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Synthesis: The Future of Innovation, CSR and (In-)Formal Management

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1   Introduction

The last chapter of "Intrinsic CSR and Competition" in its multifunctionality covers to some extent a summary, takes conclusions, shows gaps and potential for further research and has other quite specific prior functions. They are rooted in the broad area of research—ranging from foundational research (i.e. intrinsic and extrinsic motivation, the former's legitimacy, the still rampant superstition of the latter's power, or to be precise, its causality to enhance a company's financial

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performance), to post-financial crisis popular research regarding heritage, values, the importance of staff, its motivational level, entrepreneurship, motivation, etc. (Kaptein 2011).

To answer these questions, two content analyses of all case studies' texts were conducted: (1) a "standard" qualitative content analysis following the rules of Legewie's global analysis (1994) and Mayring's (1996, 2003) qualitative content analysis; (2) an automated content analysis (ACA) using a software (i.e. Leximancer). This approach shows significant benefits (see Sect. 4).

2   Synthesis: The Business Model Puzzle

Firstly, this book's aim, endeavour, as well as ambition is to identify and explore a Meta Level Conceptual CSR Framework, seen as Meta Business Approach and/or Business Model. Further, how the crucial success factor, i.e., "innovation", is taken into account should be answered as well.

Although the dichotomy "intrinsic vs. extrinsic" or "nonformal vs. formal" management activities were questioned by different authors' case studies, this is an overarching issue, simply given by the title and its (still continuing) discussion.

2.1   Synthesis: Ontology vs. Evolution

Secondly, this Framework's capability is to cover two other areas of interest regarding business frameworks and as a consequence (in-)formal management: the ontological aspects (i.e. origins, definitions, components and taxonomies of the business model; the relationship between the business model and strategy); and the evolutionary aspects (i.e. the business model innovation; the open business model; and the sustainable business model) (Di Tullio et al. 2018). Results suggest that, despite substantial academic interest, an agreed conceptualisation of the business model is still lacking. Hence, this study aims to uncover, classify and integrate the main units of analysis from the topics and chapters above.

3   Synthesis: Intrinsic Motivation vs. Tacit Knowledge?

To follow values, virtues, family tradition, while being world market leader in the luxury segment, postulates innovation as THE crucial success factor within a company's business model. Or, to realise that employees working for companies belonging to significantly different sectors have comparable—in the meaning of convertible—skills, processes, thus knowledge, shows "tacit" knowledge (Koskinen et al. 2003).

Tacit knowledge represents knowledge based on the experience of individuals. It expresses itself in human actions in the form of evaluations, attitudes, points of view, commitments, motivation, etc. Usually, it is difficult to express tacit knowledge directly in words (Koskinen et al. 2003), and often, the only ways of presenting it are through metaphors, drawings and different methods of expression not requiring a formal use of language. Regarding daily business, many SME owner-manager, his family members, experts, scientists, etc. cannot express clearly all they know and are able to do, and how they make their decisions and come to conclusions.

Moreover, this chapter addresses the question from what kind of motivation—assumed to be intrinsic to match the goal of motivation combined with knowledge—the case studies' social engagements provide the proper work context for tacit knowledge acquisition and sharing to take place.

4   Methodology

This study, based on case studies written by this book's authors, is epistemologically linked to social constructivism since it assumes that reality is constructed by human beings interacting in a cultural setting (Scott 1995). Grounded theory is the appropriate approach to research such settings since it enables to seek out and conceptualise the latent social patterns by using an inductive approach of generating substantive codes from collected data (Mitchell and Jolley 1992; Creswell 2007). Later, it is possible to develop theories leading to the next sequence of

data collection increasingly focussed on the deduction of further questions (Patton 2002). Considering this hermeneutical integration of rival theories, new insights and additional third-party sources are consulted and included whenever useful, achievable and/or necessary.

4.1   Case Studies' Analyses: Synthesis "Ontology vs. Evolution"

The case studies were analysed following the aim Sect. 2 described regarding Business Frameworks related to (in-)formal approaches (Di Tullio et al. 2018).

These are the ***ontological aspects***:

- Origins
- Definitions
- Components
- Taxonomies of the business model
- The relationship between the business model and strategy

as well as the ***evolutionary aspects***:

- The business model innovation
- The open business model
- The sustainable business model

4.2   Case Studies' Analyses: Synthesis "Intrinsic Motivation/Tacit Knowledge"

A key part of this new story is renewed interest and revitalised research on the idea of corporate social responsibility. In the light of numerous well-publicised problems and scandals involving large corporations whose highly formalised CSR systems failed to prevent anti-social and illegal behaviour, there is growing interest in informal processes and relationships—that are based on tacit knowledge (Koskinen et al. 2003) and driven by intrinsic motivation—that foster organisational cultures

that embed and exemplify CSR. This book's 13 case studies and their inherently different approaches investigate the processes, values, relationships, etc. that make up informal CSR-oriented organisational cultures. Thus, it aims at identifying key drivers and dynamics of different management systems as well as business models.

4.3   Qualitative and Automated Content Analysis

In the first step, the essays were analysed by Legewie's (1994) global analysis and Mayring's (1996, 2003) qualitative content analysis. This process allowed cross-case comparisons to identify patterns and construct typologies as suggested by Patton (2002). This helped to relate the identified patterns to other observations or research results. Table 1 outlines the different steps of analysis:

Until stage 8, the methodology is interpretative at several levels, which might be a draw-back on the study's objectivity. To tackle these weaknesses and further heighten the quality of this study the rich Case Study texts were also analysed by automated content analysis (ACA) software, namely Leximancer, to help mitigate human biases since this

Table 1   Working steps regarding the goal to reach a meaningful synthesis

Working steps	Oriented at
1. Orientation, i.e. scanning the essays for signalling words and statements	Legewie (1994)
2. Activation of context knowledge, i.e. remind situation in the classrooms, explaining remarks that were necessary, etc.	Legewie (1994)
3. Working through the texts, i.e. careful reading and marking significant statements about future concepts, transition pathways and management	Legewie (1994)
4. Structural content analysis, i.e. categorise themes and contents; thereafter sequence and arrange statements to concepts	Mayring (1996, 2003)
5. Concentrating content analysis, i.e. paraphrasing, generalising	Mayring (1996, 2003)
6. Summarise text and support by quotations	Legewie (1994)
7. Run the Leximancer analysis Leximancer, search and explained congruities and nonconformities	Hasson et al. (2000)

allows an independent, objective, systematic, category-based examination of individual statements.

The combination of a software tool like Leximancer (with to some extent grounded theory like approach) with a qualitative content analysis yields useful information for further research.

5   Findings

5.1   Synthesis Results: "Ontology vs. Evolution"

The case study coding delivered interesting linkages between the theoretical aspects of ontology and daily business practices. Some significant statements are added; other codes are overarching topics mentioned by a number of case study-involved leaders, employees, etc. (Table 2).

In general, the case study texts are very rich regarding quotes that clearly show some tendencies towards ontology—or even, to be precise, fundamental ontology. However, as the cases were related to very specific topics, for instance attitudes, behaviours regarding their employees, virtues/values as business drivers, etc.

Regarding evolutionary settings of business models, a clear-cut relation between intrinsic CSR, SMEs and innovation as business driver could be stated (Table 3).

5.2   Synthesis Results "Intrinsic Motivation/ Tacit Knowledge"

As tacit knowledge is hard to identify apart from human actions in the form of evaluations, attitudes, points of view, commitments, motivation, etc., this synthesis is mainly based on codes given during the transcript for expression of emotions (shown, e.g., by gesture or facial expression). To set codes already during the process of transcription is a smart way to catch statements made with a chuckle, or if interviewees got stressed by unusual questions, if they avoided eye contact by any reason, etc.

Usually, it is difficult to express tacit knowledge directly in words, and often, the only ways of presenting it are through metaphors, which

Table 2 Synthesis' results: "Ontology vs. Evolution": ontological aspects

Concepts	Codes	Theory	%
Origins	"I have no idea why we treat our employees like family members"	Ontological aspects	2
	The advent of the Internet		3
	• the reduction of transaction, communication and collaboration costs		
	• efficiency of economies of scale		
	"Something like "VOODOO""		5
	It was like this has been like this, and I do not want to be the first to		2
	break this rule		
	From the 1990s, in the context of the "New Economy"		1
Definition	Engaged due to family tradition	Ontological aspects	3
	• Determined by virtues and value		
	• Determined by the stewardship concept		
	• "To be a good craftsman"		
	• Responsibility and altruism are often important elements of their		2
	upbringing		3
	• Ethically aware behaviour is not a commercial strategy		
	• A habitual characteristic of their business		
	A "system" of activities		
Components	*Customer category:*	Ontological aspects	4
	• Who are our customers, and what do we offer to them that they value?		
	• Customer relationship		
	• The infrastructures and the network of partners (that are necessary in		
	order to create value and to maintain a good customer relationship)		
	• all our international trade partners from China, India, or Thailand rely		
	on business sealed by handshake		
	• Channels		
	• Since I remember we always employed handicapped or socially weak		
	and infortune people		

Table 2 (continued)

Concepts	Codes	Theory	%
	Organisation category:		20
	• Personal ethics at work		
	• Deeply embedded during the process of work socialisation and		
	• Responsible business practices are established from the start of employees' careers		
	• Choices and consequences		
	• The ways of working together to address recurrent tasks in a consistent way		
	• Interactions		
	Financial category:		4
	• Do not link these activities with the "bottom line"		
	• Revenues		
	Strategy category:		7
	• a lifestyle decision to chase innovation and visions		
	• Mission		
	• Forms of knowledge		
Taxonomies of the business model	Taxonomy emerged as an explicit logic of classification, developed first by Plato and Aristotle	Ontological aspects	5
	Proposition of a taxonomy based on revenue models		4
	Taxonomies refer to the different way to create value		4
	Relationship between the firm and the value chain		1
	The activities are not necessarily formalised and publicly presented		1
Business model and strategy	Strategy is distinct from the business model	Ontological aspects	4
	• Strategy may be reflexive and is competitor- or environment-centric		6
	• Business models are inherently non-reflexive and opportunity-centric		
	Creative Destruction		2

Table 3 Synthesis' results: "Ontology vs. Evolution": evolutionary aspects

Concepts	Codes	Theory	%
The business model innovation	"Since 30 years we are Swiss market leaders, but in the next year I have to put all my effort in finding new niches"	Evolutionary aspects	2
	"On a worldwide scale, we are the only one having this knowledge and thus we are the only supplier of such a combination of product and service"		5
	It was like this has been like this, and I do not want to be the first to break this rule		2
	• In particular, we promote the reduction of CO_2 emission from our building		1
	• One day, green solutions should make one-third of our business		
	• Ultimately, our performance depends on people. And that is the reason why CSR is a good thing to do		
The open business model	I established an education because there is no adequate education supplied by the public system	Evolutionary aspects	3
	• this report has the sole aim "to cover my ass"		2
	• honestly, after one year the only thing we actually did related to CSR was writing this superficial piece of paper		3
The sustainable business model	• Since I am aware, my parents taught me to take care of others because we as business owners have a life-long responsibility for our region who are our customers, and what do we offer to them that they value?	Evolutionary aspects	4
	• the way we do our business deserves wider recognition		
	• I see CSR as my personal contribution to the social good of society!		

is an option using MAXQDA for coding. MAXQDA offers a set of pictograms or emoticons to express "hidden" information nevertheless. Especially regarding this point, Leximancer as a backup analysis is very suitable.

As shown, intrinsic motives are in many cases key drivers regarding the social dimension of CSR. To elaborate the nexus between intrinsically motivated actions and in the case of need-related tacit knowledge, socially intrinsic motivation seemed to be a suitable anchor of proof. "People-oriented" was identified to be a core concept of the social dimension of CSR.

The analysis of the Swiss and German Case Studies using the re-clustering function "change to social relation map" and "people" delivered an interesting visualisation (see Fig. 1). Interestingly, as "different"
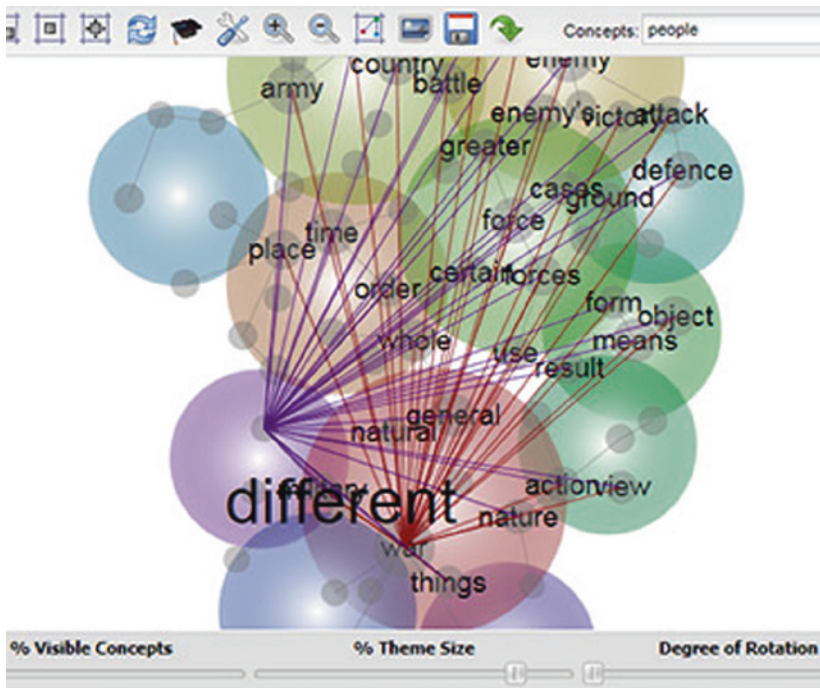

Fig. 1 "Intrinsic Motivation/tacit Knowledge" visualisation using Leximancer

Related Word-Like	Count	Likelihood in %
Spirit	9	9
Military	16	6
Natural	11	5
War	57	5
Taken	7	5
Called	5	5
Country	25	5
System	6	5
Lines	9	4
whole	19	4
History	4	4
Army	28	4
Mind	6	3
Different	8	3
Armies	5	3
Enemy's	13	3
General	16	3
Means	17	3
Cases	10	3

Fig. 2   Ranking of tacit knowledge aligned with "people" (issued by Leximancer)

seems to be an important concept for these companies given "people" as core concept of intrinsic CSR motives.

The German and Swiss cases were chosen due to language issues, since Leximancer is sensitive regarding many languages, including Italian; however, it cannot analyse a mixture of language sets.

Figure 2 shows the ranking of related words, their count and likelihood. These parameters were the result of the first analysis step regarding intrinsic motives for CSR of the mentioned cases and social activities.

6   Conclusion

Due to focusing on two specific synthesis, it can be concluded that an intrinsic approach is neither a hurdle nor a break on being innovative. By contrast, as small companies are often financially independent, moreover with ground, buildings, company material, etc. belonging to them, they have in many cases free financial measures as well as the eager to integrate their companies forward or backward, to differentiate, to come up with new products.

The parameters determining a "Meta Level Conceptual CSR Framework"—as a core aim of this book—are identified. However, the puzzle's pieces bear quite generic names. The reasons why are profound as well as banal. Banal, since the case studies' SMEs are highly agile—as precondition to be innovative. Further, they are belonging to different sectors, with divergence regarding cultural background, age, language, religion, etc.

As many of the SMEs under research stated that "Strategy is distinct from their Business Model", the relation between the former and the latter seems to be floating, thus culminating in profoundly different manifestations. As a consequence, even compared to "50 Business Models to Adopt or Adapt" (2017) this synthesis concludes with a three-dimensional set-up. This is defined by the level of tacit knowledge, the relationship between ontological and evolutionary aspects, and the level of intrinsic motives. The latter is seen to have a correlation with tacit knowledge; however, the direction of causality or the
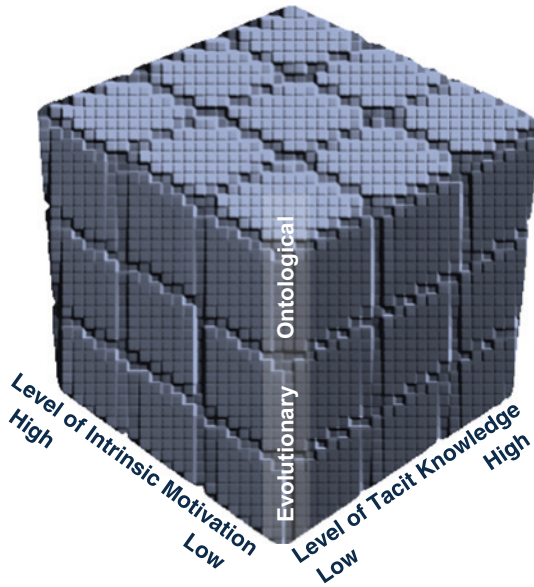
Fig. 3   "Three-dimensional SME-CSR business model"

determination by a latent variable is not clear-cut at this stage. The identification of (non)causality seems to be playground for further research (Fig. 3).

As the interest in new business models, built on ethics, morale, intrinsic motivations implicit communication, agility, as well as on ongoing innovation, has increased since financial and state crises, the time for SMEs to become genuine lighthouses seems to have come.

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