**Interview protocol – 1st round of interviews**

**Background:**

-we will anonymise everyone’s names in the study of company Y [a pseudonym]

-check consent form & request permission to record the interview

-questions in square brackets [] are possible follow-up questions

**Questions:**

1. What is your role at Y? [How has your role evolved since you joined? When did you join?]

2. What purpose is Y pursuing in your view? Has the purpose changed since you first joined? [If so, how?]

3. Has Y changed since you first joined it? How? [What have been the key moments in Y’s evolution since you joined?]

4. What have been Y’s key challenges? [How has Y responded to them? Which challenges remain?]

5. What actions have helped with scaling? Did that involve creating processes or functions that are relevant today? [If so, which ones?]

6. What are some challenges associated with scaling Y?

7. How does Y create impact?

* Who (i.e., which beneficiaries) does Y seek to impact positively?
* What activities allow Y to create impact? Examples?
* How could Y measure the impact it creates?
* Do you see creating a positive impact as part of your role? If so, how?

8. How do you manage tensions between selling and creating impact?

9. How would you describe who we are as an organization at Y?

10. What are Y’s main goals for the immediate future?

**Last question:** Is there anything else you would like to tell me that I should know?

Thank you very much for your time and insights!