

# What does it take to generate new growth- Codebook and Survey Form

## Summary

This document includes a codebook and the survey form for the survey *what does it take to generate new growth?* The survey focused on comprehensively mapping the Finnish companies growth outlooks and their underlying management practices and principles. The study creates an overview of top managers' views on Finnish companies' growth, innovativeness, and the ability for renewal. It allows us to identify what sets high-growing companies apart from others. The Codebook is associated with an SPSS and CSV file including the data.

## Authors

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# Codebook

## File Information

|                 |            |  |
|-----------------|------------|--|
| File Name       |            | What_does_it_take_to_generate_new_growth_Survey_data.sav |
|                 |            | What_does_it_take_to_generate_new_growth_Survey_data.csv |
| Number of Cases | Unweighted | 120  |
|                 | Weighted   | 120  |

## Growth\_Firm

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 1   |       |         |
|                     | Label       | Company classification to either "Growth" or "Non-Growth" company |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F1  |       |         |
|                     | Measurement | Nominal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 0           | Non growth company  | 58    | 48,3%   |
|                     | 1           | Growth company  | 62    | 51,7%   |

## question\_2\_row\_1\_transformed

|                                 |                    | Value   |
|---------------------------------|--------------------|---|
| Standard Attributes             | Position           | 2   |
|                                 | Label              | Expected employee count in five years (as a percent from last available year) |
|                                 | Type               | Numeric   |
|                                 | Format             | F8.2  |
|                                 | Measurement        | Scale   |
|                                 | Role               | Input   |
|                                 |                    |   |
| N                               | Valid              | 120   |
|                                 | Missing            | 0   |
| Central Tendency and Dispersion | Mean               | 203,3346  |
|                                 | Standard Deviation | 244,20021   |
|                                 | Percentile 25      | 50,0000   |
|                                 | Percentile 50      | 118,9898  |
|                                 | Percentile 75      | 270,4974  |

### question\_2\_row\_2\_transformed

|                                 |                    | Value  |
|---------------------------------|--------------------|--|
| Standard Attributes             | Position           | 3  |
|                                 | Label              | Expected revenue in five years (as a percent from last available year) |
|                                 | Type               | Numeric  |
|                                 | Format             | F8.2   |
|                                 | Measurement        | Scale  |
|                                 | Role               | Input  |
| N                               | Valid              | 120  |
|                                 | Missing            | 0  |
| Central Tendency and Dispersion | Mean               | 538,3506   |
|                                 | Standard Deviation | 1639,81443   |
|                                 | Percentile 25      | 67,9435  |
|                                 | Percentile 50      | 166,3000   |
|                                 | Percentile 75      | 349,0291   |

### question\_3\_row\_1

|                     |             | Value                                   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 4                                       |       |         |
|                     | Label       | Employees are encouraged to be creative |       |         |
|                     | Type        | Numeric                                 |       |         |
|                     | Format      | F8                                      |       |         |
|                     | Measurement | Ordinal                                 |       |         |
|                     | Role        | Input                                   |       |         |
| Valid Values        | 1           | Strongly disagree                       | 0     | 0,0%    |
|                     | 2           | Disagree                                | 6     | 5,0%    |
|                     | 3           | Neither agree or disagree               | 18    | 15,0%   |
|                     | 4           | Agree                                   | 67    | 55,8%   |
|                     | 5           | Strongly agree                          | 29    | 24,2%   |

**question\_3\_row\_2**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 5  |       |         |
|                     | Label       | Managers are expected to be creative problem solvers |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree                                    | 0     | 0,0%    |
|                     | 2           | Disagree   | 1     | 0,8%    |
|                     | 3           | Neither agree or disagree                            | 10    | 8,3%    |
|                     | 4           | Agree  | 53    | 44,2%   |
|                     | 5           | Strongly agree                                       | 56    | 46,7%   |
|                     |             |  |       |         |

**question\_3\_row\_3**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 6  |       |         |
|                     | Label       | Employees' ability to function creatively is respected |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree                                      | 0     | 0,0%    |
|                     | 2           | Disagree   | 2     | 1,7%    |
|                     | 3           | Neither agree or disagree                              | 9     | 7,5%    |
|                     | 4           | Agree  | 59    | 49,2%   |
|                     | 5           | Strongly agree   | 50    | 41,7%   |
|                     |             |  |       |         |

**question\_3\_row\_4**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 7   |       |         |
|                     | Label       | We are constantly looking for ways to develop and offer new or improved products and services |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 1     | 0,8%    |
|                     | 2           | Disagree  | 2     | 1,7%    |
|                     | 3           | Neither agree or disagree   | 7     | 5,8%    |
|                     | 4           | Agree   | 63    | 52,5%   |
|                     | 5           | Strongly agree  | 47    | 39,2%   |

**question\_3\_row\_5**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 8   |       |         |
|                     | Label       | Assistance in developing new ideas is readily available |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree                                       | 0     | 0,0%    |
|                     | 2           | Disagree  | 5     | 4,2%    |
|                     | 3           | Neither agree or disagree                               | 22    | 18,3%   |
|                     | 4           | Agree   | 72    | 60,0%   |
|                     | 5           | Strongly agree  | 21    | 17,5%   |

**question\_3\_row\_6**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 9  |       |         |
|                     | Label       | Our organization is open and responsive to changes |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree                                  | 0     | 0,0%    |
|                     | 2           | Disagree   | 4     | 3,3%    |
|                     | 3           | Neither agree or disagree                          | 18    | 15,0%   |
|                     | 4           | Agree  | 63    | 52,5%   |
|                     | 5           | Strongly agree                                     | 35    | 29,2%   |
|                     |             |  |       |         |

**question\_3\_row\_7**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 10  |       |         |
|                     | Label       | Managers here are always searching for fresh, new ways of looking at problems |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 0     | 0,0%    |
|                     | 2           | Disagree  | 2     | 1,7%    |
|                     | 3           | Neither agree or disagree   | 17    | 14,2%   |
|                     | 4           | Agree   | 68    | 56,7%   |
|                     | 5           | Strongly agree  | 33    | 27,5%   |
|                     |             |   |       |         |

### question\_3\_row\_8

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 11   |       |         |
|                     | Label       | Our organization has a clear and inspiring set of future goals |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 0     | 0,0%    |
|                     | 2           | Disagree   | 4     | 3,3%    |
|                     | 3           | Neither agree or disagree                                      | 19    | 15,8%   |
|                     | 4           | Agree  | 54    | 45,0%   |
|                     | 5           | Strongly agree   | 43    | 35,8%   |
|                     |             |  |       |         |

### question\_3\_row\_9

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 12  |       |         |
|                     | Label       | We have ensured that all managers and employees share the same vision of the future |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 0     | 0,0%    |
|                     | 2           | Disagree  | 2     | 1,7%    |
|                     | 3           | Neither agree or disagree   | 24    | 20,0%   |
|                     | 4           | Agree   | 68    | 56,7%   |
|                     | 5           | Strongly agree  | 26    | 21,7%   |
|                     |             |   |       |         |

**question\_3\_row\_10**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 13   |       |         |
|                     | Label       | All departments and employees share a clear vision of the future |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 1     | 0,8%    |
|                     | 2           | Disagree   | 11    | 9,2%    |
|                     | 3           | Neither agree or disagree  | 41    | 34,2%   |
|                     | 4           | Agree  | 52    | 43,3%   |
|                     | 5           | Strongly agree   | 15    | 12,5%   |
|                     |             |  |       |         |

**question\_3\_row\_11**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 14  |       |         |
|                     | Label       | We believe that higher risks are worth taking for high payoff |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 4     | 3,3%    |
|                     | 2           | Disagree  | 19    | 15,8%   |
|                     | 3           | Neither agree or disagree                                     | 39    | 32,5%   |
|                     | 4           | Agree   | 36    | 30,0%   |
|                     | 5           | Strongly agree  | 22    | 18,3%   |
|                     |             |   |       |         |



**question\_3\_row\_12**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 15  |       |         |
|                     | Label       | We encourage innovative initiatives, knowing well that some will fail |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 0     | 0,0%    |
|                     | 2           | Disagree  | 7     | 5,8%    |
|                     | 3           | Neither agree or disagree   | 31    | 25,8%   |
|                     | 4           | Agree   | 58    | 48,3%   |
|                     | 5           | Strongly agree  | 24    | 20,0%   |
|                     |             |   |       |         |

**question\_3\_row\_13**

|                     |             | Value                            | Count | Percent |
|---------------------|-------------|----------------------------------|-------|---------|
| Standard Attributes | Position    | 16                               |       |         |
|                     | Label       | We do not like to "play it safe" |       |         |
|                     | Type        | Numeric                          |       |         |
|                     | Format      | F8                               |       |         |
|                     | Measurement | Ordinal                          |       |         |
|                     | Role        | Input                            |       |         |
|                     |             |                                  |       |         |
| Valid Values        | 1           | Strongly disagree                | 4     | 3,3%    |
|                     | 2           | Disagree                         | 25    | 20,8%   |
|                     | 3           | Neither agree or disagree        | 41    | 34,2%   |
|                     | 4           | Agree                            | 36    | 30,0%   |
|                     | 5           | Strongly agree                   | 14    | 11,7%   |
|                     |             |                                  |       |         |

### question\_3\_row\_14

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 17   |       |         |
|                     | Label       | Managers are constantly seeking new opportunities for the organization |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 2     | 1,7%    |
|                     | 2           | Disagree   | 13    | 10,8%   |
|                     | 3           | Neither agree or disagree  | 24    | 20,0%   |
|                     | 4           | Agree  | 53    | 44,2%   |
|                     | 5           | Strongly agree   | 28    | 23,3%   |
|                     |             |  |       |         |

### question\_3\_row\_15

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 18   |       |         |
|                     | Label       | Managers take the initiative in an effort to shape the environment to the organization's advantage |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 1     | 0,8%    |
|                     | 2           | Disagree   | 3     | 2,5%    |
|                     | 3           | Neither agree or disagree  | 18    | 15,0%   |
|                     | 4           | Agree  | 64    | 53,3%   |
|                     | 5           | Strongly agree   | 34    | 28,3%   |
|                     |             |  |       |         |

**question\_3\_row\_16**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 19  |       |         |
|                     | Label       | Managers usually take the initiative by introducing new administrative techniques |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
| Valid Values        | 1           | Strongly disagree   | 1     | 0,8%    |
|                     | 2           | Disagree  | 11    | 9,2%    |
|                     | 3           | Neither agree or disagree   | 40    | 33,3%   |
|                     | 4           | Agree   | 49    | 40,8%   |
|                     | 5           | Strongly agree  | 19    | 15,8%   |

**question\_4\_row\_1**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 20  |       |         |
|                     | Label       | Our company's top management frequently has discussions on renewal, innovation, and growth with managers from other companies |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
| Valid Values        | 1           | Strongly disagree   | 1     | 0,8%    |
|                     | 2           | Disagree  | 19    | 15,8%   |
|                     | 3           | Neither agree or disagree   | 30    | 25,0%   |
|                     | 4           | Agree   | 53    | 44,2%   |
|                     | 5           | Strongly agree  | 17    | 14,2%   |

### question\_4\_row\_2

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 21  |       |         |
|                     | Label       | We have learned important new information on markets, technologies, and administration from interactions with managers from other companies |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 4     | 3,3%    |
|                     | 2           | Disagree  | 22    | 18,3%   |
|                     | 3           | Neither agree or disagree   | 33    | 27,5%   |
|                     | 4           | Agree   | 47    | 39,2%   |
|                     | 5           | Strongly agree  | 14    | 11,7%   |

### question\_4\_row\_3

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 22   |       |         |
|                     | Label       | Interactions with managers from other companies have helped us build our capabilities and skills |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 6     | 5,0%    |
|                     | 2           | Disagree   | 24    | 20,0%   |
|                     | 3           | Neither agree or disagree  | 29    | 24,2%   |
|                     | 4           | Agree  | 50    | 41,7%   |
|                     | 5           | Strongly agree   | 11    | 9,2%    |

#### question\_4\_row\_4

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 23   |       |         |
|                     | Label       | Active discussions with managers from other companies have generated collaborations leading to new innovations |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree  | 6     | 5,0%    |
|                     | 2           | Disagree   | 23    | 19,2%   |
|                     | 3           | Neither agree or disagree  | 30    | 25,0%   |
|                     | 4           | Agree  | 45    | 37,5%   |
|                     | 5           | Strongly agree   | 16    | 13,3%   |

#### question\_5\_row\_1

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 24   |       |         |
|                     | Label       | We commercialize products and services that challenge our previous products/services |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree  | 5     | 4,2%    |
|                     | 2           | Disagree   | 14    | 11,7%   |
|                     | 3           | Neither agree or disagree  | 34    | 28,3%   |
|                     | 4           | Agree  | 47    | 39,2%   |
|                     | 5           | Strongly agree   | 20    | 16,7%   |

**question\_5\_row\_2**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 25   |       |         |
|                     | Label       | We develop and commercialize products and services that are completely new |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree  | 2     | 1,7%    |
|                     | 2           | Disagree   | 14    | 11,7%   |
|                     | 3           | Neither agree or disagree  | 24    | 20,0%   |
|                     | 4           | Agree  | 46    | 38,3%   |
|                     | 5           | Strongly agree   | 34    | 28,3%   |

**question\_5\_row\_3**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 26   |       |         |
|                     | Label       | We frequently utilize new opportunities in new markets |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree                                      | 1     | 0,8%    |
|                     | 2           | Disagree   | 25    | 20,8%   |
|                     | 3           | Neither agree or disagree                              | 42    | 35,0%   |
|                     | 4           | Agree  | 36    | 30,0%   |
|                     | 5           | Strongly agree   | 16    | 13,3%   |

#### question\_5\_row\_4

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 27  |       |         |
|                     | Label       | We develop our business model to stand out from our competitors |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 0     | 0,0%    |
|                     | 2           | Disagree  | 7     | 5,8%    |
|                     | 3           | Neither agree or disagree                                       | 23    | 19,2%   |
|                     | 4           | Agree   | 57    | 47,5%   |
|                     | 5           | Strongly agree  | 33    | 27,5%   |

#### question\_5\_row\_5

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 28   |       |         |
|                     | Label       | We use experiments to identify and evaluate new business opportunities |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | Strongly disagree  | 1     | 0,8%    |
|                     | 2           | Disagree   | 19    | 15,8%   |
|                     | 3           | Neither agree or disagree  | 31    | 25,8%   |
|                     | 4           | Agree  | 49    | 40,8%   |
|                     | 5           | Strongly agree   | 20    | 16,7%   |

**question\_5\_row\_6**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 29   |       |         |
|                     | Label       | We frequently make small adjustments to our existing products and services |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree  | 0     | 0,0%    |
|                     | 2           | Disagree   | 8     | 6,7%    |
|                     | 3           | Neither agree or disagree  | 22    | 18,3%   |
|                     | 4           | Agree  | 52    | 43,3%   |
|                     | 5           | Strongly agree   | 38    | 31,7%   |

**question\_5\_row\_7**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 30   |       |         |
|                     | Label       | We improve the efficiency of our products/services |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree                                  | 1     | 0,8%    |
|                     | 2           | Disagree   | 5     | 4,2%    |
|                     | 3           | Neither agree or disagree                          | 27    | 22,5%   |
|                     | 4           | Agree  | 59    | 49,2%   |
|                     | 5           | Strongly agree                                     | 28    | 23,3%   |



### question\_5\_row\_8

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 31  |       |         |
|                     | Label       | We increase economies of scales in existing markets |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree                                   | 1     | 0,8%    |
|                     | 2           | Disagree  | 14    | 11,7%   |
|                     | 3           | Neither agree or disagree                           | 37    | 30,8%   |
|                     | 4           | Agree   | 46    | 38,3%   |
|                     | 5           | Strongly agree                                      | 22    | 18,3%   |

### question\_5\_row\_9

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 32  |       |         |
|                     | Label       | We introduce improved versions of existing products and services for our local market |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree   | 1     | 0,8%    |
|                     | 2           | Disagree  | 4     | 3,3%    |
|                     | 3           | Neither agree or disagree   | 23    | 19,2%   |
|                     | 4           | Agree   | 36    | 30,0%   |
|                     | 5           | Strongly agree  | 19    | 15,8%   |
| Missing Values      | System      |   | 37    | 30,8%   |

**question\_5\_row\_10**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 33   |       |         |
|                     | Label       | Our organization expands our offering for existing clients |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree  | 0     | 0,0%    |
|                     | 2           | Disagree   | 7     | 5,8%    |
|                     | 3           | Neither agree or disagree                                  | 10    | 8,3%    |
|                     | 4           | Agree  | 37    | 30,8%   |
|                     | 5           | Strongly agree   | 29    | 24,2%   |
| Missing Values      | System      |  | 37    | 30,8%   |

**question\_6\_row\_1**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 34   |       |         |
|                     | Label       | The market we operate in is undergoing intense changes |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Ordinal  |       |         |
|                     | Role        | Input  |       |         |
| Valid Values        | 1           | Strongly disagree                                      | 1     | 0,8%    |
|                     | 2           | Disagree   | 14    | 11,7%   |
|                     | 3           | Neither agree or disagree                              | 27    | 22,5%   |
|                     | 4           | Agree  | 46    | 38,3%   |
|                     | 5           | Strongly agree   | 32    | 26,7%   |

**question\_6\_row\_2**

|                     |             | Value   | Count | Percent |
|---------------------|-------------|---|-------|---------|
| Standard Attributes | Position    | 35  |       |         |
|                     | Label       | Our clients regularly ask for new products and services |       |         |
|                     | Type        | Numeric   |       |         |
|                     | Format      | F8  |       |         |
|                     | Measurement | Ordinal   |       |         |
|                     | Role        | Input   |       |         |
|                     |             |   |       |         |
| Valid Values        | 1           | Strongly disagree                                       | 5     | 4,2%    |
|                     | 2           | Disagree  | 12    | 10,0%   |
|                     | 3           | Neither agree or disagree                               | 41    | 34,2%   |
|                     | 4           | Agree   | 41    | 34,2%   |
|                     | 5           | Strongly agree  | 21    | 17,5%   |

**question\_7\_row\_1**

|                     |             | Value  | Count | Percent |
|---------------------|-------------|--|-------|---------|
| Standard Attributes | Position    | 36   |       |         |
|                     | Label       | Has the COVID-19 pandemic has a significant impact on your firm's actions related to the topics mentioned above during the previous year |       |         |
|                     | Type        | Numeric  |       |         |
|                     | Format      | F8   |       |         |
|                     | Measurement | Nominal  |       |         |
|                     | Role        | Input  |       |         |
|                     |             |  |       |         |
| Valid Values        | 1           | No   | 54    | 45,0%   |
|                     | 2           | Yes  | 66    | 55,0%   |

## Survey form

# Kyselytutkimus: mitä uuden kasvun luominen edellyttää?



Hyvä [Etunimi Sukunimi],

[Yrityksen nimi] edustajana kutsumme sinut vastaamaan Teknologian tutkimuskeskus VTT:n toteuttamaan kyselytutkimukseen suomalaisten yritysten kasvun lähteistä.

Kartoitamme kyselyssä kattavasti suomalaisten yritysten kasvunäkymiä sekä kasvun taustalla vaikuttavia johtamiskäytäntöjä- ja periaatteita. Tutkimuksen avulla luomme tilannekuvan ylimmän johdon näkemyksistä suomalaisten yritysten kasvusta, innovatiivisuudesta ja uudistuskyvystä sekä tunnistamme mikä erottaa nopeasti kasvavat yritykset muista.

Kysely tuottaa arvokasta tietoa elinkeino- ja innovaatiopoliittisen päätöksenteon tueksi sekä konkreettisia keinoja yritysjohdolle uuden kasvun edellytyksistä. Luotettavan tietopohjan saamiseksi on tärkeää, että kyselyyn vastataan aktiivisesti.

*Mikäli et pysty vastaamaan*, voit lähettää tämän kutsun jollekin yrityksesi johtoryhmän jäsenelle tai muulle johtajalle, joka osaa vastata kyselyyn yrityksenne uudistumiskyvystä ja kasvutavoitteista.

Toimitamme vastaajille yhteenvedon tuloksista heti niiden valmistuttua. Tutkimuksen lopputuloksista viestitään aktiivisesti julkisuudessa, ja kyselyaineiston pohjalta kirjoitetaan tieteellisiä artikkeleita kansainvälisiin julkaisuihin.

Vastaaminen on luottamuksellista: tutkimusaineistosta poistetaan tunnistesteelliset tiedot eikä tutkimustulosten raportoinnissa ole tunnistettavissa vastaajien henkilöllisyyttä tai yritystä. Jos sinulla on kysymyksiä tietojen käsittelystä, ota yhteyttä tietosuoja@vtt.fi. Vastaaminen on helppoa ja kestää noin kymmenen minuuttia.

Voit vastata, joko palauttamalla täytetyn kyselylomakkeen oheisessa palautuskuoressa tai internetissä osoitteessa <https://link.webropol.com/s/kasvu> syöttämällä koodin [uniikki id].

Kiitos osallistumisestasi!

Parhain terveisin,

Matti Pihlajamaa, Senior Scientist, VTT (matti.pihlajamaa@vtt.fi)

Arho Suominen, Team Leader, VTT

Nando Malmelin, Professor of Practice, VTT

# Research survey: what does it take to generate new growth?



Dear [Firstname Lastname],

As a representative of [Firm name] we invite you to respond to a survey on the sources of growth in Finnish companies, organized by VTT Technological Research Centre of Finland.

The survey comprehensively maps Finnish companies growth outlooks and their underlying management practices and principles. The study creates an overview of top managers' views on Finnish companies' growth, innovativeness, and the ability for renewal. It allows us to identify what sets high-growing companies apart from others.

Answering the survey provides important information for industrial and innovation political decision-making and concrete growth measures for top executives. Active participation is important for establishing a reliable knowledge base.

*If you are unable to answer the survey, you may send this invite to a member of the management team or a manager who is capable of answering questions about your company's capabilities for renewal and growth objectives.*

We will provide the respondents with a summary of the results as soon as the analysis is completed. The findings will be actively communicated in the media, and the data will be used to write scientific articles for international journals.

Responding to the questionnaire is easy and takes about ten minutes. Participation is confidential: we will remove all identifying information from the data, and the respondents' identity or company are not included in reporting the research. If you have any questions regarding data management, please contact tietosuoja@vtt.fi.

You can participate by returning a filled questionnaire form using the attached return envelope or on the internet at <https://link.webropol.com/s/kasvu> by filling in the following code: [unique id].

Thank you for your participation!

Best regards,

Matti Pihlajamaa, Senior Scientist, VTT (matti.pihlajamaa@vtt.fi)

Arho Suominen, Team Leader, VTT

Nando Malmelin, Professor of Practice, VTT

**1. Jos yrityksesi kehittyisi toiveidesi mukaan, kuinka suuria työntekijämäärä ja liikevaihto olisivat viiden vuoden päästä? Mahdollista inflaatiota ei tarvitse huomioida.**

***If the firm develops the way you would like it to, how much revenue would the firm receive, and how many employees would it have five years ahead? Disregard possible inflation.***

Työntekijöiden lukumäärä viiden vuoden päästä? \_\_\_\_\_  
*The number of employees in five years?*

Liikevaihto (miljoonaa €) viiden vuoden päästä? \_\_\_\_\_  
*Revenue (million €) in five years?*

## **2. Miten hyvin seuraavat väitteet kuvaavat yritystänne?**

***To what extent do you agree or disagree with the following statements on your firm?***

1 = Erittäin huonosti / *Strongly disagree*

2 = Melko huonosti / *Disagree*

3 = Ei hyvin eikä huonosti / *Neither agree or disagree*

4 = Melko hyvin / *Agree*

5 = Erittäin hyvin / *Strongly agree*

|   | 1                        | 2                        | 3                        | 4                        | 5                        |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Kannustamme työntekijöitä luovuuteen / <i>Employees are encouraged to be creative</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Odotamme esihenkilöiltä luovuutta ongelmien ratkaisemisessa / <i>Managers are expected to be creative problem solvers</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Arvostamme työntekijöiden kykyä toimia luovasti / <i>Employees' ability to function creatively is respected</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Etsimme jatkuvasti tapoja kehittää ja tarjota uusia tai paranneltua tuotteita ja palveluja / <i>We are constantly looking for ways to develop and offer new or improved products and services</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Työyhteisössämme on helposti saatavilla apua uusien ideoiden kehittämiseen / <i>Assistance in developing new ideas is readily available</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organisaatiomme on avoin muutoksille ja se on hyvä reagoimaan muutoksiin / <i>Our organization is open and responsive to changes</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Johtajamme ja esihenkilömme pyrkivät etsimään tuoreita näkökulmia ongelmien ratkaisemiseen / <i>Managers here are always searching for fresh, new ways of looking at problems</i>                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrityksellämme on selkeät ja innostavat tulevaisuuden tavoitteet / <i>Our organization has a clear and inspiring set of future goals</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Olemme varmistaneet, että kaikilla johtajilla ja työntekijöillä on sama visio tulevaisuudesta / <i>We have ensured that all managers and employees share the same vision of the future</i>        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Jokaisella työntekijällämme ja jokaisessa yksikössämme on helposti ymmärrettävissä oleva visio tulevaisuudesta / <i>All departments and employees share a clear vision of the future</i>          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Uskomme, että suurempien riskien ottaminen tuottaa suurempia voitoja / <i>We believe that higher risks are worth taking for high payoffs</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kannustamme innovatiivisiin aloitteisiin, vaikka tiedämme, että jotkut niistä epäonnistuvat / <i>We encourage innovative initiatives, knowing well that some will fail</i>                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Emme halua "pelata varman päälle" / <i>We do not like to "play it safe"</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

|   |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Johtajamme etsivät jatkuvasti uusia liiketoimintamahdollisuuksia yritykselle / <i>Managers are constantly seeking new opportunities for the organization</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Johtajamme pyrkivät aktiivisesti muokkaamaan yrityksen toimintaympäristöä liiketoiminnalle suotuisammaksi / <i>Managers take the initiative in an effort to shape the environment to the organization's advantage</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Johtajamme ovat aloitteellisia uusien johtamismallien kokeilemisessa ja käyttöönottamisessa / <i>Managers usually take the initiative by introducing new administrative techniques</i>                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### 3. Miten hyvin seuraavat väitteet kuvaavat yrityksenne johdon vuorovaikutusta?

**To what extent do you agree or disagree with the following statements on the interactions of your firm's management?**

1 = Erittäin huonosti / *Strongly disagree*

2 = Melko huonosti / *Disagree*

3 = Ei hyvin eikä huonosti / *Neither agree or disagree*

4 = Melko hyvin / *Agree*

5 = Erittäin hyvin / *Strongly agree*

|  | 1                        | 2                        | 3                        | 4                        | 5                        |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Yrityksemme johto keskustelelee uudistumisesta, innovaatioista ja kasvusta muiden yritysten johtajien kanssa / <i>Our company's top management frequently has discussions on renewal, innovation, and growth with managers from other companies</i>                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Olemme saaneet tärkeää tietoa markkinoista, teknologioista ja johtamisesta vuorovaikutuksessa muiden yritysten johtajien kanssa / <i>We have learned important new information on markets, technologies, and administration from interactions with managers from other companies</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vuorovaikutus muiden yritysten johtajien kanssa on auttanut meitä kehittämään uusia kyvykkyyksiä ja uutta osaamista / <i>Interactions with managers from other companies have helped us build our capabilities and skills</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Aktiiviset keskustelut muiden johtajien kanssa ovat synnyttäneet uusiin innovaatioihin johtaneita yhteistyöverkostoja / <i>Active discussions with managers from other companies have generated collaborations leading to new innovations</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



**4. Miten hyvin seuraavat väitteet kuvaavat yrityksen toimintaa viimeisen kolmen vuoden ajalta?**

***To what extent do you agree or disagree with the following statements on your firm's actions during the last three years?***

1 = Erittäin huonosti / *Strongly disagree*      2 = Melko huonosti / *Disagree*      3 = Ei hyvin eikä huonosti / *Neither agree or disagree*      4 = Melko hyvin / *Agree*      5 = Erittäin hyvin / *Strongly agree*

|   | 1                        | 2                        | 3                        | 4                        | 5                        |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Tuomme markkinoille tuotteita/palveluita, jotka haastavat aiemmat tuotteemme/palvelumme / <i>We commercialize products and services that challenge our previous products/services</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kehitämme ja kaupallistamme täysin uusia tuotteita/palveluita / <i>We develop and commercialize products and services that are completely new</i>                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Hyödynnämme usein liiketoimintamahdollisuuksia uusilla markkinoilla / <i>We frequently utilize new opportunities in new markets</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kehitämme liiketoimintamalliamme erottautuaksemme kilpailijoista / <i>We develop our business model to stand out from our competitors</i>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Hyödynnämme kokeiluja uusien liiketoimintamahdollisuuksien tunnistamisessa ja arvioimisessa / <i>We use experiments to identify and evaluate new business opportunities</i>           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Teemme usein pieniä muutoksia olemassa oleviin tuotteisiimme/palveluihimme / <i>We frequently make small adjustments to our existing products and services</i>                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kehitämme tuotteidemme/palvelujemme tuottavuutta / <i>We improve the efficiency of our products/services</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Saavutamme entistä suurempia mittakaavaetuja nykyisessä liiketoiminnassamme / <i>We increase economies of scales in existing markets</i>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**5. Miten hyvin seuraavat väitteet kuvaavat yrityksen toimialaa viimeisen kolmen vuoden ajalta?**

***To what extent do you agree or disagree with the following statements on your firm's industry during the last three years?***

1 = Erittäin huonosti / *Strongly disagree*      2 = Melko huonosti / *Disagree*      3 = Ei hyvin eikä huonosti / *Neither agree or disagree*      4 = Melko hyvin / *Agree*      5 = Erittäin hyvin / *Strongly agree*

|   | 1                        | 2                        | 3                        | 4                        | 5                        |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Markkinat, joilla toimimme, ovat rajussa muutoksessa / <i>The market we operate in is undergoing intense changes</i>                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Asiakkaat toivovat meiltä säännöllisesti uusia tuotteita/palveluja / <i>Our clients regularly ask for new products and services</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**6. Onko koronaviruspandemialla ollut merkittävää vaikutusta yrityksen toimintaan edeltävän vuoden aikana liittyen yllä käsiteltyihin teemoihin?**

***Has the COVID-19 pandemic has a significant impact on your firm's actions related to the topics mentioned above during the previous year?***

Kyllä / Yes ☐

Ei / No ☐

**7. Jos vastasit kyllä, miten pandemia on vaikuttanut yrityksenne toimintaan?**

***If you answered 'Yes', how has the COVID-19 pandemic affected your firm?***

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# Authors

## **Arho Suominen**

Dr. Arho Suominen, Ph.D., is Principal Scientist and Research Team Leader at the VTT Technical Research Centre of Finland and Industrial professor at Tampere University (Finland). Dr. Suominen's research focuses on qualitative and quantitative assessment of technological innovation systems with a special focus on quantitative methods. His prior research has been funded by the European Commission via H2020, Academy of Finland, Finnish Funding Agency for Technology, Turku University Foundation and the Fulbright Center Finland. Through the Fulbright program, he worked as Visiting Scholar at the School of Public Policy at the Georgia Institute of Technology. His work on technological change and innovation systems has been published in top tier journals such as Technological Forecasting and Social Change, Science and Public Policy and Journal of the Association for Information Science and Technology. Dr. Suominen has a Doctor of Science (Tech.) degree from the University of Turku and holds an Officers basic degree from the National Defence University of Finland.

## **Matti Pihlajamaa**

Matti Pihlajamaa is a Senior Scientist at VTT Technical Research Centre of Finland within the research area of Foresight and Data Economy. He holds a D.Sc. (Tech.) degree in innovation management from Aalto University, Finland and an M.Soc.Sc. in economics from the University of Helsinki, Finland. His research focuses on innovation management and innovation policy.

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## About VTT

VTT is one of the leading research and technology organisations in Europe. Our research and innovation services give our partners, both private and public, all over the world a competitive edge. We pave the way for the future by developing new smart technologies, profitable solutions and innovation services.

We create technology for business – for the benefit of society.

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