

Social Innovation in Multinational Companies  
**Interview Guide for Participants**  
Phase 2

*Please note the questions below are indicative. Our interviews are semi-structured, which means that we will engage in a conversation that may take us in a different direction than indicated in this guide.*

*All data gathered will be treated in confidence and anonymized before publication (removing information that would make the organization or individual identifiable).*

**I: The social innovation initiative and the actors involved**

1. What is your role and what are your responsibilities in the organization?
2. What was your social initiative (social innovation) about? How would you describe it? What were you hoping to achieve?
3. How did this initiative come about? Why was it initiated? What was your motivation for being involved? Was the initiative a response to regulatory, societal, or market factors?
4. Who were the initiators? Were they mainly inside or outside of your organization or both and how so?
5. If you had to set out a timeline for the initiative, what would it be? When and where did it start, what were the next steps, where are you now? Is it ongoing?
6. How was support gathered for the initiative, within your organization and outside of your organization? Who were the key internal and external allies? Was anyone sceptical towards it or opposed to it?
7. What were the key arguments in favour and against the initiative? How would you describe your persuasion tactics to convince others to support your initiative?
8. More generally, what are the key skill sets, capabilities, resources and alliances required by persons pursuing such initiatives?

**II: Outcomes**

9. What has been the result of the initiative? Can it be described as a success or failure or somewhere in between? What has changed outside your organisation as a result of the initiative?
10. Has this initiative had any other effects: on your brand, on investor or market support, on access to government and other resources, on commitment to the company (if relevant), on the regulatory context for your business?

11. Has anything changed in your organisation since the adoption of the initiative? (e.g. work dynamics, a new division established, change in a code of practice, attitudinal changes). If so, please explain how.
12. How would you describe the change for various types of actors involved? (e.g. how it affected those who initiated the change, those in management roles, those in the main occupational groups, or other stakeholders such as suppliers, shareholders, unions)
13. How far did the SI travel? Does it cover the whole organisation or part of it? Does it cover other organizations linked to the multinational?
14. Is it possible to quantify the coverage in some way? (e.g. number of employees affected, number of external stakeholders affected, etc.)
15. Did the new case of SI replace previous practice or lead to co-existence of new and old practice? If the SI coexists with other practices, does it sustain them or change them?

### **III: Scaling up**

16. Was there an intention on the part of those originating the SI for it to spread internationally as far as it has? If not, has it gone further, or less far?
17. What were the obstacles to its spread? (e.g. regulatory or other macro level factors, clash with norms or interests of actors at a more micro level, etc.)
18. What strategies, resources and tactics were used by actors to overcome such obstacles?
19. Did the case of SI change in nature as it spread? In other words, has it been amended in different contexts in which it operates? If so, please describe how.
20. What are the lessons that can be drawn from this experience for other social innovation initiatives? If you had to do it again, are there things that you would do differently?
21. Is there anything important about this initiative that we haven't asked you about?
22. If we were to talk with other key persons about this initiative, who would you refer us to?