included in the department in order to better understand/get to know people and society.
K2:	You can already manage existing processes with the company's areas of expertise, but you need to work with external stakeholders for the discovery part. This part is not a job that only one discipline can do. The friends here should have T-shaped or comb-shaped abilities, can establish good relations with different departments of the company, and respond to the desirability, feasibility, and viability dimensions of an enterprise. For this reason, intellectual property and finance are also included in this, but not in the sense that they will have experts in this unit, they must be experts in innovation within this unit, but they must provide orchestration.
K3:	I do not agree. The innovation department should have a different spirit from the general structure of the institution, innovation is a bit of a crazy business. Intellectual property and finance can be carried out with the support of experts within the company. 95% of jobs in the innovation department require communication, engineers can get overwhelmed. On the other hand, he can be an open innovation manager. It is very important to be able to understand the owners of ideas, it is important to be able to support ideas at every stage.
K4:	I think there is no need to form a large team at first, the team can consist of an innovation manager and two experts with multi-disciplinary abilities. This team will orchestrate the work, and different qualifications (such as finance interface manager, and intellectual property manager) can be solved by getting support from experts working in other departments.
K5:	Innovation departments focus too much on methods. Today, whichever company you go to, there are more operative tasks such as the establishment of an in-house entrepreneurship program and an open innovation portal, these are secondary tasks. Innovation is the core business of the company. From this point of view, the team needs to know the job very well, know the strategy very well, and work very well with marketing. Matters other than these are works that any company can do at any time. Let's say I wanted to do an in-house entrepreneurship program, you have many alternatives for which you can get external consultancy.

Table B.2: Question 2 and answers (cont.)

K6:	Although the definitions are not direct, there should be specializations that represent these functions. The innovation department should be able to act very quickly, effectively bridging and responding to needs. Innovation should not be seen as the functional task of a group of people, but the other muscles of the company should support it. The innovation department should be interdisciplinary. Even if there was a matrix organization at my previous workplace, the status quo was dominant. As such, company employees were prioritizing their current jobs, and in this sense, it is important Project innovation department to have these full-time capabilities.
K7:	Such specific tasks may not be needed within the team, but we need shortcuts so that the department can move quickly. We receive opinions and support from our existing departments regarding intellectual property and finance. Since projects occur at certain times during the year, someone who will work full-time in this department may be unproductive. Apart from that, soft skills are very needed. You manage different roles at the same time. While you are a project manager within the company, you are also a manager within the ecosystem.
K8:	If we leave finance behind, all of these roles are very valuable, but they are responsibilities that can be managed together with business partners. I believe that innovation should be included in the current duties of every company manager/employee.
K9:	The first should be someone who has done product/project management, the second should be someone who can feed the technical side, someone who can do market research, and work like a small venture building.
K10:	It makes things much easier when he is an IP and finance interface manager, but I can’t say it is 100% necessary at the beginning. Every company has a different resource and strategy.
K11:	This is the second step. After determining the strategy, a team should be established according to the need. It has to be extrovert profiles because it will be in contact with people and most of the projects done will fail. There should be profiles with high self-motivation and who want to specialize in innovation.

Table B.2: Question 2 and answers (cont.)

K12:	We can divide the competencies of the innovation department into phases. In the discovery phase of problems, there should be experts on user experience. He must be able to change the way of thinking within the company. We will need business models, and lean startup experts at the stage where the product is going toward a solution. During the prototype and sales phase, hardcore competencies can be taken from outside or can be solved in-house. Competencies such as financial budgeting and control of the business model are essential at the stage of launching the product. Intellectual rights are also important, but they can be solved very easily from the outside, and they should be decided by looking at the scale. For open innovation, we can also say that it depends on scale. The invoicing process is very difficult to manage, and a separate structure is needed for this. A separate ERP department or Purchasing department can be established. It is necessary to separate the business ties with the main company as much as possible. This is called the ability to use two hands in innovation. The innovation department should be completely independent of the company and have its own management structure.
K13:	I think different technical competencies are needed. Support should be provided from the idea stage to the commercialization stage. This can also be carried out by obtaining functional support from different units.
K14:	Top management support is a must, but it is not always possible to include these roles in business practice.

Table B.3: Question 3 and answers

P.NO:	**Do you agree with the idea that at least one employee from each department should be assigned as an innovation ambassador in order to establish a functional feedback mechanism between the innovation unit and other departments? If so, what should be considered in the selection of the ambassador so that the envoy mechanism can be implemented? Position, age, etc.**
K1:	The feedback mechanism is indispensable. Innovation can only be successful if it becomes part of the culture. I think they should be innovation ambassadors. I think of them as vaccines. The person to be selected should be willing, volunteer, an expert in the field, and have high communication and persuasion skills. Position, age, etc. is not important to me, it is important what kind of added value it will add.
K2:	Interaction is required. As important as it is for the innovation team to understand the departments, it is equally important for the innovation department to have contact points in other departments. In addition, ambassadors should be positioned to manage new ideas that concern their departments. Ambassadors should be chosen from people who are experts in their fields and who have full knowledge of the processes of their own department, rather than age. In addition, innovation processes should also master competencies such as design thinking and lean initiative.

Table B.3: Question 3 and answers (cont.)

K3:	I have run this model before. It is very effective at first, we get good feedback, but then there is a backlog. Ambassadors need to be objective, have a good command of the processes of their departments, and have the belief to see the gaps in the system and change them. Age and position are not important in my opinion, but they should be able to distinguish which subjects enter innovation. The ambassador must be able to balance well with his own department and innovation team. I can say that auditors and blue-collar workers have the potential to be good ambassadors here.
K4:	Establishing a feedback mechanism is very important. We can choose friends who have knowledge about the department, have been working for many years, or are young but highly curious. For this, maturity tests are functional in general. Here, we need to make the people whose predisposition we observe innovation ambassadors. Another important issue is balancing the ambassador's workload. It is very important to create conflict areas that will increase interaction between other departments. Here, workload planning must be made so that the ambassador can spare a few hours from work.
K5:	I believe it will be useful. The ambassador mechanism is important for spreading innovation to all employees, senior management is already aware of its importance. It is necessary to position the program well within the company. For example, when we make a person working in accounting an ambassador, the other employees of the department should not think that all responsibility belongs to the designated ambassador. The vision of the company should be to make all its employees ambassadors over time. According to a trust index calculated every year, trust in authorities decreases while trust in peers increases. 3 basic criteria when choosing; The person must be able to influence others at a horizontal level (influence), must be highly motivated, have interest or competence in the subject/field.
K6:	I agree with that. We can also think of it as a catalyst. The model you choose is important for the execution of the messenger mechanism. For example, if the focus is entirely on the social side, then it is necessary to reach experienced opinion leaders within the company.
K7:	The ambassador mechanism is very helpful in the projecting phase of ideas. You can convince business units within the company much more easily. Since we can get the needs directly, we can use our resources more efficiently. The biggest factor in selection is motivation. It is also important to have strong communication skills.
K8:	I believe it will be useful. I think it is similar to agile methodology when there is someone in the departments who question "How can we develop this business", "How can we innovate in this business", and be together with other departments. That's why I really liked it.
K9:	You don't need to be an ambassador, this type of thing is hard to manage because you're decentralizing the business and there's really no need for an innovation department.

Table B.3: Question 3 and answers (cont.)

K10:	The messenger mechanism makes sense to me. It will make the company more collected and make it easier for people to understand each other. It will also enable the innovation team to use its resources more efficiently. Volunteering is very important, I don't think it's very much related to age and position. Young but high-energy friends can also be a spark in the team. On the other hand, having people who have the power to make decisions and manage the budget makes things much easier. Influencers within the company can be good candidates for this job.
K11:	Possible of course, but not required. It is important that he is willing and experienced in his own function.
K12:	Ambassadors can improve existing products and processes, but they will fall short of radical innovation. The main aim of the company is radical innovation.
K13:	There is definitely a need for channels to communicate with other units. It is not the problem identification there and the integration here, but it is also important in terms of being the first people to come into contact with in case the people there develop and produce any ideas. Frankly, I believe it is necessary for innovation to be channeled to all units of the company.
K14:	It will definitely be beneficial. A centralized structure may not be enough to encourage people to share ideas. Ambassadors know the employees in their departments better, they know better what problems they have and what motivates them, so it will be useful both during the sharing of ideas and later in the projecting phase of these ideas. In my opinion, the most important things in the selection of ambassadors are the selection of people with imagination, open minds, strong communication and, if possible, trained in innovation.

Table B.4: Question 4 and answers

P.NO:	**Do you agree with the idea that the innovation department should act in harmony with the mission, vision, and strategy of the senior management while determining the topics, and obtaining the approval of the senior management for the final set of topics?**
K1:	Both yes and no. Yes, because companies have a purpose, both to make a profit and to contribute to the society they are in. It is also important for directing the company's resources to the right channel. No, because leaving innovation only within the scope of the mission, vision, and strategy of these companies may cause missed opportunities. The innovation department must manage both channels.
K2:	There is a tradeoff here. On the innovation side, of course, strategy is important, but some freedom is also needed. The horizon approach can be adopted.
K3:	I don't agree at all. Innovation is insane and requires fighting. It may, but need not be, aligned with the mission, vision, and strategy of senior management. It is absolutely necessary to get the support of top management. Because after all, they are the owners of the financial resources. It is necessary to get support, but there are great battles in the process until that first support is received.

Table B.4: Question 4 and answers (cont.)

K4:	Top management approval is absolutely necessary. That's why everyone says that it is necessary to start by educating the top management, and my observations are also in this direction. Even if the innovation department is established when the top management does not have full support, everything you do is wasted if it is not in line with the strategy.
K5:	I think the innovation department should challenge the top management. Why is the mission still like this, why are we investing here, why are we doing this strategy? Acting in harmony is the easy part.
K6:	I do not agree. Instead of acting in harmony, it would be more accurate to say adapting. They should know that the top management is there, and they should definitely refer to it when determining their own topics. I think the innovation department should have two separate sets of topics that are subject to top management's approval and which are not.
K7:	The knowledge and experience of the top management are invaluable. We try to go hand in hand with strategy. When there is an idea in a very new field, we act together with the senior management.
K8:	If we consider the manufacturing company, it will be very difficult to recover from mistakes. After the innovation has been brought together and realized, I think the worst thing to do is to turn around and say to the leaders that we did it, but see that what has been done is not in line with the vision and strategy. It's not an approval mechanism but I think it should be taken along.
K9:	Yes, it must be compatible, otherwise, it cannot go beyond individual effort.
K10:	Depending on the company strategy, we limit innovation if we aim for radical innovation. But it will be a facilitator for teams aiming for incremental innovation to develop their own products.
K11:	Absolutely I agree. Not every company has a written mission, vision, and strategy, but every company has its own way of doing business, and it is necessary to act accordingly.
K12:	Although the company aims at radical innovation, it would not make sense to concentrate on an area in which it has no competence. Let's assume that there is competence in the vertical and the market in the horizontal, you must be able to cut at least one of these two. On the other hand, the vision and mission of the company should be broad and not restrictive.
K13:	Innovation is basically the realization of an idea, that is, to make a commercial profit from it or to produce a benefit. If you match this benefit with the benefit of the top management, you will use your resources more efficiently and your projects will progress more easily
K14:	I agree, projects cannot be successful without the support and approval of the top management. The innovation department should support all kinds of ideas, but it also needs guidance from the top management.

Table B.5: Question 5 and answers

P.No.:	**Do you agree with the idea that senior management should only be in the investor position and strategic decisions should be undertaken by the idea owners?**
K1:	Basically yes, the owner of the idea should be left with room to move. If we do not provide this movement space, we cannot expand the idea. It is important for top management to provide resources. Mentoring can be obtained from senior management, but the decision maker must have an opinion.
K2:	Entrepreneurs look for smart money when looking for investors. Smart money is actually the network of the person who gives that money and the experience of the person who gives that money. For this, the guidance of the top management is valuable, but on the other hand, it should not be in the role of the micro-manager.
K3:	There are projects where the senior management only is in an investor position, you say that this man should not interfere in this business, just give the money. In some cases, senior management has to take on the strategic decision and the responsibility it entails. I would say it will vary from project to project.
K4:	It is necessary to benefit from the experience of senior management in matters that are directly related to the work of the company. They can also be investors, but it is more important to be a facilitator besides being an investor. Top management needs to set aside regular time to provide feedback to internal team leaders. But the decision maker should be the team. Here, only the top management can decide on important issues such as resource limits. Otherwise, the initiative will lose its speed.
K5:	Intrapreneurship is an oxymoron, which means there is no enterprise within the organization. The venture takes place outside the institution. If company management both provides resources and makes strategic decisions, you become a department of the company, not a venture.
K6:	Top management should act as a consultant. The final decision should be made by the idea owners.
K7:	The knowledge and experience of the top management must be taken advantage of. On the other hand, the ability of entrepreneurs to act quickly needs to be preserved. The managers of the company should always be available, but the team should make strategic decisions.
K8:	Top management should be in the investor position. If he wants to give ideas, he should be a mentor.
K9:	I think top management should have a say because you ultimately contribute to the company's goals in the investment decision.
K10:	It may not be just an investor, after all, experience is very important, but another very important issue here is the mindset of the people who will be included here. There should be people who question the existing structure. In any case, the decision must be made by the team. It does not make sense to get the approval of the CEO at every stage of projects carried out within the company.

Table B.5: Question 5 and answers (cont.)

K11:	Senior management should meet the resource needs of in-house initiatives, but maturing the business model should be the job of the team. Top management is in a position to measure the benefit of the resource it gives and make its decision accordingly.
K12:	There is a fine line here, I think the top management should always be supportive, but what the top management knows right or wrong should not get in the way of customer expectations or the expectations of the market. Evidence needs to be driven forward. Decision-making responsibility should be with the entrepreneur. It is necessary to strive to make the mindset of the top management more innovative and more open to new ideas.
K13:	I don't think there should be a clear line here. It will be beneficial to benefit from the experience and industry knowledge of senior management.
K14:	In the ideal scenario, I think he should be in an investor position. This gives in-house entrepreneurs the chance to support and implement their ideas to the fullest, as an independent venture. On the other hand, in business practice, I think it would be positive if the senior management, whether they have sector experience or leadership and organizational experience, should support the idea owners in strategic decisions.

Table B.6: Question 6 and answers

P.No.:	**Should senior management allow in-house entrepreneurship projects to carry out promotional and marketing activities using the main company brand?**
K1:	It can be used where it should be, but it is not a necessity. I think it should be left to the discretion of entrepreneurs. While doing this, extra care should be taken not to damage the main brand.
K2:	Yes, it should. One of the biggest reasons we encourage in-house entrepreneurship is to benefit from the brand, infrastructure, customer, and network owned by the institution.
K3:	Ideas have to fight their own battles and have the courage to create and grow the brand from scratch. It may make sense in the later stages of the project, but it should not set out by taking shelter under it.
K4:	Yes, it should allow, but it should be decided by looking at the strategy of the enterprise. For example, if the company's core products are used, the startup can use the company's brand to advance faster when first entering the market. On the other hand, if it offers a completely different experience, the startup should not use the company brand.
K5:	It will vary by model. If the venture is established as a side business of the company, why not. I would use in-house startups as a test subjects. The biggest reason companies fear market experiments today is the risk of damaging their existing brand image. In-house initiatives allow companies to experiment without harming their brand image, I think it is necessary to use this advantage.
K6:	It will vary from case to case. Yes, if it is a business in the firm's own vertical, but no if it does not touch the firm.

Table B.6: Question 6 and answers (cont.)

K7:	The institution should support its initiatives at every stage. The startup needs the power of the institution when establishing collaborations and reaching the right channels. But after a certain stage, startups must come out of the shadow of the company, find other investors, and focus on growing their own brands.
K8:	In-house startups should open up to the market with their own brands. I don't think they need to emphasize the brand of the company they are dating.
K9:	It will vary according to the work done, in some cases the institution may not consciously want its name to be mentioned, in some cases it may also give approval.
K10:	I think it's a decision that should be well thought through. Well-established brands cannot rightfully take risks in the market blindly. I have seen that in-house entrepreneurship teams can carry out marketing activities in many different ways and methods by using their innovation muscles. Therefore, it is not very necessary, but it can be if it is a job directly related to the company itself.
K11:	It will vary by project.
K12:	It is necessary to look at the legal and commercial risks of using the company brand. Using the brand can open doors for you while making the first analysis of the idea. But in the later stages of the idea, let's say that the enterprise had to be closed, this should not be perceived by the customer as the fault of the main company brand.
K13:	It's a sensitive subject. The firm's brand will open many doors to the enterprise, but a few unsuccessful ventures will also damage the firm's brand in the market. For this reason, I think that enterprises should be enlarged by their own means.
K14:	I believe in-house startups should prove themselves completely independent of the company. Only after successful testing should the company be allowed to use its brand.

Table B.7: Question 7 and answers

P.No.:	**Do you agree with the idea that only ideas that are relevant to the determined "Innovation Topic Set" and have high commercialization potential should be pooled?**
K1:	I think the ideas of all employees should be pooled. If we want innovation to become a culture throughout the company, we must make employees feel that their ideas are valuable. If we do not proceed in this way, after a point, ideas with high commercialization potential will be blocked. Every idea should be evaluated and feedback should be given to the employees.
K2:	Of course, there are issues that are of priority for the company and it needs to be able to make calls and organize campaigns about them, but people also need to be able to send their suggestions on the subject they want. For this, a suggestion campaign can also be organized, idea competitions can be organized, there are many methods.

Table B.7: Question 7 and answers (cont.)

P.No.:	**Do you agree with the idea that only ideas that are relevant to the determined "Innovation Topic Set" and have high commercialization potential should be pooled?**
K3:	Every idea is valuable, it doesn't have to have commercial potential. There are some ideas that can save the company from costs with a small arrangement in the office.
K4:	If we think that the culture is compatible with the strategy, yes, first of all, ideas related to the subject set with high commercialization potential should be pooled. Resources must be used efficiently.
K5:	Everyone should be an innovation ambassador in the company. So this is not the job of certain people. Everyone should look at their work and think about how I can add a new and different value to it. If we limit it only to the commercialization dimension, we cannot extract ideas that already have commercialization potential from this climate. I think it should be inclusive.
K6:	I think every idea should be accepted.
K7:	The criteria vary on a project basis. Commercialization is, of course, a very important and definitely evaluated criterion.
K8:	I think it is necessary to focus on the value it reveals rather than commercialization.
K9:	Yes, we should get coherent ideas. There should be both a methodology and a 360-degree evaluation process.
K10:	I believe in making a portfolio. If there are resource constraints, a single goal can be focused. Whoever or which department is experiencing the need, it is necessary to integrate it into the system from the very beginning.
K11:	The reason for the existence of the company is to make money, but the company also has intellectual capital. The company should also support ideas that will contribute to this intellectual capital.
K12:	The idea should offer a product/service that is desired by people, but also accessible and salable. The easiest way to understand this is to interview customers and gather information from them. It is necessary to collect as much evidence as possible, to clarify the customer and the benefit, and to carry out feasibility studies within this scope. In addition, the team that will carry out the idea is as important as the idea itself.
K13:	I think the system should be open to all ideas. The boundary here is determined by the company's strategy and resources. On the other hand, if company employees come up with an idea that is independent of the current subject set, they should accept from the very beginning to be the entrepreneur of this idea.
K14:	Depending on what the company management expects from this innovation program, it is necessary to proceed based on their decision.

Table B.8: Question 8 and answers

P.No.:	**In your opinion, how should we act in order to gather the ideas within the company in a healthy way?**
K1:	Especially when we think of the young generation, it is necessary to have a digital infrastructure enriched with artificial intelligence. Objectivity is very important so that the motivation of those who give ideas can be preserved. Likewise, the use of this digital infrastructure in the stages after the idea will both accelerate the work and gain corporate memory.
K2:	Digital software should be used. Employees can also be encouraged by gamification. We also need to develop the skills of our employees in problem analysis, solution development, creative thinking, finance, understanding the customer, empathy and so on. A democratic environment should be created within the company and the top management should offer its full support.
K3:	It should be an open innovation platform, but it should also give employees the option to express their opinions in a closed way.
K4:	At the first stage, the innovation team should explain very well what it is trying to do, and then use software to collect ideas. Because it is not enough to just collect the ideas, it is also necessary to open them for discussion within the organization so that we can build bridges between the employees.
K5:	I'm not a person who believes in ideas. If we discuss any subject for an hour, we can easily generate many ideas. Hypotheses are much more valuable. It's easy to find the idea, but when we ask the person what is the hypothesis behind this idea, we start pushing that person and start to make the idea tangible. Second, the problem area can be asked, not the idea. It is necessary to question what are the areas that the company can improve, what are the areas where the company can achieve a radical business model transformation.
K6:	First, they need to choose an interface that is accessible to everyone. For example, the blue collar does not have access to a computer, this should be taken into account. They need to be inclusive. The system should be understandable and easy to follow.
K7:	I think that the schedule of the program should be clear and the announcements should be made systematically. I think it is important that the calls made are heard and understood by all teams.
K8:	I think that ideas can be collected at regular intervals and with a pool of ideas. The company needs to be disciplined, I think the critical sensitivity point is time.
K9:	In order to gather ideas, first of all, it is necessary to explain what the idea is. The layout and content of the idea application forms should be suitable for this. There is no need for a very technological infrastructure in the idea gathering stage, even the simplest Google form can be used. The important thing is to attract quality ideas to the system and implement them.

Table B.8: Question 8 and answers (cont.)

K10:	A digital tool must be used. An application pool, an evaluation team and an infrastructure where ideas can be commented on will be sufficient.
K11:	Open and target-based calls can be made. While target-based calls start from the problem, open calls act as a free platform and pave the way for inventors.
K12:	First of all, collecting ideas is not a single method. Another method may be the starting point of the work, the problems obtained from field analyzes made within a certain focus. All of these methods are correct, the company has to make its own decision. If you are asking people for ideas, we need to establish a structure that will analyze those ideas. The key is to run as many ideas as possible, because 90% of those ideas will fail, but a single successful idea can fund the rest.
K13:	It can be managed through a platform. Employees should be able to enter their ideas here independently of their managers. Then they should be able to test their ideas independently again.
K14:	It is important to note that the collected ideas are evaluated in a transparent manner. If an idea is found to be unsuccessful, the reasons for this should be given as feedback to the owner of the idea. I think that the sources of reward and motivation should be clearly expressed from the beginning.

Table B.9: Question 9 and answers

P.No.:	**How do you think we can motivate employees to keep their idea systems alive?**
K1:	In the first place, the sponsorship of the top management must be lively and warm in order to maintain the motivation. Managers at all levels should encourage their employees. It is also important to reward idea owners. It can be a financial reward, it can be a meal with the manager, it can be options such as including what you want in a development program. The award is a tool of recognition for people, it is absolutely necessary.
K2:	There has to be a reward system. Innovation is something that is above the current job description. Do not lead people to bounty hunting, but we need to give them their due 64os how value they create. You have to measure the effort yourself and reward the effort. There should be mechanisms for strong communication and activities that will bring different disciplines together.
K3:	First of all, the whole process should be carried out with transparency. Who evaluated the idea, what comments he made, why it was accepted or rejected should be explained to the owner of the idea. Commitments made to employees need to be fulfilled. Recognition motivates employees the most.

Table B.9: Question 9 and answers (cont.)

K4:	We need to be motivated both financially and morally. There must be an appraisal mechanism. For example, it could be a meal with the CEO of the company, or a coffee in the garden. Interaction with top management can increase. Actions can be taken, such as announcing the employees who make an effort to the entire institution.
K5:	Systems and methods are dangerous and can be a trap for innovation. Let's say there is an idea system, its features and capabilities are clear, we try to adapt ourselves to it. Now, if we fall into this trap, it draws a framework for us and we operate within that framework. It is necessary to pay attention to the relationship between the tool and the vision. Maintaining vitality is also about responsibility and transparency. Secondly, it is necessary to 65os how of hierarchies.
K6:	We need to be able to produce a marketing campaign in order to keep the idea systems alive. While very good ideas are rewarded, maybe it is necessary to exaggerate a little, it is necessary to make everyone see it. I think that employees who think outside the box and give ideas should also be rewarded.
K7:	It is important 65os how the importance given by the top management to all employees. Different channels within the company should be used very actively in this process. Conversations about intrapreneurship can be done. Various activities can be held within the company at different stages of ideas. Showing ownership is important.
K8:	I think that actions such as valuing their ideas, taking the lead in putting their ideas into practice, giving mentorship are necessary in order to provide motivation.
K9:	Definitely need to give carrots. Small prizes, such as a book on innovation, can be awarded to each applicant. These awards should be given not only to those who apply for ideas, but also to everyone who has been involved in the process in some way and spared time. Then, as the ideas mature in the process, the awards can be revised accordingly. Teaching can also be meaningful.
K10:	It is very important to determine stable, trustworthy and transparent processes. Employees do not want to go into uncertain processes. It is important to give the promised support.
K11:	The process should develop the employee, make it more visible, affect his career if possible, and success stories should emerge.
K12:	First of all, it is necessary to train the employees. Employees' motivations will differ according to their characters. They may be after financial or moral motivation, but discretion is very important. When he makes a mistake, he should applaud and tell the successful side of it. I think seeing mistakes as a reward and rewarding people who make mistakes is one of the key issues.

Table B.9: Question 9 and answers (cont.)

K13:	For employees, the reward is a very necessary motivation. There is a material reward here, and there is a spiritual reward as well. It has to be defined in some way, but this definition is also very difficult for the company because there are too many parameters and I think there is no right one. It can vary by company, by culture, by employee, by job, for many different reasons. But basically, there must be a material and moral reward scheme.
K14:	Rewards are important. Opportunities should be given the opportunity to spin-off and establish their own ventures. If it will remain as a job within the company, then the fact that it receives regular income from this job motivates the employees. I think it is motivating for the employees to be appreciated and to increase their recognition.

Table B.10: Question 10 and answers

P.No.:	**What should be considered for the correct evaluation of the collected ideas? Should departmental staff be involved, or how would you approach an outside consultant acting as an arbitrator in the system?**
K1:	Make sure your ideas are in the right hands. The idea should first go to the field manager, and if necessary, it should be directed to experts in this field. It can be within the department or outside the department. A very good idea can die because of the wrong person.
K2:	How will it benefit us if we implement the proposal? By benefit, of course, things such as employee satisfaction and customer satisfaction are also important, but labor savings, income increase, market share increase, etc. are important. must be calculated. There must be a set of criteria. The three elements here are desirability feasibility viability. In order for the system to be sustainable, we need to provide the evaluation process internally. Support can always be received from outside, consultants, professors and the like can be invited, but we need friends who will evaluate in these three dimensions.
K3:	I'm okay with an outsider being a consultant, but when he's a referee, that's a supervisor, it becomes a question mark. It may be what the staff fears, they may steal the idea so you can't say anything. I think the duties of the department should definitely be included in the process. The main reason for this is that everyone is a partner in innovation, apart from the correct evaluation of the idea.
K4:	I'm okay with an outsider acting as a consultant, but when he's a supervisor, there's a question mark. It may be what the staff fears, they may steal the idea so you can't say anything. I think the duties of the department should definitely be included in the process. The main reason for this is that everyone is a partner in innovation, apart from the correct evaluation of the idea.
K5:	Evaluating the idea is the hardest part because there is not enough evidence and expertise. Ideas should be turned into hypothesis and then evaluated. It should be proceeded through concrete stories and test processes.

Table B.10: Question 10 and answers (cont.)

K6:	In order not to get caught in the syndrome that this idea was not invented here, we need to include the group we call door openers into the system. An outside consultant can have a facilitating role.
K7:	It is very important to look at the project specific. The criteria will vary by project. I'm not sure how much an outside consultant can belong to the program. I think it would be better if the evaluation was done by the team that manages the process. Here, it is necessary to be transparent to the owners of ideas, it is necessary to show the employees that their ideas are evaluated in a democratic environment. The outside consultant can undermine this transparency.
K8:	Keeping ideas alive is much harder than killing them. An external consultant can be included in the system, as he will at least be on the side of keeping the idea alive. At the moment, I find it more appropriate to talk about ideas with people from outside, maybe write and draw them on a workshop, and turn it into a commercialization or roadmap.
K9:	In addition to having someone from the innovation team, there is a need for someone with technical competence. It is also very valuable to get the opinion of the top management. I think it is necessary to evaluate ideas 360 degrees.
K10:	If there is a call that I have focused and gathered around a certain subject, I think it is very meaningful to have people involved in that call, both in order to evaluate it correctly, to approach it in the right way, and to attract ideas or people into this world in line with their own needs. It doesn't make much sense to have only innovation managers or just an outside group. If it is only from the outside, it does not know the internal dynamics, and if it is only from innovation, it cannot evaluate it technically. If there is only a technical team, it cannot look at things like innovation and startup world, market size, etc.
K11:	It has to be strategically fit. No matter how profitable and awesome the idea is, it must be compatible with the company's competitive strategy in the market. Second, the stakeholder is important. If we are going to work with stakeholders in the project to be done, we need to make sure that the stakeholders are included in the system. It will be healthy to get opinions about the idea from both inside and outside.
K12:	You have to look at the evidence and the maturity of the idea. No one can say whether the idea holds or not. So we just have to look at how mature this idea is.
K13:	I think we can get the most basic truth from the customer, but it is very difficult to reach real customers. If we cannot do this, a baseline assessment team consisting of technical and commercial teams, in addition to technical experts on the subject, and if there is uncertainty about the subject, an external consultant can be added to the team and an evaluation can be made.
K14:	It is important to have an evaluation committee for transparency. The inclusion of an external referee in this committee, of course, greatly increases the transparency here.

Table B.11: Question 11 and answers

P.No.:	**Teams should test their ideas in the field to see if the idea really addresses a need. Within the scope of the first field tests, do you agree with the idea that the end consumer should be listened to before the solution proposal is shared, and no guidance should be given?**
K1:	I agree in principle. If we say that innovation creates value, we create value for our customers. The idea has to touch a need. The best way to measure this is to put it in front of the person who will receive the service. I think field tests are very critical. It can be listened to by sharing the solution proposal, or it can be listened to by not sharing it, and the decision should be made by considering different criticisms.
K2:	Yes, I agree. First of all, we need to test whether the problem is a real problem. We need to understand the real need with 5N methods. When we find the problem itself, our solution proposal may also change. It is necessary to find the root need by empathizing.
K3:	I totally agree. This is the Jobs to be Done philosophy. If you present the solution to the customer and ask if you need it, he will already say yes to you. Pre-test is required for this. The sooner the end consumer is contacted, the better the project will work.
K4:	I agree. At this stage, without giving full information, it is necessary to make the first field tests to the user and look at the feedback. At this stage, the questions that the customer will ask and the feedback you will receive may be the things that will allow us to structure your work correctly and to find the answer in the future. Cumulative investment.
K5:	First, we need to look at the basis of the hypotheses. We cannot move forward without customer insight, experience, assumptions, observations, research, data. Then, experiments need to be done to understand cause and effect relationships.
K6:	I agree. I think they should be doing this while creating the idea. Open-ended questions should be asked without directing the customer.
K7:	I agree. The initiative must be for a need. It is normal for him to ask questions according to the subject, but it is against the methodology to be directing. On the other hand, there are also initiatives that create their own needs, which should not be ignored. But ultimately the customer will use it again.
K8:	I do not agree. I can't quite predict that the answer of the end consumer without seeing, trying and knowing exactly about a product can be the same as the answer after the product has passed the commercial stage. Getting ideas or measuring consumer behavior yes, but I think the final decision is always with the company and the people who will implement it.
K9:	I think the problem at the entrepreneurial point of view needs to test itself and it needs to have interviews to support it.
K10:	Being customer-oriented throughout the business makes the job easier and leads to results. From the very beginning to the end of the process, talking with potential customers and target audience, getting their ideas, having them tested, and pivoting if necessary, should be done according to the comments.
K11:	Yes, I agree.

Table B.11: Question 11 and answers (cont.)

K12:	In order not to lose the objectivity of the customer, no solution should be offered at the first stage. It is necessary to approach the issue from afar and listen deeply to the customer.
K13:	I do not agree, so I think all the hypotheses we put forward should be tested from the beginning to the end of the process. You can also start with the product that can be put forward in the simplest way. I believe that from the first stage, it is necessary to meet with the customer, receive feedback from them and participate as much as possible in development.
K14:	I totally agree. To test the idea first, it is necessary to understand what the problem is. First of all, it is necessary to get in touch with the people who have this problem and to understand whether there really is a problem. After making sure that the problem exists, it is necessary to understand how those people solve this problem or how they overcome it. In these processes, it is necessary not to share the solution proposal.

Table B.12: Question 12 and answers

P.No.:	**Ideas should be prototyped after passing the initial field test. Do you agree with the idea that the prototype should be presented to the customer with a second field test?**
K1:	It is often necessary. An important method, if you suddenly try to commercialize, you can experience huge time and financial losses.
K2:	I half agree. Traditional product development has prototypes in the alphabet, but a startup needs to test its critical assumptions first. MVP is the simplest solution we can test, it can be animation or mockup. That's why we have things to do before practice. After that, it can be made in the full alphabet at the prototype stage.
K3:	I agree with this idea. Commercialization without a prototype is another way of saying I want to kill this product. Today, even giant companies collect data from customers by putting a product on the shelves without a brand before putting it on sale.
K4:	It is necessary to analyze the data in the first test correctly. If the product is truly believed to be mature, it should definitely be prototyped. Legal regulations must be studied. First of all, I believe that if there is a salable prototype, it should be presented directly to the customer.
K5:	I believe in prototypes a lot. The MVP and prototype is not the experiment itself, but one of the types of experimentation and is the final stage. I even believe that it is necessary to make the customer a part of the prototype. I think it would be useful to seek answers to these questions, whether the customer is a producer rather than just a consumer, can we establish a more intricate relationship with the customers.
K6:	I think it should be done if it will not create a commercial security vulnerability from a sectoral point of view.

Table B.12: Question 12 and answers (cont.)

K7:	Yes, I agree. It can work with a focus group even before the product goes on sale directly. The product can be pivoted according to the feedback received. It will save the enterprise from huge expenses and irreversible points.
K8:	Yes, I agree with that. I believe customers will be able to comment more consistently on a prototype.
K9:	It should definitely be asked because ultimately the customer will buy it. It may seem ordinary to receive feedback from the field, but it is very important. The thing to note is that experiments should be done with different metrics, so that the best solution can be reached by trying different scenarios.
K10:	At each stage, customer opinion should be obtained through focus group discussions or one-on-one meetings with the target audience. That is, regardless of any stage, this should be at every stage.
K11:	If possible, of course it should.
K12:	Of course, it should be so, it is necessary to run the test-learn-apply cycle. In my opinion, the prototyping process is not just something that is done after the product, the idea is super. You prototype while you are still in the idea stage. Prototyping starts from the beginning as a mature and simple prototype.
K13:	From the very beginning, the customer should be presented with a prototype. Prototype should be developed by allocating more and more resources according to the feedback received.
K14:	There can be many disconnections at the point where the business is put into commercial life without making a prototype. One of the logic of innovation is test regularly, learn, develop. Therefore, before making a big investment in a business, it is absolutely indispensable to share a prototype of this business, even if it is simple, with people who have a problem, to receive feedback from them and then implement it.

Table B.13: Question 13 and answers

P.No.:	**Do you agree with the idea that in-house team leaders of successful prototypes should be isolated from their current duties as part of the commercialization process and make their initiatives their sole focus?**
K1:	I think the answer to this depends on the culture of the institution. If the institution supports its employees at every level, there is no need to isolate it. However, if the institution will create resistance against the employee, it can make the employee independent from his current job by determining the rules and framework very well. In this case, the support of the top management and the systematic making of internal announcements are also important.

Table B.13: Question 13 and answers (cont.)

K2:	After a certain stage and making certain verifications, this job should turn into a full time job. We need to be able to say that this is our full time 71ynamic so that those people can devote themselves to this job.
K3:	It must be admitted that this is a process. There is no success without full-time concentration, but there must be a time 71ynamics transition. Entrepreneurs need to take responsibility for developing their own idea and make sacrifices. An entrepreneur must have passion and courage to take two jobs together.
K4:	The entrepreneur must now live with that product, this is very clear. Because it cannot be successful otherwise, its success depends on luck. Likewise, when a startup reaches the commercialization stage, the ways should be separated from the parent company. Of course, in this model, the way for entrepreneurs to return should be open. It should be presented as an option that will increase motivation.
K5:	Entrepreneurship is a full time job. 71ynamics reason, I call intrapreneurship an oxymoron. It is not possible for an entrepreneur to be in two positions at the same time.
K6:	I think this will vary from case to case. Because the in-house team leader may also be an entrepreneur and not ready to fly out of the nest. He can also say that I want to be the founder and move our company abroad. If the venture has reached a billing and value-generating stage, it can become a single focus.
K7:	Yes definitely. I'm not saying that you should completely cut off your ties with the company, but they will continue their lives as entrepreneurs and focus on growing in the market they appeal to.
K8:	When an entrepreneur embarks on this journey, he has to be an entrepreneur. An entrepreneur cannot simultaneously benefit the institution and expand his venture, which is contrary to the limits and 71ynamics of the business world. Our aim should be to attract entrepreneurs from within the institution. The company should at some point act as an investor and mentor.
K9:	There is a long way from MVP to commercialization, where the entrepreneur must first enter this into their goals. Verify the product before going live. The product comes out and the sale starts, it should only be managed as a separate function when the business model is sufficiently pivoted and annual targets are set according to the feedback received from the field.
K10:	I agree because there is no other way. If we have meaningful market data and technical success, of course you have to go after it. Startups need to be fast and agile, any barrier that can prevent them from being fast and agile will cause them to fall behind in the market and in the competition.
K11:	Of course, if the institution is open, it will be better.
K12:	The task within the company is the core area, the other area is a completely new area. The 71ynamics of the two are so different from each other that they cannot be executed at the same time. I think it should be completely separate.

Table B.13: Question 13 and answers (cont.)

K13:	It is absolutely necessary at some stage because now you bring it to the market and those people are no longer a project team or a project leader, they are the owner of the idea and are trying to lead a process that may go as far as incorporation. Therefore, I think it is meaningful that the prototype is formed and the customer leaves at the point where a demand for the product is seen.
K14:	Absolutely I agree. The more you can focus on the entrepreneur, the more successful he will be.

Table B.14: Question 14 and answers

P.No.:	**What do you think should be done if team leaders want to withdraw from the process?**
K1:	It is necessary to understand the reasons of the leader well. When you understand this, you produce the solution accordingly. For example, if there is resistance within the organization, he may not be able to get support from his manager, then it is necessary to establish a structure accordingly. If the prototype is successful, the idea should not be killed. On the contrary, if the prototype failed and there was no belief in the idea, we should look at the business model and see what we could do better. I think you should not give up.
K2:	Since people in free entrepreneurship have been chasing this business for a long time, leaving the partner who actually took an active role there ends the company, ends the venture, but I do not see this risk too much in intrapreneurship. I think there are alternatives, inside or outside.
K3:	The man who wants to withdraw from the project does not continue on the road, the effort of persuasion will be in vain. Here, firstly, I would look at why he went, what the owner of the idea would not believe, I would look at him in this business. I would try Entrepreneur in residence. Still, let's say there was no ownership, I still wouldn't choose to kill the idea.
K4:	The leader must have a really valid reason for wanting to withdraw. If it's for emotional reasons, there's nothing you can do, the backup mechanism is important at this point. On the other hand, if the initiative is now on the field, it is necessary to park and investigate why this is so.
K5:	There are many alternatives to keep the idea alive, business partnerships are one of them. If the venture adds value, it must be forced to survive. We need to go back and question where we went wrong. Whether we chose the right idea, did we choose the right person, or did we not explain it correctly should be checked.
K6:	The idea of transferring the leadership role to a department within the scope of the commercialization process does not seem right to me. See if the team itself creates a natural leader. I can't say it should be completely closed or parked, but I think a slowdown and change management should be done.

Table B.14: Question 14 and answers (cont.)

K7:	It is important to form project teams of 3-4 people, everyone's mastery of every aspect of the idea from the very beginning reduces the importance of separations. The opinion of the rest of the team is important. It is necessary not to progress depending on the person, and to see this risk from the very beginning.
K8:	You must leave the project. Assigning someone else to the project will not be the solution here. Being an entrepreneur requires not just doing a job, but giving much more.
K9:	Now, an idea that reaches that stage cannot have one idea, it has 3 to 4 founders. A person can leave, a team member is sought to fill that person's place and his/her place is filled. Let's say they're all gone, the company can make the call.
K10:	If there is only one person, then the business is closed, but if it is a team business, and if there are different people in the team who can take on that leadership and work with a focus and passion, it can continue. As long as the team exists and believes in it, the company can support it.
K11:	It will vary from case to case.
K12:	It is necessary to look at the competencies of the person leaving and the needs of the project. Different skills may be needed in different processes of ideas. Should it be the same person who creates the idea and brings it to life, Does it require the same competencies, definitely not.
K13:	If it is an issue that may have strategic importance for the company, they will surely find someone to lead it. But if it is not very important for the company, they can park if it is an issue that will not have a financial impact. If a person from the project team says that I am working on this subject for such a long time and I wonder the result, I want to take over, his way can be opened. It can be decided entirely according to the importance of the subject and the effort spent.
K14:	Although I do not know the answer clearly, I think that if possible, it is necessary to transfer that idea to another employee or another team.

Table B.15: Question 15 and answers

P.No.:	**How should the business model standardized enterprises continue their way? (Being a company, transferring the project to another department, managing it as a separate organization within the institution, etc.)**
K1:	There can be many ways. An enterprise whose business model is standardized can be incorporated if the firm allows it. If the company cannot provide the means, your in-house venture can also be managed as a separate organization. It can be decided based on the size of the business, its commercial potential and the company's skills.
K2:	Actually, there is no single answer to this. There are many issues such as how far the product is from your current products, how far the customer is from your current business. It will vary from case to case.

Table B.15: Question 15 and answers (cont.)

K3:	Delegating it to another department doesn't seem right to me. We may lose the idea. Incorporation should be the last step because you are pulling out both staff and knowledge. Startups can be tested as a separate organization under innovation departments, and even a new department can be established for this. If the project lasts for 1-1.5 years, then incorporation can be considered.
K4:	Incorporation will also bring administrative burden. Procedures place a huge burden on the enterprise. Since these jobs are standard for every institution, the parent company can support the venture. Thus, the parent company can make the human resources unit, for example, a part of innovation.
K5:	It should continue on its way as a completely independent company from the institution. The institution may be the shareholder of the venture, but the venture must be able to stand on its own feet.
K6:	There are different ways, but my vote is for incorporation because internal enterprises are established to generate commercial income. If it can have a major impact in any organization of the institution, this initiative already bills the institution and becomes a supplier to the family that raised it.
K7:	The enterprise must continue on its own feet. I think they should be incorporated.
K8:	An enterprise with a standardized business model should definitely continue on its way by becoming a corporation. The company can mentor, be an investor, but the venture must grow on its own.
K9:	We also need to look at the structure of the idea, how many years it addresses the company's goals and mission. If there is already an operational development, it can be transferred to the relevant department after it is successful, but if it is an idea that appeals to the future vision, it should be managed as a separate organization and a separate function. If we transfer it to another department, it will not live there, because they are not the ones who matured the idea.
K10:	When the time comes, the spin should be off, but where the spinoff should be depends on the nature of the job. If it is a business where a department can take ownership with a structure that can be added directly to the company, it can be added to an internal department. If a different department within the company allows spin-off, an autonomous structure can be established inside. There is a completely different business model to go out and its growth potential is very high, let's say it should not stay in the company to continue growing, but depending on the structure of that business, options can be looked at inside or outside.
K11:	I don't think there is a standard way. The company should decide according to its own dynamics.
K12:	It depends. Depends on the idea, technology and business model. It could even be a business that will screw up the company's own business. Or, it may turn out to be radical at first and then turn into a structure that actually serves the existing business of the company. So there are different methods. It can be any of these, but I think it should be evaluated according to the idea.

Table B.15: Question 15 and answers (cont.)

K13:	I believe that he should stay under the roof of the company for a while, benefit from common services such as facilitator, accounting, law and finance, and leave after a certain point. It may not be very meaningful if it came out before it was mature enough, that is, it came out directly after cutting the invoice.
K14:	Employees should be encouraged to establish a company with their ideas. If this is impossible or the employees do not have such an intention, they should be able to transfer the project to the department that falls under their responsibility. If the employee wants it, I think it should be possible to transfer to that department.

Table B.16: Question 16 and answers

P.No.:	**The primary performance indicator of the enterprise is profit. Do you agree with the idea that if the venture is not profitable, the entire business model should be updated?"**
K1:	I do not agree. It would be wrong to say that every attempt is unsuccessful if it does not necessarily make a profit. The venture may not be profitable, but it is creating value for the customer. The company needs patience here. Over time, as the market sits, it will already start to make a profit. If the end consumer is passionate about the service offered, the venture will surely be successful.
K2:	Talking about profit in business is a little dangerous. The important thing in an enterprise with high potential is to grow. Because there is an open market there. If the startup has started to sell, it is necessary to look at whether it is sustainable. It is necessary to see if it is repeatable and scalable.
K3:	No, it is not. The costs of the venture can be very high. After a certain time, he makes money and starts burning money again. Because it is trying to upgrade, growing up is a very painful process.
K4:	I agree with this idea, but I don't think it's applicable. The business model needs to go head-to-head in order to ensure sustainability. Some improvements are needed here. It does not make sense to update the whole model, because each business has its own inherent dynamics.
K5:	The main performance indicator of every startup is not profit. The indicator of many tech startups today is not profit. Venture investment burns cash, and while doing this, they create moneyable assets. To do this, it tries to provide qualified staff, offices. The exit strategy of many startups is sales, the main purpose of a startup should be to create value for money.
K6:	I do not agree with this, it is natural that the venture does not make a profit up to a point. He may be making money but not making a profit. An entrepreneur should analyze the business model and persona well on a regular basis. The conditions of the Turkish economy are also a factor, which should not be overlooked.

Table B.16: Question 16 and answers (cont.)

K7:	The primary performance indicator may not be profit. At what level the enterprise is and in which sector it is can affect this. Especially we cannot expect a newly established and growing startup to make a profit. For example, a startup with a significant marketing expense may not be profitable, but if it gains enough customers, we cannot say it is unsuccessful.
K8:	It is almost impossible to grow without damage at this time. That's why I don't see profit as the first performance indicator. The company may be spending more on marketing, or it may employ too many people at first and try to grow quickly. The value that an enterprise actually creates is very important. Secondly, it is important that the value created can attract investment.
K9:	No. There are also different metrics, such as the number of users reached, the number of information processed, etc. Let's be purely growth oriented. If the startup isn't making money, it doesn't mean the business isn't growing, the business does, but it doesn't require making money for the next 2 to 4 years.
K10:	I can't join. Profitability and liquidity are very important, but it is necessary to look at the value it creates. The investments received by the company will cover its expenses. If it was a self-sufficient structure, this cycle would not exist at all.
K11:	There is usually a profit motive, but some ventures make money, some ventures gain prestige. You have to decide accordingly.
K12:	There can be absolutely no profit, this is the last stage. Growth is important in the first stage. The team's performance can be a good understanding of the market, the potential of the idea, and R&D follow-up. It is important that the team is able to reach the goals set.
K13:	If the company believes in the product and if there is a lack of product features, it can focus on improving it, but if we are talking about a fundamental problem with the business model, perhaps larger changes should be considered there. Apart from this, if the venture cannot receive investment, it is necessary to look at the reasons. It is natural that it burns money at first, but the reason for not making a profit in the process is actually marketing or the money spent on building a team. If the problem is in the business model, an update can be made.
K14:	I disagree. I think that parameters such as the number of customers in the business or the turnover in the business are more important than profit. Profit is actually a productivity problem. So I do not agree with this idea.

Table B.17: Question 17 and answers

P.No.:	The enterprise's place in the market is directly linked to its value proposition. Do you agree with the idea that if sufficient competitive advantage cannot be achieved in the market, the value proposition should be updated first?"
K1:	I can't say yes or no. The reasons should be well investigated. We need strong analysis and accurate insights. You have to make decisions with data. I think the value proposition should be considered as a last option.

Table B.17: Question 17 and answers (cont.)

K2:	The value proposition is not directly related to competition. How many people's problems does the service/product I offer solve, how extensible, how much do customers pay for the benefit I offer. Value proposition, place in the market or competition, these are of course interrelated but I think they cannot be directly related concepts.
K3:	I do not agree. Before coming to the value proposition here, we need to look at the economic conditions, marketing strategy, etc. These are all factors that will affect competitive advantage in the market. So I don't think it's directly related.
K4:	Yes, I will. When you cannot position the value proposition correctly, you cannot increase your market share. If the trend shows us that we can't be competitive, our value proposition is wrong. The value proposition needs to be re-evaluated.
K5:	The value proposition is one of those things to look at. You may not be in the right market, the customer you are addressing may not be correct, you may not have chosen the right channels, you may have a problem with pricing. The value proposition is at the heart of everything, but in such a case, the entire business model should be looked at.
K6:	Positioning the product in the right market is a very fundamental issue. If it can't provide enough competition, the value proposition needs to be looked at.
K7:	It depends on how you run things. The startup should know how it makes a difference, this is your value proposition and your biggest advantage. I am not sure if we can say that it is directly related to competition, it may not have targeted the right customer. It is important to have the right job in the right place and at the right time.
K8:	If the product or service does not work properly and does not receive adequate response, then yes. The entrepreneur always tries to find something better. Competition is a deceptive concept, if the product/service is trusted, strategies should be determined to find more niche markets.
K9:	If the target number of students cannot be reached, the venture may be in the red ocean. At this point, it can update its business model and value proposition to move into the blue ocean.
K10:	If it lags behind on the competitive side, yes it should be updated. Customer tests should be done again.
K11:	If the value proposition of a startup is wrong, I think it should be killed directly. If we think the value proposition is correct, the business model should be updated.
K12:	The conditions of competition will be different if you are creating a new market, and different if you are entering an existing market. Iteration is always there. Of course, if the value proposition does not hold, you should change it, if it is always the same, there is already a problem, you are not meeting with the customer.

Table B.17: Question 17 and answers (cont.)

K13:	I perceive the initially determined hypothesis to be incorrectly constructed. If a startup has reached this stage, it must have already demonstrated a certain difference compared to its competitors, and this awareness must have been tested by the customer in the process so far. If there is a fundamental difference or inconsistency here, I think there is either an error in the original hypothesis or an error in the determined customer base.
K14:	It's probably linked. If there is nothing left to do in terms of marketing, first of all, what can be done in terms of marketing should be looked at. Before updating the value proposition, the value needs to be updated if there isn't much to do there.

Table B.18: Question 18 and answers

P.No.:	**The main factor that determines the target audience of the enterprise is the price of the product/service offered. Do you agree with the idea that the target audience should be updated in the first place if the customer cannot afford the offered prices?**
K1:	I can't say exactly that. If the added value you have produced has found a response in the eyes of the customer, the target audience should not be updated just because of the price. It is necessary to look at the reasons why it cannot be met. If the customer does not respond to the product even at the affordable price point, then an audience update may be considered.
K2:	If disruptive innovation is being made, both the problem and the solution are unclear. You need to reach an early adopters. Their expectations and urge to give money may also be different. There are different factors.
K3:	The target customer base and product service price must be compatible, but the pricing policy may also be wrong here. I think it should be approached from both sides.
K4:	The service fee is not the main element, a purchase perception is formed with too many side elements. It is important to update the target customer base, but we should not only look at the price factor.
K5:	There is no deterministic answer. If I have a problem with the cost, it would be wrong to look directly at the customer. We need to see if my operations are optimal, if there are components that I outsource and affect my cost, and more importantly, is my cost model optimal. There are so many options here.
K6:	I do not agree. The value that the customer attaches to the product offered and the sense of belonging it will add to it are very important. In terms of pricing, I think it is necessary to be at a middle level by looking at the competitors.
K7:	We cannot say that the target customer base is independent of price, but we should look at correlated but causal, rather than looking for exact cause and effect. Willings to share must be measured. The direct price may not be something to compare to the target audience.
K8:	Product segmentation can be done according to the customer group instead of the target customer group update.

Table B.18: Question 18 and answers (cont.)

K9:	The value of the service provided to the customer should be well explained. If the customer can't differentiate you from your competitors, an update may be needed there.
K10:	These two are not very different from each other. Product segmentation and specifications are determined according to the target customer group. First of all, we need to look at what can be done on the product. However, if a cost advantage cannot be created in the product service, the target audience should be pivoted at that point.
K11:	I don't think it will work, I don't think this is the correct method.
K12:	At first, everyone is a potential customer. Afterwards, the customer segment will gradually shrink at each stage. The group that will receive is our priority group, the group that you see will not receive is secondary, which will be constantly updated.
K13:	When we reveal the enterprise target customer group, you basically provide a solution to a problem or a need. In fact, you determine the people who experience this at the beginning, if the customer cannot buy the product, then the cost model should be changed.
K14:	It is necessary to look at how well it solved the customer's problem rather than the cost. If you solve the problem very well, you can successfully implement your idea by marketing it adequately or reaching the right customers. If it is still not successful, then the target audience should be updated.

Table B.19: Question 19 and answers

P.No.:	**The startup should try different channels simultaneously to reach the right customer. Do you agree with the idea that a regular flow of resources should be provided to the channels that are found efficient?**
K1:	I agree. It will be necessary to conduct tests to determine the market entry pattern. A good analysis should be made beforehand and it should be determined which channels will be tried for how long and resource planning should be done. It is not always right to go through a single channel.
K2:	There is no easy answer to this. Pareto analysis can be used to use resources efficiently.
K3:	There may be alternative channels for the startup to do its own thing. If these alternative channels are reasonable in number and coincide with the company's game plan, it would be best to make simultaneous trials, provided that they stay within reasonable budgets. According to the test results, it is extremely correct to regularly transfer resources to channels that are found to be efficient.
K4:	If we think that we have determined the target audience, it is necessary to act according to the cultural change of this target audience in order to balance our costs. Currently the biggest channel is digital channels. Various collaborations can be made here. Corporate identity work is very important.

Table B.19: Question 19 and answers (cont.)

K5:	I strongly believe in experiments. Here, my suggestion is to experiment as much as possible according to our own capacity and then make the necessary iterations. Of course, it would be good to do it in parallel, but the capacity constraint should also be considered.
K6:	It should not be attempted simultaneously. Channels should be analyzed according to the sector, and the right time should be analyzed. You should not be too attached to the channels that are found to be efficient, everything can change at any time.
K7:	Channels that appeal to customer audiences can be different. It is very important that these are tried and proven during the prototype stage. These researches can be done face-to-face, surveys can be done, and in the new era, they can even be done through digital channels. It would be best to act with data. Marketing 360 degrees would make sense.
K8:	No need to use all channels. It can use certain channels very well. No need to spend the marketing budget too many television commercials etc. By preparing content suitable for its target audience, it should be progressed quickly and actively through digital channels. I firmly believe that this should be done digitally and by the startup itself.
K9:	It should definitely look at its competitors and be on the channels they are on. The expectation of the advertisement should be promotion, not the customer, but it should take place in all channels where it will reach the customer. The potential can sometimes be social media, sometimes it can be one-on-one meetings, sometimes it can be fairs. That's why I think it should be in every channel, the important thing is that the expectation from the channels should be set up correctly.
K10:	I believe that it is correct to proceed step by step by keeping the control group constant, changing certain variables, and constantly doing comparative tests in this way. Of course, different channels can be tried simultaneously and channels that are found inefficient can be eliminated.
K11:	If there is such an energy and resource, I agree.
K12:	There are all kinds of channels, it is decided according to the team's strategy and target audience.
K13:	It can allocate resources according to the channels used by the customer base. If there are different channels in the already established sectors, different channels and a study should be done in an attempt.
K14:	I think the channel that the target customer group usually uses is clear. First of all, it is necessary to reach the customer through those channels. While providing this, I think that A/B testing should definitely be done between the channels and according to the results of these, they should establish their permanent channels.

Table B.20: Question 20 and answers

P.No.:	The reference of the end consumer to the service/product offered by the enterprise is related to the solution partners. Do you agree with the idea that solution partners should be innovative and supportive of the entrepreneurial culture?
K1:	I think it's important. As important as the culture within the company is, it is important for the solution partner to be close to this culture. Otherwise, it will only look for commercial purposes. Our goal is actually to create an ecosystem.
K2:	At the first stage, it is important that the business owners are in the field themselves. In the second stage, solution partners need to be professional, systematic, user-friendly, and polite.
K3:	I agree with this idea. If those people are needed for the product to come to life, then in fact, these solution partners are also a part of your product. For this reason, they need to be dominant and supportive of the initiative.
K4:	Absolutely relevant. Every mistake made will affect this initiative. It is necessary to manage the incoming impact well. Collaborations should also be made with companies that serve the vision of the initiative.
K5:	This is a very important point. There is an influencer stakeholder in the value chain of each product that directly affects the customer experience. The critical point is that whomever the customer is alone with while experiencing our product and service, these are the right people.
K6:	I totally agree with this. In order to recommend you as the end consumer, the part that touches the customer is actually the most important part. For example, the services of the bank were closed just when I needed them, so I changed my bank.
K7:	I think it is necessary. It should address your vision and act accordingly. Even if your target audience is compatible with it, it can enable you to progress even faster.
K8:	The solution partners from a to z must be of the same opinion, view, culture, and behavior no matter how his initiative moves, what his philosophy is, or what his strategy is. Because it represents enterprise.
K9:	There should definitely be cooperation at the point of solution partner. It should be if you can provide a complementary service, not just like a business partner, otherwise, it doesn't turn into sales. That's why I think there should be processes that complete themselves.
K10:	It doesn't have to be 100% compatible, but you should explain your product and service to your solution partners well. Your solution partner does not have to know innovation, innovation or, entrepreneurship. It will suffice to explain the rules well.
K11:	The solution partner is directly related to the reference of the end user. You can't usually do innovation projects with one person, you need solution partners. It is important for the solution partners to have a command of the entrepreneurial culture for the project to be successful.
K12:	There are actually different and important issues in the field of commercialization. For example, how we will produce the product, the subject of the patent, how the relevant team will expand, and how the strategy will be determined.

Table B.20: Question 20 and answers (cont.)

K13:	It definitely benefits them because they're the ones who contact the customer. I'm not sure if this is easy to achieve.
K14:	I agree. The idea development process is an ongoing process. Therefore, it is important for the partners that we work with to quickly adopt the updates and improvements you make and reflect them on their work. The customer's feeling that they are innovative in terms of marketing or customer perception will also increase the probability of success of these initiatives.

APPENDIX C

Table C.1: Question 1-4, Frequencies

	Word/WordGroups	**Frequency**		**Word/WordGroups**	**Frequency**
	innovation	33		innovation	20
	company/companies	19		department/ departments	16
	main	14		company	15
	department	11		manager	8
	yes	10		support	8
	task	8		different	7
	think	6		experts	7
	two	5		business	7
	employees	5		intellectual	6
Q1:	needs	4	Q2:	finance	6
	new	4		team	6
	create	4		property	5
	value	3		need	5
	core	3		work	5
	products	3		stage	5
	different	3		needs	4
	business	3		open	4
	functions	3		important	4
	develop	3		able	4
	activities	3		needed	4
	Word/WordGroups	**Frequency**		**Word/WordGroups**	**Frequency**
	ambassadors/ambassador	18		innovation	14
	innovation	15		management	13
	important	15		top	11
	department/departments	14		strategy	9
	person/people/employees	12		company	7
	company	11		support	6
	mechanism	6		mission	5
	think	6		vision	5
	ideas	6		department	5
Q3:	make	6	Q4:	necessary	5
	need	5		agree	4
	position	4		approval	4
	age	4		think	4
	team	4		yes	3
	processes	4		make	3
	good	4		resources	3
	within	4		must	3
	business	4		absolutely	3
	feedback	3		hand	3
	communication	3		benefit	3

Table C.2: Question 5-8, Frequencies

	Word/WordGroups	Frequency		Word/WordGroups	Frequency
Q5:	management	20	Q6:	companies/company	21
	top/senior	19		brand/brands	17
	decision/decisions	10		startups/startup	13
	experience	7		use/used/using	10
	investor/investors	7		in-house	6
	idea/ideas	7		think	5
	company	6		market	5
	important	5		vary	4
	money	5		yes	3
	team	5		necessary	3
	think	5		open	3
	position	4		risks	2
	strategic	4		damage	2
	needs	4		business	2
	entrepreneurs	3		customer	2
	business	3		initiatives	2
	benefit	3		idea	2
	resource	3		doors	2
	venture	3		stages	2
	resources	2		different	2
	Word/WordGroups	Frequency		Word/WordGroups	Frequency
Q7:	ideas/idea	18	Q8:	ideas/idea	29
	company	10		think	6
	think	7		employees	5
	employees/people	7		need	5
	commercialization	6		company	5
	everyone	5		necessary	4
	potential	4		digital	4
	necessary	4		infrastructure	4
	yes/of course	4		important	4
	innovation	3		open	4
	make	3		first	4
	subject	3		made	4
	pooled	2		calls	4
	intellectual capital	2		used	3
	culture	2		problem	3
	valuable	2		platform	3
	proceed	2		person	3
	strategy	2		start	3
	important	2		motivation	2
	resources	2		innovation	2

Table C.3: Question 9-12, Frequencies

	Word/WordGroups	Frequency		Word/WordGroups	Frequency
Q9:	employees	12	Q10:	idea'/'ideas'	22
	important	12		outside'	9
	reward	9		consultant'	7
	necessary	8		evaluation'	6
	ideas/idea	7		think'	6
	company	6		innovation'	6
	think	6		important'	5
	need	5		need'	5
	process	5		team'	5
	motivation	4		necessary'	4
	job	4		department'	4
	give	4		system'	4
	different	4		process'	4
	make	4		evaluate'	4
	top	3		included'	4
	management	3		look'	4
	order	3		technical'	4
	recognition	3		market'	3
	people	3		order'	3
	innovation	3		transparency'	3
	Word/WordGroups	**Frequency**		**Word/WordGroups**	**Frequency**
Q11:	need	12	Q12:	prototype	12
	agree	10		product	7
	problem	9		stage	6
	necessary	9		customer	6
	customer	8		necessary	4
	first	7		agree	4
	think	5		test	4
	solution	5		believe	4
	understand	5		feedback	4
	stage	5		first	3
	test	5		idea	3
	consumer	5		customers	3
	yes	4		business	3
	end	4		important	2
	idea	3		huge	2
	put	3		prototypes	2
	receive	3		alphabet	2
	proposal	3		mvp	2
	product	3		solution	2
	feedback	3		data	2

Table C.4: Question 13-16, Frequencies

	Word/WordGroups	Frequency		Word/WordGroups	Frequency
Q13:	entrepreneur	13	Q14:	idea	12
	institution	6		person	8
	time	6		team	8
	job	5		necessary	6
	must	5		business	6
	company	5		project	6
	think	4		company	5
	need	4		look	4
	stage	4		see	4
	product	4		think	4
	market	4		important	4
	case	3		leader	3
	full	3		people	3
	project	3		one	3
	success	3		right	3
	two	3		importance	3
	course	3		different	3
	way	3		understand	2
	focus	3		reasons	2
	completely	3		solution	2
	Word/WordGroups	**Frequency**		**Word/WordGroups**	**Frequency**
Q15:	company	15	Q16:	profit	15
	business	11		business	10
	department	9		money	9
	idea	6		important	7
	incorporation	6		make	6
	venture	5		venture	6
	institution	5		startup	6
	structure	5		value	5
	enterprise	4		model	5
	model	4		making	5
	separate	4		agree	4
	organization	4		company	4
	continue	4		necessary	4
	different	4		performance	4
	think	4		indicator	4
	established	3		first	4
	way	3		time	3
	transfer	3		market	3
	depends	3		enterprise	3
	standardized	2		grow	3

Table C.5: Question 17-20, Frequencies

	Word/WordGroups	Frequency		Word/WordGroups	Frequency
Q17:	value	17	Q18:	customer	17
	proposition	16		target	10
	market	7		product	8
	right	7		group	7
	think	6		price	6
	competition	6		look	6
	customer	6		cost	6
	directly	5		audience	5
	yes	4		problem	5
	related	4		update	4
	marketing	3		need	4
	competitive	3		service	4
	needs	3		think	4
	business	3		value	3
	model	3		updated	3
	looked	3		necessary	3
	startup	3		different	3
	difference	3		base	3
	always	3		well	3
	determined	3		optimal	2
Q19:	channels	28	Q20:	partners	12
	done	7		solution	10
	according	7		important	9
	customer	6		product	6
	target	5		customer	6
	necessary	4		initiative	5
	think	4		culture	4
	audience	4		think	3
	different	4		need	3
	tried	3		agree	3
	use	3		well	3
	resources	3		point	3
	found	3		service	3
	digital	3		innovation	3
	important	3		relevant	2
	believe	3		compatible	2
	alternative	2		business	2
	tests	2		field	2
	resource	2		vision	2
	efficient	2		people	2

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