

Appendix I Semi-Structured Interview Script

Background

1. What is your prior educational experience?
2. What is your current job title and responsibilities?
3. How many years of experience do you have in this area?
4. Do you feel your company focuses on radical or incremental innovations? Why?
5. In your current role, are you responsible for more incremental or radical innovations? Why?

Product Development Process (key decision points)

6. Can you walk me through a recent new product development project you participated in at your company starting at when the project was initiated to where ever the project left off.
 - a. How did this project come about (was it provided by a higher up, an area of further exploration, etc.)
 - b. At what stage of the process did you start the project? (did they have the idea already or did they develop it as they went?)
 - c. What was the timeline for the project?
 - d. Did you work in teams in this process? If so, what areas (e.g. marketing, engineering) were on the team and how was this decided?
 - e. What was the end point for the project?
7. What factors did your team consider when selecting ideas to move forward in the design process?*
8. How did your team make these decisions (e.g. the leader chose, team vote, decision tool, etc.)*
9. What were the key decision points for whether the project was continued or not from a company perspective? At these points, who were the key decision makers?
 - a. What were the main factors considered when determining whether the project was continued? (e.g. technical feasibility, creativity, etc.)
10. When, or how often, did you present your ideas back to executives or other decision makers in the company. What did this meeting entail?
11. Were there any risks for you in participating in this project? If so, what were they?*
12. Were there any risks for other members of your NPD team in this project? If so, what were they?*
13. Do you think your company considered this a risky project? Why or why not?

Willingness to take risks

14. Have you ever had ideas for innovative concepts for your company to pursue? Did you share them? (If so, to who and what happened? If not, why not?)*

Risk Taking

15. Do you feel there are any risks in coming up with, developing or spearheading product development projects in your current position (e.g. failed product leading to loss of job)?
 - a. If yes, what do you think the risks?
 - b. How is this risk in the design process managed by you and your company/ management team?
16. Do you think your past experiences in NPD influence your willingness to take risks in your current position? If so, in what way?
17. Have you ever been part of a product design process where the project was rejected or the product failed? What happened?
 - a. Were there any positive or negative consequences and for who?
 - b. Do you think this experience had any influence on your later projects in terms of your decision-making strategies? Why?
18. How would you define risk-taking in new product development?

Note: questions marked with “*” were not asked when interviewing the executive since these questions do not apply.