Management Innovation:
An Analysis of The Antecedents of The Introduction and Adoption of Management Innovation for Scottish Charities

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Abstract

This thesis investigates the antecedents and processes of management innovation within Scottish charities, offering a novel lens through which the complexities of fostering innovation in the nonprofit sector can be understood. By developing a conceptual model grounded in empirical evidence, this research bridges theoretical insights with actionable strategies tailored to the unique dynamics of Scottish charities. Through qualitative interviews with senior management across diverse charities, the study elucidates the intricate interplay of macro-contextual influences, operational boundaries, enablers, and constraints shaping management innovation. This investigation also extends the Birkinshaw et al. (2008) model by incorporating sector-specific insights, thereby enriching the theoretical framework, and offering practical guidelines for enhancing innovation within charities.

The findings reveal that management innovation in Scottish charities is significantly influenced by external socio-economic, political, and cultural environments, as well as internal factors such as leadership, organizational culture, and resource dynamics. The study identifies a complex ecosystem of factors that either facilitate or hinder innovation, highlighting the need for charities to navigate these with strategic agility. The proposed model not only contributes to academic discourse by deepening the understanding of management innovation in nonprofits but also provides practitioners with a roadmap for operationalizing innovation in the face of contemporary challenges.

Reflecting on the research aims, this study addresses the outlined research questions, offering both theoretical contributions and practical implications. It underscores the necessity of understanding the multifaceted ecosystem within which management innovation occurs and furnishes a comprehensive framework for cultivating an environment conducive to innovation within the charity sector.

Keywords: Management Innovation, Scottish Charities, Conceptual Model, Nonprofit Sector, Operational Boundaries, Macro-Contextual Influences.

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Chapter One Introduction

1.1 Background and Research Rationales

This section embarks on a display of the multifaceted aspects of management innovation, underscoring its critical relevance not just in the corporate world but also in the specific context of the Scottish charity sector. The following discussion indicates various dimensions of management innovation, from its theoretical underpinnings and practical applications in diverse organizational settings, to the unique implications it holds for Scottish charities.

The exploration of management innovation has garnered attention within the realms of management studies and social research. Scholars advocate that management innovation stands as a highly promising avenue for augmenting organizational performance and cultivating enduring competitive advantages (Hamel, 2006; Birkinshaw et al., 2008; Mol and Birkinshaw, 2009; Volberda et al., 2012; Damanpour, 2014; Felzensztein & Palacios-Fenech, 2017). For instance, empirical evidence underscores that the exceptional accomplishments of enterprises such as P&G, General Energy, HP, and Toyota over the last century were primarily facilitated by the inception and implementation of management innovation (Edquist et al., 2001; Hamel, 2006; Birkinshaw and Mol, 2006). Notably, Birkinshaw et al. (2008) observed that management innovation contributes to optimizing the allocation of natural and human resources, refining decision-making processes, and curtailing operational costs (Kim et al., 2016). This, in turn, bestows organizations with a potential for securing competitive advantages within their industries (Hamel, 2006).

Thus, spanning the past two decades, scholars have increasingly embarked on diverse research endeavors related to management innovation. For instance, published studies (e.g., OECD, 2005; Hamel, 2006; Birkinshaw et al., 2008; Volberda et al., 2012; Damanpour, 2014; Khosravi et al., 2019) have outlined the evolution of the conceptualization of management innovation, encompassing the definition and delineation of research trajectories along with implications for future investigations.

For instance, early works by Birkinshaw et al. (2008) laid the groundwork by defining management innovation as the invention and implementation of management practices, processes, and structures that are novel to the state of the art and intended to further organizational goals. This trajectory focuses on delineating what constitutes management innovation and distinguishes it from other forms of innovation.

Research by Damanpour (2014) and Khosravi et al. (2019) explored the factors of management innovation, identifying factors such as organizational culture, leadership, external environment, and technological advancements as key determinants. This line of inquiry investigated how and why organizations adopt new management practices.

Studies such as those conducted by Hamel (2006) and Volberda et al. (2012) belong to a research trajectory that examines the effects of management innovation on organizational performance. This line of research suggests that innovative management practices can lead to improved efficiency, adaptability, and competitive advantage, thereby focusing on assessing the outcomes and benefits of adopting management innovations.

In the preceding discussion, the focus was on the direct effects of management innovation on organizational performance. Building on this, it is also essential to explore the interaction between management innovation and technological innovation, as they are often interconnected in driving organizational progress. Scholars like Hollen et al. (2013), Camisón & Villar-López (2014), and Zhang et al. (2019) have shed light on this relationship. Specifically, Hollen et al. (2013) emphasized the complementary nature of these two forms of innovation, proposing that management innovation often lays the groundwork for the successful implementation and utilization of technological innovations. An example of this is agile management practices, a concept which refers to an iterative and adaptive management process, known for its flexibility and rapid response to change. Such practices can significantly

enhance an organization's capability to swiftly adopt and integrate new technologies (Hollen et al. 2013).

Zhang et al. (2019) and Camisón & Villar-López (2014) discussed the co - evolutionary nature of management and technological innovations, noting that advancements in technology can spur changes in management practices, and vice versa. For example, the advent of digital technologies has led to the development of digital leadership and data - driven decision - making practices.

The significance of management innovation extends beyond the corporate realm, touching the vibrant charity sector in Scotland, a region characterized by a dense network of over 25,000 registered charities (Royal Bank of Scotland, 2018). These organizations, which span an array of social causes from environmental conservation to healthcare and education, play a crucial role in the societal and economic fabric of Scotland. However, the sector faces its share of challenges, which highlight the urgent need for management innovation. For example, the trust deficit between charities and donors (Sargeant and Lee, 2004) has been a persistent issue. In an era where public trust is the lifeblood of charitable organizations, traditional management approaches may no longer suffice. Innovative management practices could be the key to rebuilding this trust, perhaps through more transparent financial reporting mechanisms or enhanced donor - engagement strategies.

The evolving regulatory landscape is another major challenge. With new regulations constantly emerging, charities need to adapt quickly. For instance, changes in data protection laws require charities to revamp their information management systems. This calls for innovative management solutions that can balance compliance with the need to maintain efficient operations. Additionally, the imperative for strategic marketing strategies (Quinton and Fennemore, 2013) is becoming more pressing. In a highly competitive environment, where charities are vying for limited resources, innovative marketing - management techniques can help Scottish charities stand out,

attract more donors, and expand their reach. While there is a lack of explicit recent calls in the literature for research specifically focusing on innovation in Scottish charities, this research addresses a crucial and underexplored area. The uniqueness of the Scottish charity sector, with its specific challenges and contexts, underscores the importance of this study. This inquiry not only fills a gap in the current academic discourse but also provides valuable insights into management innovation practices within a distinct and vibrant sector. Therefore, the research presented here is not just an academic exercise but also a significant contribution to both the theory and practice of management innovation in the context of Scottish charities.

In this light, the exploration of management innovation within the context of Scottish charities assumes paramount importance. It opens a window into understanding how charities, as unique organizational entities with distinct missions and operational constraints, can leverage management innovation to enhance their performance and impact. This inquiry not only enriches the academic discourse on management innovation but also offers practical insights for practitioners in the charity sector, aiming to navigate the complex landscape of contemporary challenges through innovative management practices.

1.2 Research Aims and Design

The current challenges faced by Scottish charities, such as the trust deficit, regulatory changes, and the need for strategic marketing, pose a practical need for in - depth research on management innovation. These challenges have created a pressing question: How can Scottish charities effectively implement management innovation to overcome these obstacles and improve their overall performance? This research question serves as the foundation for the study's aims.

The imperative role of management innovation in augmenting organizational performance, as underscored by notable scholars (Birkinshaw et al., 2008; Hamel,

2009), forms the cornerstone of this study. Management innovation, characterized by its abstract nature and the absence of specialized infrastructures like research labs that back technological innovations, presents a unique challenge, especially within the non - profit sector. This research is driven by the recognition of these unique challenges, aiming to illuminate the pathways through which Scottish charities embark and navigate the intricate landscape of management innovation.

This study sets out with a dual aim: firstly, in response to the research question, to develop a conceptual model that delineates the antecedents and processes of management innovation within Scottish charities, grounded in empirical evidence; and secondly, also in line with the practical need to address the challenges faced by Scottish charities, to bridge this model with actionable insights relevant to the broader management innovation and Scottish charity sectors. This exploration is anticipated to culminate in a conceptual framework that not only resonates with the unique context of the Scottish charity sector but also serves as a reference point for academia and the charity sector at large.

To achieve these aims, the research adopts a systematic approach, beginning with the harmonization of terminologies associated with management innovation through an exhaustive literature review. This foundational step ensures clarity and consistency in addressing the concept of management innovation. Following this, the study engages with the six perspectives (Institutional, Fashion, Cultural, Rational, International, and Theoretical) of management innovation research as outlined by Birkinshaw et al. (2008) and Volberda (2014), providing a comprehensive scaffold that encompasses the majority of existing research areas on the subject. Each of these perspectives offers a unique lens through which to analyze and understand management innovation. By incorporating all six, the research provides a holistic view of the factors influencing management innovation in Scottish charities, ensuring the understanding of this complex phenomenon.

The methodology further includes a qualitative inquiry involving interviews with senior management members from a diverse array of Scottish charities. This empirical approach not only offers insights into the current landscape of management innovation within not - for - profit organizations but also identifies research gaps and lays the groundwork for the conceptual model development.

This conceptual model of this research emerged extends beyond the management innovation process model proposed by Birkinshaw et al. (2008), incorporating new aspects and insights gleaned from the Scottish charity sector. It emphasizes the interplay of macro - contextual influences, operational boundaries, enablers, and constraints, enriching the understanding of management innovation's antecedents within this specific charity sector.

Ultimately, this study aspires to contribute significantly to the fields of management innovation in the Scottish charity sector by elucidating the factors that foster or hinder the introduction and adoption of management innovation. Through the development of the conceptual model, this research aims to equip the Scottish charity sector with a framework to support better organizational performance through management innovation, thereby fostering a deeper connection between theoretical insights and practical applications in management innovation and charity performance research.

1.3 Contributions of This Study

The research undertaken presents a series of contributions to the discourse on management innovation, particularly within the Scottish charity sector. These contributions, delineated below, not only extend the theoretical landscape but also bridge the gap between scholarly inquiry and practical application. Through an examination of management innovation processes, contextual influences, and the intricate dynamics of organizational change, the study enhances our understanding and facilitates a nuanced approach to fostering innovation in non - profit settings.

Herein lies a summary of the pivotal advancements made by this research, setting a precedent for both academic and practical endeavors in the realm of management innovation.

Development of a Contextualized Conceptual Model: The research advances the theoretical foundation of management innovation by crafting a novel conceptual model that outlines the antecedents and processes of management innovation within Scottish charities. This model, rooted in empirical evidence, and also enhances existing frameworks, such as those proposed by Birkinshaw et al. (2008), by weaving in distinct sector - specific insights. It represents a significant stride toward understanding management innovation in a context that has received limited attention, offering a framework that reflects the unique complexities and dynamics of the Scottish charity sector.

Empirical Validation of Management Innovation Antecedents: Through qualitative interviews with senior management from a variety of Scottish charities, the study empirically processes the antecedents of management innovation within this context. This empirical foundation not only augments the theoretical framework proposed by Birkinshaw et al. (2008) but also delivers practical insights tailored to the charity and nonprofit context. This marks an important bridge between theoretical models and the practical realities Scottish charities face, broadening the applicability and relevance of management innovation models.

Insight into the Complex Interplay of Enablers and Constraints: The study sheds light on the intricate relationship between factors that facilitate and hinder the management innovation process. By addressing the nuanced dynamics between enablers and constraints specific to the nonprofit sector, the research adds specificity to the innovation process, tailored to the non - profit context's unique needs. This contribution enriches the understanding of management innovation and provides

actionable strategies for charitable organizations to navigate the balance between leveraging enablers and overcoming constraints.

Sector - Specific Strategies for Success: The research offers valuable insights into strategies that enhance operational efficiency, stakeholder relationships, and resource utilization within the charity sector. These sector - specific strategies for success underline the importance of customizing innovation strategies to meet the unique constraints and motivations of the nonprofit sector, providing Scottish charities with guidance to achieve their organizational goals through innovation.

Theoretical and Practical Implications for Management Innovation and Charity Performance: The study establishes a critical link between management innovation and charity performance research, poised to attract scholarly attention and foster advancements in both domains. For practitioners, especially within the Scottish charity sector, it presents a comprehensive suite of strategies designed to address their specific challenges and opportunities, laying out a blueprint for fostering an environment conducive to innovation.

Advancement in Management Innovation Research Methodology: The systematic approach taken in the study, which includes harmonizing terminologies and exploring multiple perspectives of management innovation research, contributes to methodological advancements in the field. This approach ensures clarity, consistency, and comprehensiveness in addressing the concept of management innovation, paving the way for future research endeavors.

The study delineates significant theoretical and practical contributions to the domain of management innovation within the Scottish charity sector. Theoretically, it broadens the existing frameworks of management innovation by introducing a novel conceptual model that captures the unique antecedents and processes specific to Scottish charities. This study developed a new model of management innovation in

Scottish charities, and also extended Birkinshaw et al (2008) model under the charitable context, enriched with empirical evidence, not only complements but also extends the work of predecessors by incorporating distinct sector - specific insights. It addresses a gap in the current literature by providing a nuanced understanding of management innovation in a relatively unexplored context, thereby enriching the theoretical landscape.

Practically, the research translates these theoretical insights into actionable strategies tailored to the nonprofit sector's unique dynamics. Through a detailed exploration of the enablers and constraints to management innovation, it offers a nuanced perspective on navigating the complexities inherent in the nonprofit environment. The study presents sector - specific strategies that underscore the importance of customizing innovation approaches to align with the distinct constraints and motivations of nonprofits, offering a practical guide for Scottish charities to enhance operational efficiency, stakeholder relationships, and resource utilization.

Overall, the study serves as a bridge between scholarly inquiry and practical application, setting a precedent for future research and practical initiatives in the realm of management innovation, particularly within the nonprofit context.

1.4 Structure and Logic of This Thesis

This thesis is structured to systematically explore the antecedents, processes, and impacts of management innovation within Scottish charities, offering both theoretical contributions and practical implications. Each chapter is designed to build upon the preceding one, guiding the reader through a logical progression of research discovery, analysis, and synthesis. The structure is as follows:

Chapter 1: Introduction

This opening chapter sets the stage for the study, outlining the research context, aims,

and significance. It introduces the concept of management innovation and its relevance to organizational performance, particularly within the Scottish charity sector. The chapter concludes by presenting the research contributions and the structure of the thesis, providing a roadmap for the reader.

Chapter 2: Literature Review

The second chapter delves into existing research on management innovation, drawing on theoretical frameworks and empirical studies to establish a foundation for the investigation. It explores the various dimensions of management innovation, including institutional, cultural, fashion, and rational factors that influence its adoption and implementation. This comprehensive review identifies gaps in the current literature, particularly concerning the Scottish charity sector, and sets the theoretical groundwork for the subsequent empirical study.

Chapter 3: Methodology

This chapter details the methodological approach adopted in the study, emphasizing the qualitative research design, data collection methods, and analytical techniques. It justifies the choice of qualitative interviews with senior management members from diverse Scottish charities and explains the systematic approach used to ensure reliability and validity in the findings. The methodology chapter also addresses ethical considerations and the limitations of the research approach.

Chapter 4: Findings

Chapter four presents the empirical findings from the interviews, organized around the key themes that emerged during the analysis. It explores the antecedents of management innovation within Scottish charities, highlighting the complex interplay of enablers and constraints. This chapter provides rich, context - specific insights into how management innovation is initiated and adopted, offering empirical validation for the conceptual model developed in the study.

Chapter 5: Discussion

The discussion chapter integrates the findings with the existing literature, critically analyzing how the empirical evidence extends or challenges theoretical frameworks on management innovation. It elaborates on the development of the conceptual model, incorporating the study's unique contributions to understanding management innovation in the nonprofit context. This chapter also discusses the practical implications for Scottish charities, offering recommendations for fostering management innovation based on the research findings.

Chapter 6: Conclusion

The final chapter synthesizes the key insights from the study, reflecting on the research aims, findings, and theoretical contributions. It revisits the study's contributions to the field of management innovation and the Scottish charity sector, highlighting the practical implications and recommendations for practitioners. The conclusion also outlines the limitations of the current research and proposes avenues for future study, drawing attention to unexplored areas and potential for further investigation into management innovation processes and strategies.

Chapter Two Literature Review

2.1 Management Innovation Concept

Management innovation is conceptually distinguished from innovations with technological orientations, such as product and process innovations (Evan, 1964; OECD, 2005). However, a controversy regarding the terminology of management innovation persists. Vaccaro (2010) contends that management innovation differs in scope from other innovation types. Technological, process, and administrative innovations pertain to specific areas, including new products and services, production operations, and human resources. Organizational innovation, meanwhile, encompasses changes in both products and services and structural adjustments. Management innovation, in contrast, focuses on altering management practices, processes, and structures (Vaccaro, 2010), with a particular emphasis on modifying how management work is conducted.

Management innovation encompasses the generation or adoption of novel organizational structures, managerial mechanisms, practices, or techniques with the overarching goal of advancing organizational objectives (Hamel, 2006; Birkinshaw et al., 2008; Damanpour, 2014). An example is the implementation of the self - managing system at P&G. A self - managing system, often also referred to as self - management or autonomous teams, is a type of organizational structure and managerial approach that significantly decentralizes decision - making authority. In this system, traditional hierarchical management layers are flattened, and the responsibility for decision - making, planning, and problem - solving is transferred to individual employees or teams. Which revolutionized the company's managerial processes and organizational structures (Waterman, 1994). This innovation led to improved operational efficiency, the dissolution of hierarchical systems, and increased staff motivation, thereby establishing management innovation as a fundamental driver of P&G's success.

However, it is crucial to critically analyze Vaccaro's (2010) perspective. While Vaccaro posits that management innovation is distinct in scope, Damanpour's (2014) viewpoint challenges this. Damanpour argues that various terminologies, including administrative, organizational, and managerial innovation, essentially converge with the concept of management innovation. This divergence in views requires a more in - depth exploration. By comparing and contrasting their arguments, we can better understand the nuances of management innovation. For instance, we could analyze real - world cases where the boundaries between these types of innovation seem blurred. This would not only help in resolving the terminological debate but also provide a more comprehensive understanding of the field.

To resolve this terminological debate, this thesis posits that the scopes of these three terminologies overlap. Administrative innovation, organizational innovation, and management innovation all consider the broad contexts and external factors that shape innovation dynamics. This unified terminology is vital for this thesis as it ensures that scholars do not overlook crucial insights while reviewing the literature. Table 2.1 presents definitions and categorizations of different types of innovation, a discussion that will be explored in subsequent sections of this thesis.

Study	Terminology	Definition	Examples
Daft (1978)	Administrative Innovation	Administrative innovation concerns innovations in structuring missions, distributing resources, authority appointments, and human resource management.	Program budgeting
Kimberly & Evanisko (1981)	Administrative Innovation	Administrative innovation is the programs, products, or techniques that first appear and impact the attributes, distribution, quality, or quantity of information that could be applied in administrative decision-making.	Electronic data processing systems (in hospitals)
Damanpour & Evan (1984)	Administrative Innovation	Administrative innovation refers to innovations such as regulations, roles, processes, and compositions in an organization's system related to communication and exchange among persons related to context and people.	New ways of recruiting employees
Bantel & Jackson (1989)	Administrative Innovation	Administrative innovations pertain to changes in the organizational structure and the people who populate the organization. New changes and components could enhance the activities of management and decision-making.	Customer information file system
Damanpour et al. (1989)	Administrative Innovation	Administrative innovation refers to the innovations which affect and connect to the social system of an organization.	Implementation of a new structure
Stata (1989)	Management Innovation	Management innovation refers to the new technology for management; for a concrete example, like engineering, management innovation comes from new knowledge, devices, and management methods.	Innovative ideas and systems thinking
Gosselin (1997)	Administrative Innovation	Administrative innovation denotes innovations that lead to new administrative programs, new administrative actions, new administrative rules, and new organizational structures.	Costing system based on activities
Edquist et al. (2001)	Organizational Innovation	Organizational innovation consists of the new ways to organize business activities, such as the introduction of lead production, total quality management systems, and other approaches that can enhance the performance of firms, and innovations have to do with the organization of human resources	Total Quality Management (TQM), Lean Production Management.
Sanidas (2005)	Organizational Innovation	Organizational innovation is the innovations refer to disembodied technologies, such as the new unpatented know-hows, property rights,	Kaizen (Continuous

		management, and organization, which inextricably affect how managers set directions, how to make decisions, how to coordinate activities, and how to motivate people	improveme nts method)
OECD (2005)	Organizational Innovation	Organizational innovation refers to introducing and implementing a novel organizational approach related to the company's business practices, management of the workplace, and the relationships among the company and external agents.	Databases of practice, responsibili ties distribution, new strategy in organizing external relationship s
Hamel (2006)	Management Innovation	Management innovation as a marked departure from traditional management methods, procedures, and practices or set out from the accustomed forms of organization changes how management's work is performed.	Toyota TQM, GE Industrial research lab, P&G Intangible assets planning
Birkinshaw and Mol (2006)	Management Innovation	Management innovation refers to the way in which many functions and activities work in a firm that has been transformed from current norms by applying the new management practices, processes and structures as well	HP's global account managemen t structure
Armbruster et al. (2006, 2008)	Organizational Innovation	The innovations involve the implementation of new managerial and practical concepts, activities, or actions in order to change the structures or management procedures of the company for developing further organizational objectives	Teamwork in production, Supply chain managemen t
Birkinshaw et al. (2008)	Management Innovation	Invention and implementation of new management practices, processes, and techniques are intended to further organizational goals.	Scorecard system, cellular manufacturi ng
Mol and Birkinshaw (2009)	Management innovation	Introduction of management methods that are new to the firm and intended to achieve better organizational performance	Industry club
Vaccaro et	Management	Management innovations as new practices,	Project

al. (2010)	Innovation	processes, and structures that are new to the company as well as changing the nature of managerial works	management system
Damanpour and Aravind (2011)	Management Innovation	Management innovation is the adoption of knowledge of new approaches and new processes in order to perform managerial works that produce changes in strategy, structure, administrative procedures as well as the system of the organization	360-degree feedback, divisional structure
Hollen, Van Den Bosch and Volberda. (2013)	Management Innovation	Management innovation in an inter-organizational context as firm-specific, new-to-the-firm management activities associated with activities that arise due to new inter-organizational relations and are intended to further organizational goals	Setting objectives, motivating employees, coordinating activities, making decisions
Volberda et al. (2014)	Management Innovation	Their previous definition in 2013 extended management innovation into three types according to the degree of newness of MI, new to the world, new to the organization and adapted to the setting, new to the organization without adaptation.	Total quality management

Table 2.1 Related Types of Innovation: Administrative, Organizational, and Management Innovation

In Table 2.1, it presents definitions of administrative innovation, organizational innovation, and management innovation as articulated by scholars over the past four decades. In this section, we will delve into each of these concepts separately.

2.1.1 Administrative Innovation

The discourse surrounding administrative innovation began to gain prominence in the 1980s, with Daft's seminal work in 1978 marking a pivotal moment. Daft's definition of innovation pertains to alterations in both the components of organizational structure and administrative processes (Daft, 1978). Prior to Daft's contributions, "Administrative innovation concerns innovations in structuring missions, distributing resources, authority appointments, and human resource management." Administrative innovation remained relatively obscure.

It's important to note that Daft's work not only defined administrative innovation but also set the stage for further research in this area. By analyzing how his definition has influenced subsequent studies, we can understand the evolution of the concept. For example, later scholars like Kimberly (1981) built on Daft's work, which shows the significance of Daft's initial contribution in shaping the field of administrative innovation research.

Subsequently, Kimberly (1981) introduced a more comprehensive perspective on administrative innovation. He conceptualized "Administrative innovation is the programs, products, or techniques that first appear and impact the attributes, distribution, quality, or quantity of information that could be applied in administrative decision - making." According to Kimberly, administrative innovation encompasses programs, products, or techniques that emerge for the first time and exert a significant impact on attributes, distribution, quality, or quantity of information applicable in administrative decision - making within organizations. To bolster this viewpoint, Kimberly and Evanisko (1981) conducted an exhaustive case study on the adoption of electronic data processing systems in hospital operations. Their findings underscored

how the implementation of administrative innovation, exemplified by the E - data processing system, promptly influenced organizational structure and administrative processes, including information storage, retrieval, analytical objectives, ultimately enhancing operational efficiency and decision - making within hospitals. Kimberly and Evanisko's (1981) research resonated with Daft's (1978) emphasis on administrative innovation's connection to resource allocation, authority assignment, human resource management policies, and their implications for organizational objectives.

Here, we can critically evaluate Kimberly's contribution. His focus on the impact of administrative innovation on information in decision - making added a new dimension. But we could also question whether his definition is too narrow in some aspects. For example, does it fully capture all forms of administrative innovation, or are there other elements that should be considered? Comparing his work with Daft's and subsequent scholars can help answer these questions.

Building upon the work of Daft (1978) and Kimberly (1981), Damanpour and Evan (1984) introduced the dimension of people and social communication into the discourse on administrative innovation. They posited that administrative innovation encompasses innovations in regulations, roles, processes, and compositions within organizations, particularly in the context of communication and interaction among individuals. This addition further solidified the concept of administrative innovation.

Damanpour and Evan's (1984) addition of the social communication dimension was a significant step forward. However, we could analyze how this new dimension interacts with the previous definitions. Does it conflict with or complement the ideas of Daft and Kimberly? By exploring these relationships, we can better understand the complexity of administrative innovation.

Key characteristics of administrative innovation encompass changes and new elements within organizational structures and administrative processes (Daft, 1978); fresh approaches to human resource practices (Damanpour & Evan, 1984) and social communications (Damanpour & Evan, 1984; Damanpour et al., 1989); novel administrative programs, actions, rules, and structures (Gosselin, 1997). Administrative innovation is primarily geared towards enhancing operational efficiency, managerial activities, and decision - making (Kimberly, 1981; Kimberly and Evanisko, 1981; Damanpour & Evan, 1984; Bantel and Jackson, 1989), fostering and improving the social communication ecosystem within and across organizations and industries (Damanpour and Evan, 1984; Damanpour et al., 1989). Furthermore, administrative innovation aims to develop the overall management capabilities and refine organizational administrative processes to achieve superior organizational performance (Damanpour, 2014).

In summarizing the characteristics and aims of administrative innovation, we can also compare it with other types of innovation. For example, how does its focus on social communication and management capabilities set it apart from organizational and management innovation? This kind of cross - comparison can provide a more in - depth understanding of administrative innovation within the broader context of innovation studies.

Concerning organizational innovation, Edquist et al. (2001) provided an early foundational explanation, characterizing it as encompassing novel approaches to organizing business activities, such as the adoption of lean production, total quality management systems, and other methods aimed at enhancing a company's performance. Edquist et al. (2001) emphasized the crucial role of human resources coordination in organizational innovation.

One of the most widely recognized studies employing this terminology was conducted by OECD in 2005. The OECD's definition of organizational innovation, subsequently

adopted and cited by numerous management studies (e.g., Damanpour and Aravind, 2012; Hecker and Ganter, 2013; Camisón & Villar - López, 2014), asserts that "organizational innovation pertains to the implementation of new organizational methods within a firm's business practices, workplace organization, or external relations" (OECD, 2005:51).

In terms of business practice, OECD (2005) regards organizational innovation as the introduction of fresh approaches to managing procedural routines, such as the establishment of a database of business practices or the implementation of a new management system. The OECD (2005) also highlights that innovations may encompass novel methods to enhance employee engagement within the workplace. For example, the development of new incentive mechanisms to boost employee retention, delegation of more responsibilities to employees, or involving frontline staff in the company's strategic decision - making process.

Crucially, OECD (2005) expanded the scope of organizational innovation to include innovations in external relations. The OECD (2005) contends that new approaches to improving and organizing relationships with external entities, such as partners, research institutions, and suppliers, should be considered organizational innovations. This may involve alliances with other companies in the same industry, cooperative agreements with partners or academic institutions, or innovative strategies and methods concerning suppliers and outsourcing. This unique consideration of external relations by OECD (2005) distinguishes its concept of organizational innovation.

The OECD's (2005) definition and expansion of organizational innovation are quite significant. We can critically analyze how this definition has influenced subsequent research. Have other scholars fully embraced the inclusion of external relations in the concept of organizational innovation? Or have there been counter - arguments? By exploring these aspects, we can gain a more nuanced understanding of the development of the concept of organizational innovation.

Furthermore, Sanidas (2005) conducted an in - depth analysis of organizational innovation by examining economic growth in the United States and Japan from the late 19th century to the early 20th century. He posited that organizational innovation refers to disembodied technology. The term 'disembodied' underscores the abstract and intangible nature of organizational innovation. For example, organizational innovation can manifest as new, unpatented know - how, novel property rights, or innovative management and organizational structures, all of which profoundly influence strategic decision - making, coordination of managerial activities, and motivation of personnel (Sanidas, 2005). Organizational innovation is inherently more abstract than embodied innovation, such as the introduction of new machinery or production lines. For instance, the Kaizen system (a continuous improvement system), widely employed by Japanese companies like Mitsubishi Group, is challenging to grasp purely through theoretical understanding without practical experience.

Sanidas's (2005) view on organizational innovation as disembodied technology offers a unique perspective. We can compare his view with the OECD's and other scholars' definitions. How does the concept of disembodied technology fit in with the more practical and process - oriented definitions? This comparison can help us better understand the different interpretations of organizational innovation and how they contribute to the overall understanding of the field.

This thorough exploration of administrative and organizational innovation definitions provides a foundation for comprehending these concepts within the context of our research.

2.1.2 Organizational Innovation

Building upon the OECD's (2005) and Sanidas's (2005) work, Armbruster et al. (2006; 2008) have advanced the concept of organizational innovation by focusing on the scope of innovations. In line with OECD's (2005) perspective on the external aspects

of organizational innovation, Armbruster et al. (2006; 2008) extended the definition of organizational innovation and identified two distinct types based on contextual dimensions: (a) intra - organizational innovation and (b) inter - organizational innovation.

These two dimensions of organizational innovation are interconnected. They share common characteristics, namely the implementation of new managerial and practical concepts, activities, or actions designed to enhance the organizational structure or management procedures with the aim of achieving broader organizational objectives.

To elucidate the difference between intra - organizational innovation and inter - organizational innovation, Armbruster et al. (2006; 2008) clarified that intra - organizational innovation occurs within the organization and is associated with internal structural or process changes. In contrast, inter - organizational innovation involves the introduction of new strategies or procedures pertaining to external relationships, transcending the boundaries of the organization. This can include alliances or agreements for external cooperation (Armbruster et al., 2006, 2008). Taking a similar stance, Battisi and Stoneman (2010) argued that new external corporate strategies should be considered a form of inter - organizational innovation in alignment with Armbruster et al.'s (2006, 2008) dimensions of organizational innovation.

Furthermore, akin to the perspectives of Sanidas (2005) and Armbruster et al. (2006, 2008), Damanpour and Aravind (2011) pointed out that organizational innovation can manifest as either radical, signifying a complete overturning of the existing structure, method, or practices of the organization, or incremental, involving the strengthening of the existing organizational framework, methods, or practices. Both types of innovation aim to facilitate organizational change and growth.

Critically, we should consider how these different forms of organizational innovation interact within an organization. For example, can incremental innovation pave the way for radical innovation, or do they operate independently? Case studies of organizations that have experienced both types could offer valuable insights. By analyzing the sequence and impact of these innovation forms, we can better understand the organizational innovation process and how it contributes to long - term success.

Building upon the earlier exploration of various forms of innovation, including administrative and management innovation, we now arrive at a more defined understanding of organizational innovation. This concept, as it emerges from the preceding discussions, can be characterized by the following key features: (a) Organizational innovation involves introducing and implementing new management methods, practices, or systems within an organization, reflecting an evolution or transformation in how the organization operates. (b) It significantly influences strategic decision - making processes, aiming to further organizational objectives, often through novel approaches to management challenges. (c) Such innovation occurs not only within the internal environment of the organization, addressing internal processes and structures, but also extends to its external interactions and relationships, adapting to or influencing external conditions.

Moreover, organizational innovation can be categorized into 'radical' and 'incremental' forms. Radical innovation represents a fundamental and comprehensive change, introducing entirely new methods or practices that represent a departure from existing paradigms. This type of innovation often involves significant risk and requires substantial adjustments within the organization. On the other hand, incremental innovation refers to more subtle, evolutionary changes that enhance or refine existing processes or systems. These innovations are usually less risky and involve modest adjustments, focusing on improving or optimizing current practices. Both radical and incremental innovations are crucial for the continuous development

and adaptability of an organization, each playing a distinct role in its growth and competitiveness.

In the context of the overall field of innovation, we can further compare organizational innovation with administrative and management innovation in terms of these features. For instance, how does the risk - reward profile of radical and incremental organizational innovation compare to that of management innovation? Are there similarities or differences in how they impact strategic decision - making? Answering these questions can help us place organizational innovation more precisely within the broader landscape of innovation research.

2.1.3 Management Innovation

One of the seminal studies in the field of management innovation is attributed to Stata, who introduced the concept in 1989. During the 1980s, the United States faced significant competitive challenges within its industries. To address this economic decline, a strategic initiative known as the 'MIT's New Management Style Project' was launched. As a participant in this project, Stata (1989) argued that, in order to combat the issues surrounding declining industrial competitiveness in the United States, a focus on management innovation was imperative. In contrast to technological innovation, such as product and process innovations, Stata (1989) contended that management innovation played a more pivotal role. Stata (1989) defined "Management innovation refers to the new technology for management; for a concrete example, like engineering, management innovation comes from new knowledge, devices, and management methods.". To provide a concrete example, much like engineering, management innovation arises from new knowledge, tools, and management methodologies.

Stata's definition was a starting point for the study of management innovation, but it has limitations. We can analyze how his view of management innovation as new

technology for management has been developed or challenged over time. For example, later scholars might have broadened the concept to include more than just new knowledge and tools. By tracing the evolution from Stata's definition, we can see how the understanding of management innovation has grown and changed.

Through a comprehensive review of management literature, Hamel (2006) identified numerous successful organizations that had benefited from the development and implementation of new management innovation. For example, Toyota's total quality management systems (also adopted by Visa), General Electric's industrial research laboratory, and Procter & Gamble's intangible assets planning, and self - managing system were cited as instances of management innovation. Hamel (2006) posited that these management techniques should be recognized as forms of management innovation, creating more sustainable competitive advantages than those arising from conventional laboratory or focus group activities. Hamel's (2006) research highlighted that management innovations not only enhance organizational competitiveness over time but also establish enduring advantages (Hamel, 2006; Birkinshaw & Mol, 2006).

Hamel (2006) emphasized that management innovation signifies a departure from traditional managerial methods, procedures, and practices, fundamentally altering how managerial work is executed. It represents a dramatic shift in the manner in which managerial tasks are performed (Hamel, 2006). Consistent with this perspective, Birkinshaw and Mol (2006) conceptualized management innovation as the transformation of roles and actions within an organization, achieved through the application of new management practices, processes, and structures.

Comparing Hamel's and Birkinshaw and Mol's views, we can note their similarities and differences. While both emphasize the transformative nature of management innovation, do they have different emphases on the elements of transformation? Understanding these nuances can help in a more in - depth understanding of the

concept of management innovation and how it can be effectively implemented in organizations.

These changes in managerial roles and actions can be multifaceted, management innovation encompasses the development of novel decision - making methods, the introduction of new methods for motivating employees and aligning their efforts, the establishment of fresh control mechanisms, and the implementation of innovative human resource management principles and mechanisms, among other factors (Hamel, 2006). Management innovations can also involve novel approaches to understanding and balancing the demands of external stakeholders and the cultivation of relationships with partners (Hamel, 2006).

From Birkinshaw et al. (2008), the concept of management innovation was further refined. Birkinshaw et al. (2008) introduced the idea that management innovation is intended to serve organizational objectives, defining it as the "generation and implementation of management practices, processes, structures, or techniques that are new to the state of the art and intended to further organizational goals" (Birkinshaw, Mol, and Hamel, 2008:829). They also introduced the notion of the degree of newness in management innovation, categorizing it as either "new to the world" or "new to the organization" in varying degrees.

The categorization of the degree of newness by Birkinshaw et al. (2008) is a valuable addition. We can analyze how this categorization can be used in research and practice. For example, in studying the adoption of management innovation in different organizations, does the degree of newness affect the speed and success of adoption? This kind of analysis can provide practical guidance for organizations looking to implement management innovation.

Subsequent studies furthered our understanding of management innovation from various angles. For instance, Vaccaro et al. (2010) contended that management

innovation refers to the introduction of new practices, processes, or structures that are novel to a specific organization and aimed at reshaping managerial work. Damanpour and Aravind (2011) conducted extensive research on the conceptual development, process models, and prevalence of management innovation. Damanpour and Aravind (2011) defined it "as the adoption of new management approaches to perform managerial work, leading to changes in organizational strategy, structure, systems, and administrative procedures." The objective of management innovation, according to Damanpour and Aravind (2011), is to drive and enable organizational change, fostering renewal, adaptation, and overall effectiveness.

Hollen et al. (2013) examined management innovation from an inter - organizational perspective. They described it as firm - specific and centered on activities that are new to the firm, often instigated by external change agents to set objectives, motivate employees, coordinate activities, and make decisions.

Hollen et al.'s (2013) inter - organizational perspective offers a new lens through which to view management innovation. We can explore how this perspective can be integrated with the more internal - focused views of management innovation. For example, how do external change agents interact with internal management processes during the implementation of management innovation? This exploration can lead to a more holistic understanding of management innovation in the context of modern business ecosystems.

Building upon Birkinshaw et al. (2008) and Hollen et al. (2013), Volberda et al. (2014) categorized management innovation into three types based on the degree of novelty. These categories are: (a) "new to the world," (b) "new to the organization and adapted to the setting," and (c) "new to the organization without adaptation." At the inter - organizational level, "new to the world management innovation" stands out as having a high impact and a high degree of adaptation to the organization, serving as a fresh management practice adopted within an organization. "New to the organization

management innovation with adaptation" signifies the adoption of an existing management practice, displaying a low to medium degree of adaptation to the organization and contributing moderately to variations at the inter - organizational level. Finally, "new to the organization management without adaptation" involves the mere adoption of existing management practices within a firm, with a low degree of adaptation to the organization and no contribution to variations at the inter - organizational level (Volberda et al., 2014).

Volberda et al.'s (2014) categorization is more detailed than previous ones. We can analyze how this categorization can be used to better understand the diffusion and impact of management innovation. For example, which type of management innovation is more likely to lead to long - term organizational success? By answering such questions, we can provide more targeted advice for organizations seeking to innovate their management practices.

To summarize, the concept of management innovation has evolved considerably through the contributions of these scholars. Based on the discussions above, the defining features of management innovation can be summarized as follows: (a) it involves the introduction or implementation of new management methods, tools, or structures that challenge the existing norms of the company, thus challenging established management paradigms; (b) management innovation tends to create enduring advantages and enhance competitiveness; (c) management innovation manifests across various contextual levels. The evolution of management innovation is summarized in Table 2.1 above.

2.1.4 Overlaps Among Administrative Innovation, Organizational Innovation, and Management Innovation

Sections 2.1.1, 2.1.2, and 2.1.3 have presented the evolutionary development of administrative innovation, organizational innovation, and management innovation, along with their primary definitions. In Table 2.1, we have outlined key classical concepts related to administrative, organizational, and management innovation, along with their chronological progression. Table 2.1 and the concept of administrative, organizational, and management innovation highlight significant overlaps in terms of actions, objectives, and scopes. This thesis will provide a consolidated summary of these overlaps in the subsequent sections.

As previously mentioned in this thesis, preceding Table 2.1, it is imperative for scholars to employ a unified terminology for management innovation to ensure comprehensive coverage during literature reviews. In furtherance of this goal, this thesis will delineate the primary features of administrative innovation, organizational innovation, and management innovation, as detailed in Table 2.2 below.

Features	Description
Characteristics of Management Innovation	Novel to the organization (e.g., Evanisko 1981; OECD, 2005; Hamel, 2006; Birkinshaw et al. 2008)
	Change the way in which organization and management (e.g., Gosselin, 1997; Armbruster et al. 2006,2008)
	In relation to communication and exchange among persons and related to context and people (e.g., Damanpour & Evan, 1984; Edquist et al., 2001)
	Introduced due to intentionality of internal management (e.g., Volberda et al., 2014; Heyden and Volberda, 2015) and new inter-organizational relations (e.g., Mol and Birkinshaw, 2009; Hollen et al., 2013; Meuer, 2014)
	Natural diffusion, innovation will be spread with its growth reputation (e.g., O'Mahoney, 2007; Scarbrough et al.,2015)
	Happens in both internal and external contexts (e.g., OECD, 2005; Hollen et al., 2013)
Aims of Management Innovation	To solve dilemma (e.g., Stata, 1989; Lillrank, 1995)
	To achieve further organizational goals (e.g., OECD, 2005; Naveh et al., 2006; Birkinshaw et al., 2008)
	To enhance better firm performance (e.g., Hamel, 2006; Birkinshaw et al. 2008; Walker et al., 2010; Nieves,2016)
	To set up long-lasting and sustained competitiveness (e.g., Hamel, 2006; Mol and Birkinshaw, 2009)
	To enable and adapt other types of innovation (e.g. Khanagha et al., 2013; Camisón and Villar-López, 2014).

Table 2.2 Main Features of Management Innovation

Incorporating the presentation of administrative innovation, organizational innovation, and management innovation, and referencing Table 2.2 above, this section summarizes the intersections of these three innovation terminologies as follows:

Overlap 1: Administrative Innovation (AI), Organizational Innovation (OI), and Management Innovation (MI) all share the common objective of creating or introducing new methods, practices, structures, and activities within the realm of management.

Overlap 2: AI, OI, and MI are united in their pursuit of effecting new changes in organizational methods and management practices, departing from the existing status quo within an organization.

Overlap 3: The implementation of novel organizational methods and management practices, as embraced by AI, OI, and MI, is geared toward enhancing management activities (Bantel & Jackson, 1989) and achieving overarching organizational objectives, ultimately contributing to enhanced firm performance (Birkinshaw et al., 2008). These changes stem from strategic decision - making processes aimed at achieving further milestones (OECD, 2005).

Overlap 4: AI, OI, and MI all take into consideration the broader contextual landscape and external factors that may influence their implementation (e.g., Damanpour and Evan, 1984; Damanpour et al., 1989; Damanpour and Evan, 1984; OECD, 2005; Armbruster et al., 2006, 2008; Birkinshaw et al., 2008; Volberda et al., 2014).

Published studies within the domains of management innovation or organizational innovation literature often treat administrative, organizational, and management innovation as interchangeable terms (e.g., Damanpour, 2014; Camisón and Villar - López, 2014). Building on the insights presented and discussed in this Section 2.2,

this thesis identifies significant overlaps among administrative innovation, organizational innovation, and management innovation, thus extending Damanpour's (2014) work.

In future research, it would be beneficial to conduct more in - depth empirical studies to further validate these overlaps. For example, surveys or case studies could be designed to explore how organizations perceive and implement these different types of innovation in practice. This could provide more real - world evidence for the proposed overlaps and potentially lead to a more refined understanding of the relationships between administrative, organizational, and management innovation.

This thesis advocates for the adoption of unified terminology in future research on management innovation. Prior studies should scrutinize whether these three forms of innovation are indeed synonymous. This approach aims to prevent the oversight of valuable insights when conducting new research. Moreover, it will streamline future studies by minimizing terminology - related ambiguities.

To achieve this goal of unified terminology, a consensus - building process among scholars could be initiated. This could involve workshops, conferences, or online discussions where researchers can share their perspectives and reach a more common understanding. By standardizing the terminology, the field of management innovation research can progress more effectively, with less confusion and more cumulative knowledge development.

2.2 Management Innovation under Different Research Perspectives

The primary objectives of this section are twofold: first, to advance the comprehension of existing management innovation research from various research

perspectives (including institutional, fashion, cultural, rational, international business, and theoretical development); and second, to delineate potential avenues for future research. This chapter draws upon information culled from four primary databases: SAGE, WILEY, MIT Press, and Google Scholar. The chapter embarked on an exploratory search within the SAGE and WILEY databases, deploying keywords such as 'Administrative Innovation,' 'Organizational Innovation,' and 'Management Innovation.' This approach was taken to ensure a comprehensive review, in alignment with the argument presented in Section 2.1, where this thesis advocates the interchangeability of these three terminologies.

To bolster the robustness of this search, this section cross-referenced these keywords with other databases, including MIT Press and Google Scholar, thereby identifying published studies related to management innovation. This searching process ensures that this literature review section encompasses both classic studies and the most recent research up to 2022 within the realm of management innovation.

In accordance with the diverse research perspectives on management innovation and with the objective of comprehending the current landscape of management innovation studies, this chapter will employ the six research perspectives delineated by Birkinshaw et al. (2008) and Volberda et al. (2014). These perspectives are chosen because their research comprehensively covers the broad spectrum of management innovation studies. Furthermore, this thesis will introduce supplementary insights as per their studies.

2.2.1 Current State of Management Innovation from Various Perspectives

As we delve into the literature within the sub-research domains of management innovation, it becomes evident that the field has evolved significantly over time. For example, Hamel et al. (2006, 2008, 2009, 2014) conducted comprehensive reviews,

drawing upon a wide array of sources to assess the outcomes of management innovation.

Vaccaro et al. (2012) emphasized the critical role played by senior management teams in significantly influencing the generation and introduction of management innovation within organizations.

Damanpour (2012, 2014) underscored the importance of synthesizing footnotes in management innovation research.

Volberda et al. (2012, 2013, 2014) introduced key components of the research agenda for management innovation and advocated for the study of management innovation across different organizational levels.

Camisón and Villar-López (2014) highlighted the pivotal relationships between management innovation and technological innovation, with technological innovation often serving as an enabler for management innovation.

Peeters et al. (2014) posited that management attention and organizational legitimacy are two interrelated sources influencing the efficiency of adopting management innovation.

Douglas et al. (2016) delved into the diffusion of large-scale management innovation, presenting an intriguing analysis that challenged some assumptions regarding its spread.

In a more recent study, Millar et al. (2018) identified fifteen challenges and recommendations for management innovation within the volatile, uncertain, complex, and ambiguous (VUCA) world context.

From this overview, it is evident that research on management innovation has gained traction over time. However, as demonstrated above, this research is spread across

various sub-research areas. To advance the field of management innovation research, this literature review section critically evaluates and discusses the current state of research in this domain. A pivotal milestone in management innovation studies is the framework outlined by Birkinshaw et al. (2008), which identifies four research perspectives: the institutional perspective (examining the impact of institutional conditions on management innovation), the fashion perspective (exploring how management innovation diffuses), the cultural perspective (assessing the roles of organizational culture and tradition in management innovation), and the rational perspective (investigating the roles of management teams in management innovation). Volberda et al. (2014) recognize these four perspectives as the foundational research pillars for management innovation.

Additionally, building upon Birkinshaw et al. (2008) framework, Volberda et al. (2014) extend the framework to encompass two further research perspectives: the international business perspective (examining the international transferability of management innovation) and the theory development perspective (investigating the role of academia in generating new management ideas).

These research perspectives outlined by Birkinshaw et al. (2008) and Volberda et al. (2014) are paramount in guiding the field of management innovation studies. These perspectives span the majority of sub-research areas within management innovation, and as such, this chapter adopts them to review and discuss the existing literature in this domain.

Table 2.3 provides an overview of the current state of management innovation research across these various perspectives. This table is constructed based on the literature review of different research perspectives in the field of management innovation. By combing through the relevant literature under each research perspective, the research sub - fields, research status, and corresponding literature review sections are summarized to clearly present the overall picture of management innovation research. Notably, apart from the rational and theory development research

perspectives, the other research perspectives have received relatively limited attention. This literature review will delve into each perspective separately.

The research perspective of management innovation	Sub-areas	Status	Section
Institutional	Macro-level factors affecting the generation and adoption of management innovation	**Rarely discussed.** e.g., PMI's (2018). Di Vaio and Varriale (2018)	Section 2.2.2
	Industrial-level factors affecting the generation and adoption of management innovation	**Few industries in certain countries are studied and discussed.** e.g., De Felice and Perillo (2013); Huang et al.'s (2015)	Section 2.2.2
	Firm-level factors affecting the generation and adoption of management innovation	**Researched but need more empirical evidence.** e.g., Černe et al. (2013); Peeter et al. (2014); Yang et al. (2019)	Section 2.2.2
Fashion	Aspects of the supply and the demand for new management ideas affect their propagation	**Researched but need more attention.** e.g., Nicolai et al. (2010); Damanpour (2014)	Section 2.2.3
	From the supply aspect	**Rarely discussed**	Section 2.2.3
Cultural	Organizational cultural factors affecting the generation and adoption of management innovation	**Researched but need more empirical evidence.** e.g., Albertini and Muzzi's (2016); Park (2018); Kalay and Lynn's (2018)	Section 2.2.4
	Social-cultural factors affecting the generation and adoption of management innovation	**Rarely discussed.** e.g., Elenkov and Manev (2005)	Section 2.2.4
Rational	Internal change agents	**Well researched, but it should go further (e.g., Characteristics of managers)** e.g., Vaccaro et al. (2012); Heyden et al. (2015)	Section 2.2.5.1

	External change agents	**Researched, need more empirical evidence about how external change agents affect MI.** e.g., Diéguez-Soto et al.'s (2016); Mazars-CHAPELON et al. (2020)	Section 2.2.5.1
	Outcomes of management innovation	**Discussed but only a few about negative outcomes.** e.g., Camisón Villar-López (2014); Nieves (2016)	Section 2.2.5.2
	With other types of innovation	**Intermediately researched.** e.g., Khanagha et al. (2013, 2014); Hollen et al. (2013)	Section 2.2.5.3
International Business	International transferability of management innovation	**Little research** e.g., Lillank (1995); Mamman et al. (2009)	Section 2.2.6
	MI in particular industries in specific countries and regions	**Researched but need to acquire more empirical evidence regarding management innovation in different industries in various countries and regions.** e.g., Ajayi and Morton (2015); Meuer (2014)	Section 2.2.6
Theory development	The pure theory of management innovation	**Developed** e.g., Birkinshaw et al. (2008); Volberda et al. (2014)	Section 2.2.7
	New management innovation (methods, techniques) developed by scholars	**Rarely discussed**	

Table 2.3 Status of Management Innovation

2.2.2 Management Innovation Studies from an Institutional Research Perspective

The institutional research perspective, as introduced by Birkinshaw et al. (2008), examines the institutional preconditions that influence the invention and adoption of management innovation within organizations. This perspective delves into three distinct levels: the macro-level (primarily focusing on socioeconomic conditions), the industrial level, and the firm-level. Upon scrutinizing the existing and recent literature through the lens of the institutional perspective on management innovation as proposed by Birkinshaw et al. (2008), this review reveals several research gaps and limitations within this research framework:

Macro-level Factors: The literature predominantly concentrates on socioeconomic factors, overlooking the broader influences of political, legal, environmental, and technological conditions. Future studies should encompass these diverse macro-level factors. Only a handful of studies delve into how macro-level factors affect the generation and adoption of management innovation.

Industry-specific Research: There is a dearth of industry-specific research concerning management innovation in accordance with the review of this study.

Birkinshaw et al. (2008) primarily considers socioeconomic factors as the principal macro-level drivers of management innovation. For instance, they reference Guillén's study (1994), which explores the impact of institutional factors (e.g., labor dynamics, modernism, traditionalism, bureaucracy) on the adoption of innovative management ideologies and techniques (Guillén, 1994, cited in Birkinshaw et al., 2008). However, it is apparent from this literature review that solely focusing on socioeconomic factors is insufficient to comprehend how macro-level influences affect the generation and adoption of management innovation. These macro-level factors should encompass

political, legal, environmental, and technological aspects, and existing studies in this domain are notably limited.

Only several studies explicitly refer to macro-level factors influencing management innovation. One notable example is PMI's (2018) investigation into a particulate matter 2.5 (PM 2.5) pollution control network in Xi'an City, China. This study underscores the influence of China's governmental policies, which directly force the generation of management innovation, specifically in the context of pollution control. This exemplifies management innovation as a progressive shift in management ideology, aligning with Birkinshaw et al.'s (2008) institutional perspective. In this study, the Chinese government serves as a regulator that triggers the emergence of management innovation (Damanpour, 2014).

Another study pertains to the political and environmental factors influencing management innovation, Di Vaio and Varriale (2018) highlight how environmental sustainability initiatives directed seaports in the European Union to adopt management accounting instruments and training systems. Similarly, Zhang et al. (2019) note the mediating role of environmental factors, particularly environmental sustainability, in the generation and adoption of management innovation in Pakistan.

Regarding industrial-level factors affecting the generation and adoption of management innovation, Hecker & Ganter (2013) reveal that product market competition consistently fosters organizations' propensity to adopt new management innovations. Meuer (2014), in an empirical study analyzing 56 firm partnerships in China's biopharmaceutical industry, finds that interdependency, compared to coordination mechanisms among network members, is more likely to drive the implementation of management innovation through imitation. These studies offer valuable insights for the subsequent stages of this thesis, with interviewees potentially

questioned about the influence of peers.

Research at the industry level predominantly centers on factors that lead to management innovation within specific sectors, driven by varying regulations or standards. For instance, Huang et al.'s (2015) research on the high-tech manufacturing industry investigates the causality of management innovation in response to industry conditions such as network members and competitors' performance. This study reveals that companies in the high-tech industry may invest in management innovation ahead of competitors for survival. De Felice and Perillo (2013) uncover key success factors for management innovation within the fashion industry, particularly emphasizing the significance of adhering to industry norms to meet customer demands.

However, the comprehension of management innovation across various industries remains limited, as only a few sectors in specific countries have been extensively studied and discussed.

In terms of firm-level factors influencing management innovation, research appears more abundant compared to macro-level and industry-level investigations. For instance, studies by Vaccaro et al. (2012) and Černe et al. (2013) examine organizational conditions, including the influence of organizational size and the role of parent organizations, on the emergence of management innovation. Walker et al. (2010) highlights the mediating role of an organization's performance management mechanism in the generation and adoption of management innovation. Furthermore, research explores the role of organizational legitimacy in the efficiency of adopting management innovation (e.g., Peeters et al., 2014). In recent studies, Kalay and Lynn (2016) assert that an organization's centralization structure significantly hinders management innovation. Yang et al. (2019) survey 272 firms in China to examine how market learning interacts with organizational capabilities to influence management

innovation.

The aforementioned studies provide valuable insights that may inform the subsequent stages of this thesis. In reviewing the literature on management innovation from an institutional perspective, this research reveals gaps and potential research avenues, which will be detailed in Table 2.4 after discussing each research perspective.

In summary, this section has discussed the institutional perspective of management innovation studies and argues that future research within the macro-level factors should encompass not only socioeconomic factors but also political, legal, environmental, and technological conditions. Additionally, research under the institutional perspective should pay more attention to analyzing macro-level and industrial-level factors affecting the generation and adoption of management innovation, particularly within specific countries and industries.

2.2.3 Management Innovation Studies Under the Fashion Research Perspective

In the realm of the fashion perspective in management innovation studies, this section of the literature review uncovers significant research gaps. The fashion research perspective is rooted in neo-institutional theory (Volberda et al., 2014; Damanpour, 2014). To comprehend this perspective, it's essential to grasp the concept of neo-institutional theory. Nicolai et al. (2010) posit that management innovation can often be introduced through imitative behavior. However, this type of introduction of management innovation is predominantly driven by external pressures or the desire of managers to enhance their reputation (Damanpour, 2014), irrespective of whether it truly improves firm performance (Nicolai et al., 2010). Supporting these notions,

Douglas et al. (2016), after examining the diffusion of numerous large-scale management innovations, discovered that several attempts at adopting such innovations were futile endeavors, effectively described as 'copy and paste' practices from other organizations.

Within Birkinshaw et al.'s (2008) framework of four management innovation perspectives, the fashion research perspective appears to intersect to some extent with the rational perspective (which will be discussed in a later section). Both fashion and rational perspectives consider the influence of managers on the introduction of management innovation. However, Damanpour (2014) differentiates the fashion perspective and rational perspective in terms of their outcomes. The fashion perspective tends to disregard the ultimate consequences of management innovations.

The fashion perspective in management innovation studies suggests that the introduction of management innovation into a company often stems from a desire for reputation or imitation (Damanpour, 2014). This perspective primarily concerns itself with how management innovation spreads without giving due consideration to its actual necessity (Volberda et al., 2014). As Birkinshaw et al. (2008) noted, the fashion perspective on management innovation typically involves a cyclical process of initial excitement followed by disillusionment, with no substantial evidence that such innovation leads to long-term benefits (Birkinshaw et al., 2008).

A notable study within the fashion perspective of management innovation is O'Mahoney's work (2007). O'Mahoney (2007) delved into the realm of memetics theory and, through empirical evidence, explained the global diffusion of management innovations like business resource planning (BRP). O'Mahoney's study (2007) revealed that a management innovation can successfully diffuse due to its replication

or reputation, even though the diffusion might not necessarily benefit the organization. In a similar vein, Scarbrough et al. (2015) scrutinized the diffusion of resource planning (RP) and total quality management (TQM), elucidating the reasons (like TQM's high reputation) behind the global spread of these management tools.

In conclusion, this section of the literature review, dedicated to the fashion perspective of management innovation studies, underscores the paucity of research in this area. Notably, the core question posed by Birkinshaw et al. (2008) regarding the fashion perspective—how aspects of the supply and demand for new management ideas influence their propagation—reveals interesting findings. From the demand perspective, this review identifies common perceptions, such as managers' aspirations for reputation (Nicolai et al., 2010; Damanpour, 2014). Consequently, this section suggests that future research within the fashion perspective of management innovation studies should scrutinize the influence of suppliers of new managerial ideas on the diffusion of management innovation, potentially dismantling the perceptual barriers characteristic of the fashion perspective. This aspect will also be explored in the upcoming research stage through fieldwork interviews.

2.2.4 Management Innovation Studies Under the Cultural Research Perspective

This section delves into the realm of management innovation studies from the cultural perspective. Birkinshaw et al. (2008) defines the cultural perspective as one that revolves around the core question of how management innovation is shaped by cultural conditions within an organization, encompassing the influence of power relations and organizational traditions on the constraints and facilitators of management innovations. However, this perspective, as articulated by Birkinshaw et al. (2008), predominantly focuses on the impact of organizational culture while

neglecting the broader societal cultural influences on the management innovation process.

Organizational culture, as defined by Schein (1992), constitutes the pattern of fundamental assumptions developed or discovered by a group in its efforts to cope with external adaptation and internal integration challenges. These assumptions are deemed valid and, thus, are imparted to new members as the correct way to perceive, think, and feel in relation to these challenges. Daft (2001) further categorizes organizational culture into four types based on environmental requirements: entrepreneurial culture, involvement culture, mission culture, and bureaucratic culture.

Organizational culture undeniably exerts a profound influence on the initiation and assimilation of management innovations within organizations. For instance, entrepreneurial culture, as evidenced by Albertini and Muzzi's (2016) research, has been shown to be conducive to the development and adoption of management innovations in mature firms. Their empirical study of Italy highlights how an entrepreneurial culture can leverage existing entrepreneurial capabilities to promote the generation and adoption of management innovations.

In the case of an involvement culture, empirical evidence suggests a strong positive relationship between the degree of employee participation and the initiation and adoption of management innovations (Wang, 2015). Engaging a substantial number of employees in the management innovation process within an organization has been revealed as a critical factor.

Furthermore, Černe et al. (2013) explored the concept of internal knowledge

exchange as a specific technique of employee participation within the framework of organizational culture. Their study, drawing from data collected across more than 600 firms, establishes that internal knowledge exchange serves as a significant predictor of management innovation, underscoring the pivotal role played by employee involvement.

In the context of a mission culture, research by Oh and Park (2018) highlights the positive impact of organizations committed to fulfilling corporate social responsibilities on the promotion of management innovations. Fulfilling missions related to customer service, as demonstrated by Yang et al. (2019) in their analysis of data from 277 firms in China, also proves to have a positive effect on the generation and adoption of management innovations, particularly concerning exploratory and exploitative learning.

Conversely, bureaucratic culture, as observed in Kalay and Lynn's (2018) research involving approximately 200 managers from Turkish firms, significantly hampers the introduction and generation of management innovations.

In summary, Section 2.2.4 of this thesis effectively demonstrates the profound impact that organizational culture has on management innovation, as evidenced by various illustrative studies. However, it becomes apparent that there is a distinct gap in current research: the role of broader societal culture in shaping management innovation remains significantly underexplored. While numerous studies have focused on the internal cultural dynamics within organizations and their effect on innovation processes, the extent to which external societal cultural norms, values, and practices influence the adoption and effectiveness of management innovation is not well understood. This thesis, therefore, posits that future research in the domain of culture

and management innovation should expand its scope to investigate the impact of societal culture. Such an expansion would address this existing gap by exploring how societal beliefs, traditions, and behaviors outside the organizational context contribute to shaping management innovation strategies and practices. This approach would not only enrich the current understanding of management innovation but also offer a more comprehensive view of the interaction between societal culture and organizational change.

2.2.5 Management Innovation Studies from a Rational Research Perspective

The rational perspective within management innovation research stands out as one of the most prominent and widely explored sub-areas. A significant portion of research gravitates towards this perspective or maintains close ties with it. Birkinshaw et al. (2008) have elucidated critical factors pertaining to the rational perspective, notably emphasizing the pivotal roles played by internal and external key individuals in instigating and influencing management innovation (Birkinshaw et al., 2008). This perspective delves into the involvement of human change agents in conceiving and introducing novel management innovations. Furthermore, building upon Birkinshaw et al.'s (2008) work, Volberda et al. (2014) have extended the rational perspective's boundaries to encompass not only the outcomes of management innovation but also its interplay with other forms of innovation (Volberda et al., 2014).

Compared to the institutional, fashion, and cultural perspectives in management innovation research, the rational perspective enjoys a more robust body of literature (Birkinshaw et al., 2008) Given its extensive coverage of management innovation research areas, this section will review and discuss the following facets: (a) human change agents; (b) outcomes of management innovation; (c) interaction of

management innovation with other types of innovation. Finally, we will (d) summarize the research limitations intrinsic to the rational perspective of management innovation.

2.2.5.1 Human Change Agents

When contemplating the influence of human change agents on the dynamics of management innovation, Birkinshaw et al. (2008) categorizes these agents into two clusters: internal and external change agents. Internal change agents are employees of the focal organization, whereas external change agents are not. This distinction implies that internal change agents typically possess superior knowledge and networks within the organization and bear greater responsibility for delivering results than their external counterparts (Birkinshaw et al., 2008: 831).

In terms of the impact of internal change agents on management innovation processes, numerous studies underscore the significance of top management's roles in the implementation of management innovations. For example, Kickul and Gundry's (2001) study illuminates how top management can facilitate the introduction and implementation of management innovation, especially in highly competitive industries like IT, by transcending traditional management roles and fostering creativity. Additionally, Vaccaro et al. (2012) highlight the pivotal role of top leaders in driving management innovation, with the extent of their involvement contingent upon organizational complexity. Peeters et al. (2014) further argue that the managerial attention bestowed by internal change agents at the top echelons of organizations fosters the generation and adoption of management innovations.

Expanding this perspective, Heyden et al. (2015) contend that middle management also plays a crucial role as an internal change agent in driving management innovation within organizations. They stress the importance of understanding the alignment or

misalignment between top management and middle management roles concerning the implementation of new management practices (Heyden et al., 2015). This entails examining how middle management perceives and aligns with top management's expectations concerning new management practices—an area ripe for future research. Heyden et al. (2015) advocate for the simultaneous consideration of the conjoint influences of top management and middle management, rather than analyzing them in isolation.

Regarding the roles of external change agents in management innovation, a recent notable study by Hollen et al. (2013) explores the influence of external change agents on shaping and driving management innovation processes within an inter-organizational context. Going beyond Birkinshaw et al.'s (2008) framework, Hollen et al. (2013) emphasize that external change agents not only provide legitimacy and expertise but also stimulate management innovation by setting objectives, motivating staff, coordinating activities, and making decisions. Supporting this perspective, Diéguez-Soto et al.'s (2016) research posits that external professionals overseeing organizations are more likely to introduce and pioneer management innovations.

However, studies on external change agents remain relatively scarce in comparison to those on internal change agents. A recent study by Mazars-chapelon et al. (2020) delves into how CPAs assist micro-enterprises in adopting management innovation, corroborating Mol and Birkinshaw et al.'s (2014) assertion that management innovation primarily emanates from external change agents. Nevertheless, further empirical evidence is warranted to substantiate this claim. Consequently, a call emerges for more empirical research on how external change agents influence an organization's generation and adoption of management innovation (Birkinshaw et al.,2008).

2.2.5.2 Outcomes of Management Innovation

Volberda et al. (2014) contend that the rational perspective of management innovation studies should be expanded to encompass an examination of its outcomes.

Building on Birkinshaw et al.'s (2008) work, Mol and Birkinshaw (2009) investigate the effects of management innovation on organizational performance, concluding that it enhances organizational performance and fosters competitive advantages. Subsequently, research on the relationship between management innovation and organizational performance proliferated. Numerous studies affirm that management innovation yields positive effects for organizations (e.g., Naveh et al., 2006; Mol and Birkinshaw, 2009; Camisón Villar-López, 2014; Nieves, 2016). For instance, Amarakoon et al. (2016) assert that management innovation in human resource systems augments an organization's competitive advantages, while GRČIĆ FABIĆ (2016) posits that management innovation enhances government efficiency. Oh and Park (2018) further highlight the positive influence of management innovation on financial performance.

However, it is noteworthy that discussions predominantly emphasize the advantages and positive outcomes of generating and adopting management innovation within organizations. Little attention has been given to its drawbacks and adverse consequences. This gap represents a significant avenue for research within the rational perspective of management innovation. As Birkinshaw et al. (2008) underscore, the success of management innovation is not guaranteed. Hence, this thesis calls for future research to scrutinize the potential risks and provide empirical evidence pertaining to the negative impacts of management innovation on organizational performance.

2.2.5.3 Interaction with Other Types of Innovation

Building upon Volberda et al.'s (2014) expansion of the rational perspective, this section delves into the literature surrounding the interaction of management innovation with other types of innovation, with a particular focus on technological innovation.

Researchers like Hollen et al. (2013) and Camisón Villar-López (2014) posit that management innovation acts as an enabler for technological innovation capabilities. They argue that the needs and evolution of management are instrumental in driving technological advancements, especially concerning information exchange and communication.

Conversely, Khanagha et al. (2013, 2014) adopt a different approach by examining the impacts of technological innovation on management innovation. Their research explores the organizational challenges posed by emerging core technological innovations, such as cloud computing. Through an empirical study of Telco UK spanning 2008-2012, Khanagha et al. (2013, 2014) demonstrate the interplay between management structure and technology development, underscoring the critical role of technological innovation, such as cloud computing, in facilitating an organization's transition to new management structures and practices.

In conclusion, this section, within the literature review, provides a comprehensive overview of the current state of research in the rational perspective of management innovation studies. Although this perspective has seen significant growth, it also reveals notable research gaps. Regarding human change agents, future research should explore the influence of top and middle management characteristics on management innovation, the potential role of middle management as intermediaries between top

managers and staff in driving management innovation, and more empirical investigations into how external change agents impact an organization's generation and adoption of management innovation.

Concerning outcomes of management innovation, scholars should shift their focus to the potential risks and negative consequences of management innovation, balancing the existing emphasis on its positive outcomes.

Regarding the interaction between different types of innovation, especially the synergy between management innovation and technological innovation, future research opportunities lie in exploring their complementary effects and their combined influence on organizational behaviors and outcomes, addressing the identified research gaps.

2.2.6 Management Innovation Studies within the International Business Research Perspective

The international business perspective on management innovation studies was elucidated by Volberda et al. in 2014. This perspective occasionally diverges from the explicit use of the term 'management innovation,' instead, it emphasizes the local, cross-subsidiary, and cross-border transfer of management innovations (Volberda et al., 2014).

This section of the literature review builds upon Volberda et al.'s (2014) framework and aims to delineate this research perspective into two distinct sub-areas. The first focuses on the international transferability of management innovation from a macro-level standpoint. The second pertains to the creation or introduction of management innovation within diverse countries or regions. These sub-areas within

management innovation studies furnish region-specific managerial insights and implications, particularly for multinational enterprises (MNEs). Nevertheless, it is noteworthy that these studies remain relatively underexplored.

Firstly, regarding the international transferability of management innovation, studies in this domain can be traced back to 1995 when Lillrank (1995) examined two cases of management innovation transferred from Japan to the United States - Quality Control Circles (QCC) and Time-Based Competition (TBC). This study identified challenges organizations encountered when attempting to transplant these original management innovations. However, it is essential to underscore that management innovation can be abstracted and adapted to suit local conditions (Lillrank, 1995). More recently, Mamman et al. (2009) conducted a case study on the performance management systems of two multinational enterprises, probing the factors influencing the transferability of management innovation to Africa. Mamman et al. (2009) found that cultural and institutional differences significantly impact the international transferability of management innovation. Regrettably, literature within this realm remains sparse, underscoring the urgency of addressing this issue to facilitate future scholarly advancements.

Concerning studies of management innovation within specific countries and regions, this area appears to be thriving. For example, Boris (2000, 2001) examined public management innovation in both developed and developing countries, Meeuwisse (2008) explored management innovation in Sweden, and Gallego et al. (2013) provided empirical evidence underscoring the importance of management innovation for companies, particularly small and medium-sized enterprises, at the European level. Ajayi and Morton (2015) identified enablers of management innovation in Nigeria, among others.

Moreover, when delving into management innovation studies within specific industries in particular countries or regions, Boczkowski and Ferris (2005) evaluated management innovation in the European media industry, while Meuer (2014) analyzed management innovation in China's biopharmaceutical sector, highlighting the pivotal role of inter-firm relations in implementing management innovation within this industry in China. Despite these promising contributions, it is evident that research within this domain remains considerably underexplored, necessitating the collection of more empirical data concerning management innovation across various industries, countries, and regions for future research endeavors. Consequently, this thesis has chosen to focus on the Scottish charity industry, aiming to provide empirical evidence and a process model to advance further research on management innovation within not-for-profit organizations on a global scale.

2.2.7 Management Innovation Studies from the Theory Development Research Perspective

Within the context of the theory development perspective in management innovation studies, Volberda et al. (2014) have expressed concerns about the diminishing role of scholars in theory development. They argue that most new management concepts originate from the business world rather than academia. This thesis explores the validity of Volberda et al.'s (2014) assertion.

As a vast and relatively underdeveloped research area, management innovation is undergoing significant evolution. Eminent scholars such as Birkinshaw et al. (2008, 2009), Damanpour and Aravind (2012), Volberda et al. (2013), Damanpour (2014), Birkinshaw et al. (2014), and Miller et al. (2018), among others, are consistently contributing to the refinement and expansion of management innovation theory from various angles. Their contributions span a spectrum of dimensions, encompassing

research perspectives in management innovation (Birkinshaw et al., 2008; Volberda et al., 2014), management innovation research development, (Damanpour, 2014), inequalities in management innovation research (Volberda et al., 2013), and the challenges associated with management innovation within the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world (Miller et al., 2018). This multifaceted approach is propelling the development of management innovation theory.

Nonetheless, as articulated by Volberda et al. (2014), academia appears to be ceding its role in generating novel management concepts to external change agents, including consultants and management thought leaders. To address this concern, this thesis aligns with the notion that management scholars should actively engage with management practices and adopt a more critical role in scrutinizing these practices (Volberda et al., 2014). This entails identifying new foundational theories and cultivating innovative management techniques. For instance, the establishment of a management innovation cooperative research center, employing an interdisciplinary model, is a promising approach to augment academia's influence in the theory development perspective of management innovation (Prowse and Zee, 2012). Subsequently, this research will explore the role of academia in fostering innovation within charitable organizations through interviews.

2.2.8 Summary

In summary, Section 2.2 has provided an extensive review of existing research in management innovation, examining it from various perspectives including institutional, fashion, cultural, rational, international business, and theory development. This section has evaluated the research status within each perspective and highlighted limitations. Notably, it has expanded and enriched the institutional

perspective by broadening the focus from the socioeconomic context to encompass political, legal, social, and technological dimensions, and similarly enhanced the cultural perspective by considering both social-cultural factors and organizational culture. Moreover, potential avenues for future research in management innovation have been proposed for each perspective.

Considering the current state of management innovation (as indicated in Table 2.3) and the detailed discussions on each research perspective, this section has presented a set of future research questions (as shown in Table 2.4). These questions serve to advance the field of management innovation studies, guiding its potential directions and achievements.

Tables 2.3 (in section 2.1.1) and 2.4 (below) play a crucial role in this thesis. Table 2.3 provides an overview of the existing research landscape in management innovation, while Table 2.4 is designed to identify potential research questions that can shape the future direction of studies in this area. The purpose of Table 2.4 is to offer a set of well - thought - out research questions that aim to fill the identified gaps in the current research. These questions not only help to further explore the various aspects of management innovation but also contribute to the development of knowledge in this field, which is in line with the overall aim of this work to comprehensively review the current state of management innovation research and look ahead to future directions..

Perspective	Potential Research Questions	Section
Institutional	- What factors drive and stimulate management innovation from macro-level factors - How to introduce or invent management innovation under the conditions of a multi-layered framework (Consideration of the combination conditions of Country, Industry, and Organization)?	Section 2.2.1
Fashion	- How to distinguish the motivations of adopting management and technological innovation? - What is the role of new management ideas suppliers in the process of management innovation? - How does a management method or management practice spread with its self-factors?	Section 2.2.3
Cultural	How does an organization's mission or bureaucratic culture create effects on management innovation? - Extended to the sociocultural range, in which way do the sociocultural conditions affect the introduction or implementation of management innovation?	Section 2.2.4
Rational	- what are the influences of middle management or line managers on implementing management innovation in an organization? - What are the functions of external change agents on the management innovation process? - What are the potential risks or negative impacts of management innovation on firm performance? - How to examine the affordance of an organization in implementing management innovation? To what extent do managers' characteristics affect the introduction of management innovation for an organization? - What are the complementary effects of management innovation and other types of innovation?	Section 2.2.5
International Business	- How to transfer management innovation across boundaries? What factors must be considered before introducing or replicating management innovation is launched to other countries or regions? - Need more empirical evidence in the processing of management innovation in various countries or regions as managerial implications and pieces of advice for companies.	Section 2.2.6
Theory Development	- What is the process of a management innovation with an inter-organizational perspective? How can academia enhance participation in inventing new management ideas, practices, or fundamental theories?	Section 2.2.7

Table 2.4 Potential Research Questions of Management Innovation

2.3 Management Innovation Process

The management innovation process constitutes a pivotal focal point within the realm of management innovation studies, chiefly examined through the lens of theory development. Despite its fundamental significance, investigations into the intricacies of the management innovation process have encountered various challenges. This thesis advocates for the consideration of the management innovation process as an independent research perspective in the domain of management innovation.

Management innovation is a multifaceted and dynamic process of organizational transformation (Thomas et al., 2012). Nevertheless, the availability of conceptual models elucidating the nuances of the management innovation process remains notably scarce (Damanpour & Aravind, 2012).

To enrich our comprehension of the management innovation process, this section of the literature review will undertake an evaluation and discussion of existing conceptual models pertaining to this process. Furthermore, it will put forth research implications concerning the intricacies of the management innovation process.

This section will initially scrutinize and deliberate upon conceptual process models of management innovation at the firm level. Subsequently, it will delve into the conceptual process models of management innovation from a macro and inter-organizational standpoint. Finally, it will elucidate research prospects associated with the exploration of the management innovation process.

2.3.1 Conceptual Process Models of Management Innovation at the Firm Level

The pioneering work of Birkinshaw and Mol in 2006 introduced the initial conceptual model of the management innovation process, borrowing analogous terminology from the realm of technological innovation. Damanpour and Aravind (2012) subsequently divided the management innovation process into two distinct facets: the generation process and the adoption process. The generation process involves the creation of a novel management innovation, typically new to the organization. Subsequently, other organizations may adopt this innovation by imitating and assimilating the practices of the originating organization (Birkinshaw & Mol, 2006; Damanpour & Aravind, 2012).

By scrutinizing Birkinshaw and Mol's (2006) model of the management innovation process, this thesis identifies a pronounced emphasis on the generation process rather than the adoption process. Birkinshaw and Mol (2006) delineate four stages within the generation process:

1. Dissatisfaction with the status quo: Focused on internal organizational issues, such as operational inefficiencies or looming strategic challenges.
2. Inspiration from external sources: Often gleaned from external advice, consultants, or industry benchmarking.
3. Invention: Triggered by both internal discontent and external inspiration.
4. Internal and external validation: Both facets hold significance as management innovation is challenging to codify, and results typically materialize after several years. Validation, both internally and externally, plays a pivotal role in the organization and subsequent diffusion to other entities.

Building upon Birkinshaw and Mol's research on the management innovation process, Birkinshaw, Hamel, and Mol (2008) proposed a four-stage conceptual model that has gained prominence within the field. However, it is noteworthy that this model also

centers predominantly on the generation process of management innovation. The four stages within this generation process are as follows:

1. Motivation phase: Encompasses the preconditions and enabling factors that stimulate individuals within a company to experiment with a management innovation (Birkinshaw et al., 2008:833).

2. Invention phase: Involves the organization's experimentation with a conceptualized new management method or practice.

3. Implementation phase: Encompasses all operational activities associated with management innovation, including idea implementation, testing, and employee responses. This phase establishes the value of the management innovation within the organizational context.

4. Theorization and labeling phase: Involves the development of legitimacy for the management innovation, similar to stages four and five in Birkinshaw and Mol's (2006) model. This phase is associated with validation, establishing the legitimacy of the management innovation both internally and (Birkinshaw et al., 2008:833).

It is important to note that both of these conceptual process models (Birkinshaw and Mol, 2006; Birkinshaw et al., 2008) predominantly concentrate on the generation process of management innovation. As indicated at the outset of this section, Damanpour and Aravind (2012) argue that the management innovation process can be delineated into two phases: generation and adoption. However, this literature review has not yet identified a conceptual process model that primarily addresses the nuances and complexities of the adoption process of management innovation. This gap merits further exploration within the realm of management innovation studies.

Interestingly, the review uncovered a relevant case study that considers knowledge management as a specific form of management innovation and elucidates the adoption process for knowledge management. Rasmussen and Hall (2015) regard knowledge management as a form of management innovation and delineate key phases in the

adoption of knowledge management within an organization. Specifically, Rasmussen and Hall (2015) propose a three-stage model for the adoption process of knowledge management:

Stage one - Initiation phase: In this initial phase, the organization identifies problems that may create a perceived need for management innovation. Subsequently, the organization conducts research to identify appropriate management innovations, such as knowledge management, that can address the identified issues.

Stage two - Implementation phase: In this phase, the organization adapts or re-invents the chosen management innovation to align with the organization's specific context. Following this, the organization implements the management innovation and establishes the relationship between the organization and the innovation.

Stage three - Outcome phase: In the final phase, the organization assesses the outcomes of the management innovation. Based on the results obtained, the organization makes a decision regarding the integration of the management innovation into its ongoing activities or whether it should be discontinued.

<div align="right">(Rasmussen and Hall, 2015)</div>

Additionally, Rasmussen and Hall's (2015) case study highlights instances within the adoption process of knowledge management where organizations can choose to either adopt or reject the management innovation at various stages. Although Rasmussen and Hall's (2015) study are specifically focused on a particular form of management innovation, it provides valuable empirical evidence regarding the adoption process of management innovation.

In summary, this section has introduced three existing conceptual process models of management innovation. The main characteristics of these process models of management innovation are summarized in Table 2.5 below.

Model	Characteristic 1	Characteristic 2	Characteristic 3	Characteristic 4	Characteristic 5
Birkinshaw and Mol (2006)	The process at the firm level	Mainly Focuses on the generation process	Generic Process	Few discussions about the diffusion process	Rarely discussed the antecedents of management innovation
Birkinshaw et al. (2008)	The process at the firm level	Mainly Focuses on the generation process	Generic Process	Discussed the diffusion process	Rarely discussed the antecedents of management innovation
Rasmussen and Hall (2015)	The process at the firm level	Mainly Focuses on the adoption process	The particular form of management innovation	None of the discussion about the diffusion process	Rarely discussed the antecedents of management innovation

Table 2.5 Characteristics of Existing Process Models of Management Innovation

From the conceptual process models of management innovation and the presentation in Table 2.5 above, several limitations have been identified concerning the existing conceptual process model at the firm level. Firstly, it primarily focuses on the generation or adoption process of management innovation. Secondly, it predominantly centers on the process of management innovation within the organization itself. Thirdly, the diffusion process of management innovation is rarely discussed. Lastly, the antecedents preceding problem identification and opportunity recognition are not systematically addressed. Notably, points three and four also pertain to the fashion perspective, institutional perspective, and rational perspective in understanding how management innovation propagates and how situations and individuals trigger such innovation. The process model will serve as the focal point of the forthcoming research stage in this thesis, - to expand the existing model and generate the process model of management innovation for Scottish charities.

2.3.2 Conceptual Process Models of Management Innovation at the Macro and Inter-Organizational Levels

In the preceding section (2.3.1), we examined three conceptual process models of management innovation. However, this thesis discerns a predominant focus in the works of Birkinshaw and Mol (2006), Birkinshaw et al. (2008), and Rasmussen and Hall (2015) on the intricacies of management innovation processes within individual firms. It's worth noting that although these models acknowledge the influence of external change agents, their roles predominantly revolve around providing advisory input or conferring legitimacy.

As the field of management innovation evolves, scholars (e.g., Hollen et al., 2013; Birkinshaw and Mol, 2014) have come to realize that external factors originating from macro and inter-organizational contexts play a significant role in stimulating

management innovation.

From a macro perspective, management innovation is propelled by various factors, such as government policies (e.g., Project Management Institute, 2018), socio-cultural dynamics (e.g., Elenkov & Manev, 2005), and emerging core technologies (e.g., Khanagha, 2013, 2014; Hollen et al., 2013).

Similarly, at the inter-organizational level, management innovation is influenced by network members (Huang et al., 2015), partnerships (Meuer, 2014), industrial competition (Hecker & Ganter, 2013), and other dynamics. Moreover, the role of external human change agents has gained prominence beyond expertise and legitimacy. Hollen et al. (2013) have suggested that external change agents can trigger management innovation by setting objectives, motivating staff, coordinating activities, and facilitating decision-making. External professionals are more likely to introduce innovative practices (Diéguez-Soto et al., 2016), and external knowledge sourcing and experience contribute significantly to the possibility of management innovation (Birkinshaw & Mol, 2014).

The above studies underscored the inadequacy of solely considering management innovation processes at the firm level in the context of modern business. Future research in the field of management innovation necessitates a broader perspective that encompasses both macro and inter-organizational factors.

Volberda et al. (2014) have proposed a co-evolutionary framework for the management innovation process, which takes into account the interplay of change agents from various levels of analysis. This framework expands upon Birkinshaw et al.'s (2008) firm-level model of management innovation generation, advancing our understanding of the influence of both internal and external change agents.

Furthermore, Volberda et al.'s (2014) co-evolutionary model incorporates the impact of macro contexts on the management innovation process, including social, economic, political, and technological forces. This framework serves as a foundation for future research in the field of management innovation.

In summary, this section (2.3.2) has discussed the conceptual process model of management innovation proposed by Volberda et al. (2014). Supported by the empirical study conducted by Frynas et al. (2018), this thesis advocates for greater consideration of external contexts in future studies exploring the process of management innovation.

2.3.3 Implications of Existing Studies on the Management Innovation Process

Building upon the discussions of process models at various levels presented in both section 2.3.1 and section 2.3.2, this literature review has unearthed several research implications that are pertinent to further exploration within the domain of management innovation.

The first research implication revolves around recognizing management innovation as a multifaceted and dynamic process of organizational transformation. Given its centrality to the field of management innovation research, this review advocates treating the process of management innovation as a distinct and vital research perspective for future studies in this area.

The second research implication stems from the identification of a research gap related to the adoption process of management innovation. While Rasmussen and Hall (2015) provided a case study on the adoption process of knowledge management

within an organization, there remains a dearth of a generic conceptual model elucidating the adoption process of management innovation.

The third research implication draws inspiration from Volberda et al.'s (2014) co-evolutionary framework of the management innovation process. It underscores the necessity for future research to embrace a holistic approach by simultaneously analyzing the management innovation process at macro, inter-organizational, and firm-levels. While Volberda et al. (2014) laid the foundation for a multi-level perspective on the management innovation process, empirical research at both macro and inter-organizational levels remains limited. To advance the field, scholars should seek empirical evidence pertaining to the impacts originating from macro and inter-organizational contexts. This endeavor will enable the development of an integrated model encompassing macro, inter-organizational, and organizational dimensions of the management innovation process.

The fourth research implication arises from the observation that certain studies have focused on specific aspects of the management innovation process. For instance, Gallego et al. (2013) noted that due to resource constraints, such as limited capital and R&D capabilities, SMEs are inclined toward adopting rather than generating management innovation. Consequently, there is potential for research to delve into the segmentation of the management innovation process based on factors such as the size and nature of organizations, such as SMEs and MNEs.

The fifth research implication suggests that popular conceptual models of the management innovation process, including those by Birkinshaw et al. (2008) and Volberda et al. (2014), still possess untapped potential. Scholars can leverage these existing models as foundations and introduce fresh perspectives. For instance, Giuliani et al. (2018), building upon underlying conceptual models of the management innovation process, conducted a specific study on the implementation phase of management innovation. Their findings shed light on the notion that the

implementation phase of one management innovation can serve as the catalyst for another. Hence, future research can explore specific facets of the management innovation process, such as the diffusion phase, to enrich existing conceptual models.

The sixth research implication revolves around the recognition that existing conceptual models of the management innovation process remain somewhat generalized. To address this, future research should direct attention towards developing tailored conceptualizations of management innovation processes within specific industries and across different countries or regions. The intricacies of generating or adopting management innovation may vary significantly among industries and geographic contexts. This consideration warrants further exploration in the subsequent stages of research.

In sum, this section (2.3.3) has highlighted multiple avenues for future research within the realm of management innovation, offering opportunities to delve deeper into its complex and dynamic nature, bridging gaps in adoption models, embracing a multi-level perspective, segmenting research by organizational characteristics, enriching existing models, and tailoring conceptualizations to specific industry and regional contexts.

2.4 Issues with the UK and Scottish Charities
2.4.1 Issues in UK and Scottish Charities

Scholars and the public have increasingly turned their attention to the performance of charities in both the United Kingdom and Scotland. According to a report by the Royal Bank of Scotland (2018), Scotland boasts more than 25,000 registered charities serving the public in various domains, encompassing education, healthcare, disease research, environmental protection, and faith-based initiatives, among others. These charities have made substantial contributions to the economy, public well-being, and

local communities. In the broader UK context, by 2012, there were over 200,000 registered charities, constituting a significant and expanding segment of the economy (Connolly and Hyndman, 2013; Hyndman and McConville, 2014).

2.4.1.1 Transparency and Accountability

Nonetheless, the charity sectors in both the UK and Scotland grapple with several pressing issues, with the foremost concern being transparency and accountability.

Transparency, as defined by Heald (2006), encompasses the provision of accessible information about an organization, encompassing its performance, processes, governance structures, and the sources of its financial support and expenditures. Accountability, according to Bovens (2007:452), is the relationship between an actor and a forum in which the actor is obligated to elucidate and justify their actions; this forum has the authority to pose inquiries, make judgments, and impose consequences. In simpler terms, accountability involves taking responsibility for one's actions or events, elucidating one's activities, and scrutinizing the outcomes of those actions (Accounting Standards Board, 1987). Goodin (2003) suggests that accountability should encompass three facets: an account of one's intentions, actions, and the outcomes of those actions.

Transparency and accountability are of paramount importance for the charity sector. As posited by Hyndman and McConville (2015), understanding the actions and financial aspects of charities, including their reports, efficiency in charitable activities, outcomes, and expenditure, is critical for a wide range of stakeholders. Accountability plays a crucial role in mitigating information asymmetry between principals and agents within these organizations, ensuring agents adhere to their mandates, and safeguarding the rights of the principals (McDonnell and Rutherford, 2019).

Regrettably, the charity sectors in the UK and Scotland fall short in terms of transparent reporting and accountability (Hyndman and McConville, 2015). Wixley and Noble (2014) observed that charities in the UK had come under significant scrutiny from politicians, media commentators, and philanthropists. Allegations ranged from excessive executive compensation to unprofessionalism and a lack of transparency within the sector. In response, Wixley and Noble (2014) conducted a survey of perceptions within the charity sector, involving 1,035 British adults, as depicted in Figure 2.1 below. While the survey indicated that charities remained one of the most trusted groups in the UK, media revelations of scandals, such as the alleged tax scams associated with the Cup Trust charity, cast doubt and further eroded trust in the charity sector as a whole (Wixley and Noble, 2014).

Thinking back over the past 3 years would you say in general your views towards charities have become...

Don't know	
A lot more negative	A lot more positive
2%	14%
9%	
A little more negative	A little more positive
14%	17%
Neither/nor	
42%	

Base: 1,035 GB adults surveyed in January 2014

Figure 2.1 Perceptions of the Charity Sector in the UK

(Source: Wixley and Noble, 2014)

In a separate survey conducted by Wixley and Noble in 2014, the inquiry delved into the public's perceptions of what charities in the UK (including Scottland) are doing wrong. The survey findings revealed that the public's primary concerns centered around charities spending excessive amounts on executive salaries, a lack of

transparency regarding how charities allocate their funds, excessive spending on international initiatives, high operating costs, and perceived pressure on the public to donate.

The underlying reasons for these concerns can be attributed to information asymmetry; the public lacks clarity regarding how charities manage their finances and operate. This lack of transparency and accountability is at the root of public apprehensions (Wixley and Noble, 2014).

Connolly and Hyndman (2013) argued that stakeholders in UK charities, including donors and the general public, have legitimate information needs. While they may not be directly involved in the management of these charities, they possess the right to know what transpires within them. The question arises as to who should disclose information and discharge accountability (McDonnell and Rutherford, 2019). However, research by Hyndman and McConville (2015) revealed that UK charities are lacking in both the extent and manner of disclosure. Furthermore, Dhanani and Connolly (2012) pointed out that some UK charities' accountability efforts are primarily driven by a desire to present their activities in a favorable light to the public.

Connolly and Dhanani (2006) conducted research involving 100 British charities, which revealed that these organizations are more willing to provide information related to fiduciary accountability collectively than information that pertains to managerial accountability. Fast forward a decade, the most recent research conducted by Breckell et al. (2019), funded by the Charity Finance Directors' Group (CFDG) and reviewing reports from 75 UK charities, including large, medium-sized, and small organizations, indicates a persistent trend. British charities continue to place more emphasis on explaining their goals, objectives, and mission rather than focusing on outcomes and specific targets. Some charities fail to provide any evidence of their impact on outcomes. While there are instances of promising practices with charities

measuring, demonstrating, and communicating their outcomes and disclosing information on targets, only a few delve into broader impacts, and very few publicly admit to failures (Breckell et al., 2019).

The recurring theme of these observations underscores the growing concerns regarding transparency and accountability in the performance of charities, both in the UK and Scotland. The charity sector and the public need to prioritize improved transparency in reporting and enhanced accountability measures. Within this context, the adoption of management innovation emerges as a promising avenue for enhancing the overall performance of Scottish charities. Understanding the factors influencing the introduction and adoption of management innovation is crucial for these organizations.

2.4.1.2 Additional Challenges Facing UK and Scottish Charities

Beyond transparency and accountability, there are further issues demanding attention within the charity sectors of the UK and Scotland. One such issue revolves around the intricate interplay of politics and business with Scottish charities, particularly from a national and political standpoint.

Sahasranamam et al. (2018) underscored the profound influence of the national business system on charities and social enterprises, examining various dimensions including the political, financial, educational, and cultural systems within the Scottish context. This influence, particularly in the realm of Scottish social entrepreneurship, has posed challenges for traditional charities, necessitating adaptations in response to evolving business dynamics. Many Scottish charities and social enterprises have struggled to make these adjustments. Similarly, Hazenberg et al. (2016) argued that social-political disparities can lead to rapid divergence within the social enterprise ecosystem. Dunne (2013) further emphasized the potential impact of political policy

changes and regime shifts on the provision of performance metrics, governance practices, accountability mechanisms, and information disclosure within Scottish charities.

Longitudinal research conducted by Dutton et al. (2013), spanning the years 2009 to 2013, examined the interactions between the public sector and charities in Scotland. This study revealed that political changes, including shifts in policy and funding environments, had significant repercussions for the third sector and charities in Scotland. For example, during the 2009-2013 period, the senior management teams, Boards of Trustees, governance structures, leadership, and internal organizational structures of third sector organizations and charities underwent substantial transformations in response to policy shifts. In order to align with the new policy landscape, cost-saving measures were primarily implemented through reductions in frontline staff salaries, redundancies, and reduced working hours for other staff members (Dutton et al., 2013). Consequently, the Royal Bank of Scotland (2018) reported that over 80 percent of the workforce in the Scottish charity sector is aged over 35.

The political influence on Scottish charities extends beyond governance considerations and permeates their market strategies. Policy changes have the potential to disrupt the consistency and continuity of market strategies for these charities. In light of the evolving policy landscape and the increasing marketization of social care, UK and Scottish charities must place emphasis on adaptability (Henderson et al., 2018). Additionally, they should actively work to ensure the sustained pursuit of strategic objectives and maintain their governance independence in order to better serve the public within the ever-changing national and political environment.

2.5 Management Approaches (innovations) for Solving Existing Issues for Charities of the UK and Scotland

In this section, we will explore various management approaches advocated by scholars to address the issues outlined in section 2.4, which this thesis refers to as 'management innovation.'

2.5.1 Management Approaches (Innovations) for Enhancing Transparency and Accountability

The paramount challenges confronting the charity sector in the UK and Scotland are those of transparency and accountability. To tackle these issues, scholars have put forth a range of innovative management approaches.

Regarding transparency within British charities, Hyndman and McCoville (2015) have proposed the construction of a reporting framework. They contend that this framework should focus on providing ethically driven accounts of efficiency rather than merely serving to legitimize organizations. Under this framework, charity reports should encompass pertinent metrics of charitable performance, including critical information such as costs, activities, and expenditures essential to stakeholders. It should also assess these metrics' significance to a wide array of stakeholders (Hyndman and McCoville, 2015). Going beyond the abstract framework, Limburg et al. (2012) introduced the Enterprise Performance Management (EPM) system, which combines organizational design principles with organizational development to achieve predictable and profitable performance. Their research offers empirical evidence that the EPM system can help mitigate information asymmetry issues in British charities, addressing the information needs of charity trustees. Furthermore, regulating and analyzing information through the EPM system can enhance the sector's overall effectiveness (Limburg et al., 2012).

Cordery (2013) has advocated for increased regulation of charities as a means of addressing transparency and accountability concerns. Regulation can reduce

information asymmetry, foster a competitive market, and align organizations with public expectations (Cordery, 2013). Unlike for-profit entities, nonprofit organizations have less incentive to prioritize efficiency. Therefore, nonprofit organizations require greater financial and social performance (Weisbrod, 1989). Furthermore, regulatory measures enhance public trust and confidence (Cordery et al., 2017). However, challenges exist within the realm of charity regulation, including burdens on small and medium-sized charities (Cordery, 2013) and increased government budgets (Cordery et al., 2017). Nevertheless, these regulations enhance transparency and accountability within the charity sector.

Scholars have also pointed to other management approaches aimed at improving accountability practices within UK and Scottish charities. Irvine and Christine (2013) examined charity regulatory systems, including accounting standards, and proposed that charity regulators and accounting standard setters should foster a relationship of cooperative interdependence. The interaction between charity regulators and International Financial Reporting Standards (IFRS) can enhance the management of both charity and IFRS. Irvine and Christine (2013) suggested that IFRS reconfigurations aligned with nonprofit or charity accounting standards would have a positive impact on IFRS and the charity sector. Additionally, for accountability enhancement, Connolly and Hyndman (2013) introduced a management approach that extensively involves communication with small, dependent donors in the UK charity sector. This approach ensures that small, dependent donors receive information beyond formal charity communications, promoting interaction among donors. This collective effort in information production and dissemination contributes to the legitimization of the charity sector and further bolsters trust and reputation. Connolly and Dhanani (2013) also highlighted a novel management technique for improving accountability within the UK charity sector—e-countability. Leveraging charity websites to illustrate charities' performance to both upward and downward stakeholders, such as donors and the public, e-countability enhances transparency and

accountability, thus elevating overall charity performance.

In summary, these management innovations, especially those directed at improving transparency and accountability, offer promising avenues for the development of the UK and Scotland's charity sector.

2.5.2 Factors to Explore and Understand about Innovation in Scottish Charities

In addition to the management approaches aimed at improving transparency and accountability within charities, scholars have highlighted other innovative methods for enhancing the overall performance of charities.

For example, Boateng et al. (2015) have identified five comprehensive measures for evaluating the performance of charitable organizations in the UK. These encompass financial performance, client satisfaction, management effectiveness, stakeholder involvement, and benchmarking. These theoretical management metrics provide a valuable framework for charities in the UK and Scotland to ensure their overall performance aligns with best practices.

Furthermore, scholars such as O'Toole et al. (2010) and Woolvin and Rutherford (2013) have emphasized management strategies for charities in community engagement and governance. Empirical studies underscore the significance of the relationship between charity management and the communities they serve in bolstering overall performance.

For instance, O'Toole et al. (2010) have highlighted the role of community governance in facilitating successful welfare sector implementation. Similarly, Woolvin and Rutherford (2013) have observed that engagement with rural communities' aids charities in attracting volunteers, while engagement with local

communities supports the transition to a low-carbon Scotland, particularly in the realm of environmental protection (Markantoni and Woolvin, 2013).

These innovative management approaches and methods not only promote transparency and accountability but also contribute to the holistic enhancement of charity performance in both the UK and Scotland.

2.6 Summary of Literature Review

This comprehensive literature review on management innovation has delved into existing studies from six distinct research perspectives: institutional, fashion, cultural, rational, international business, and theory development. It has not only clarified the current state of management innovation research within these perspectives but has also highlighted certain limitations, particularly within the institutional and cultural perspectives, offering potential solutions. Moreover, this review has outlined potential research directions for future investigations into management innovation within each of these perspectives. The illustrative tables, Table 2.3 and Table 2.4, have provided a forward-looking view of how management innovation studies may evolve.

Additionally, this literature review has critically assessed existing conceptual models of the management innovation process. This evaluation, spanning from firm-level process models to multi-level process models, has identified six crucial research implications for future scholars embarking on studies related to the management innovation process. These implications encompass:

a) The introduction of a new research perspective focusing on the process of management innovation, supplementing the existing six perspectives proposed by Birkinshaw et al. (2008) and Volberda et al. (2014).

b) The development of a conceptual model for the adoption process of management innovation.

c) The creation of an integrative model that encompasses macro, inter-organizational, and organizational levels in understanding the management innovation process.

d) The exploration of the management innovation process within specific segments, such as SMEs and MNEs.

e) The incorporation of new viewpoints into existing management innovation process models, with a particular focus on the diffusion phase.

f) The development of a conceptual process model tailored to specific industries and countries.

The forthcoming stages of this thesis will strive to address these identified gaps, with a special emphasis on aspects a, b, e, and f.

Overall, this literature review has not only achieved its primary objectives but has also significantly advanced our comprehension of the status and future directions of management innovation studies across various research perspectives. Furthermore, it has furnished valuable insights and implications for the subsequent field study, particularly concerning the antecedents and the conceptual process model of management innovation within a specific industry. The interview question design for the field study will be carefully informed by the implications and gaps delineated in Table 2.3 and Table 2.4.

In addition to the management innovation discussion, this section has identified critical issues within the charity sector of the UK and Scotland. It has reviewed innovative management approaches proposed by scholars to address these issues, considering them as management innovations. The introduction and adoption of new management techniques and approaches, such as the Enterprise Performance Management (EPM) system and alignment with International Financial Reporting Standards (IFRS), have significantly contributed to improving charities' performance.

This underscores the pivotal role of management innovation in enhancing the charity sector's effectiveness in the UK and Scotland. For instance, EPM enables charities to align their operational activities with their strategic goals more effectively.

Chapter Three Methodology

This chapter outlines the methodological approach employed to investigate the factors influencing the introduction and adoption of management innovation within Scottish charitable and not-for-profit organizations. This section will provide a detailed exposition of the epistemological standpoint guiding this research, the theoretical framework informing the formulation of research questions, an analysis of research methodologies, the design of chosen research method(s), and the criteria for selecting the sample used for data collection. Furthermore, this chapter will elucidate the procedures employed for data analysis, ethical considerations, and the inherent limitations of the research design.

Roadmap of Chapter 3

This chapter delineates the methodological framework and research design employed to investigate the factors influencing the initiation and integration of management innovation within Scottish charitable organizations. The roadmap for this chapter is as follows:

Ontology and Epistemological Framework (3.1)

This section discusses the ontology and epistemology, establishes the epistemological stance guiding this research. It outlines the author's perspective on knowledge acquisition and how this underpins the choice of research methods. Understanding the epistemological framework is crucial for appreciating the approach to knowledge generation in this study.

Discussion of Research Method (Interview)(3.2)

This analysis supports the selection of the most suitable methodologies, ensuring they are well-suited to addressing the research questions effectively.

Research Methods Design (3.3)

This section details the design of the selected research methods. It specifies the strategies, techniques, and procedures employed for data collection, providing a clear understanding of how the research will be conducted.

Pilot Study for Research Question Development (3.4)

The section discusses the pilot study conducted prior to the main research phase. The pilot study's outcomes inform the development of precise and relevant research questions, aligning them with existing academic discourse and ensuring their validity.

Sample Selection for Data Collection (3.5)

An essential aspect of this research is the careful selection of a sample from which data will be collected. This section explains the rationale behind the choice of sample, detailing the criteria for inclusion and the strategies used to access pertinent data sources.

Data Analysis Process (3.6)

After data collection, the processes and techniques for data analysis are described. This crucial step involves extracting meaningful insights and identifying patterns within the collected data, which are instrumental in answering the research questions.

Ethical Considerations (3.7)

The research adheres to stringent ethical standards. This section covers the ethical considerations addressed in the study, including consent, privacy, and confidentiality, ensuring the research is conducted with integrity and respect for all participants.

To ensure coherence and a clear linkage between this methodological chapter and the discussions in Chapter 2 on management innovation, particularly focusing on Scottish charitable organizations, it's crucial to build explicit connections. These connections highlight how the insights and gaps identified in Chapter 2 inform the methodological choices made in this chapter. The connections are discussed below.

Epistemological Standpoint

From Chapter 2: The literature review identified the need for a holistic understanding of management innovation introduction and adoption, emphasizing the importance of both internal organizational factors and external environmental influences.

Methodological Linkage: The epistemological standpoint should accommodate the complexity and multifaceted nature of management innovation. For instance, adopting

a constructivist epistemology could allow for exploring the subjective experiences and interpretations of individuals within charitable organizations, highlighting how they perceive and enact (or not) management innovations.

Theoretical Framework

From Chapter 2: The literature review highlighted various perspectives on management innovation, including the institutional, rational, and fashion perspectives, each providing different lens through which the phenomenon can be understood.

Methodological Linkage: The theoretical framework for this research integrates these perspectives to guide the field work and research questions. Given the complexity of introducing innovation it is appropriate to use a research design that enables the examination of using a multi-theoretical framework that allows for examining how institutional pressures, rational decision-making processes, and mimetic behaviors collectively influence management innovation in the charity sector.

Comparative Analysis of Research Methodologies

From Chapter 2: The identification of research gaps, such as the lack of detailed case studies on Scottish charities and management innovation will influence research approach and design.

Methodological Linkage: The comparative analysis of methodologies should weigh the benefits of qualitative approaches, such as case studies or ethnography, against quantitative surveys or experiments, considering which method(s) would best illuminate the processes of initiation and integration of management innovation within the specific context of Scottish charitable organizations. There is a lack of detailed case studies on Scottish charities and management innovation will influence research approach and design.

Research Design and Methods

From Chapter 2: The need for in-depth understanding of the dynamic and context-specific processes of management innovation within Scottish charities.

Methodological Linkage: The chosen research methods should enable detailed exploration of these processes. For instance, semi-structured interviews or participatory action research could provide the depth and flexibility needed to uncover the nuanced ways in which management innovations are initiated and integrated.

Sample Selection

From Chapter 2: The chapter's discussion on the diversity of the charity sector in Scotland and the varying impacts of management innovations across different types and sizes of organizations.

Methodological Linkage: The criteria for selecting the sample should reflect this diversity, ensuring that the research encompasses a range of charitable sectors to understand the factors influencing management innovation across the charitable sector.

Data Analysis Procedures

From Chapter 2: The complex interplay of factors identified as influencing management innovation, including internal capabilities and external pressures.

Methodological Linkage: This involve using thematic analysis to identify patterns and categories across qualitative data or employing mixed-methods analysis to integrate qualitative insights.

Ethical Considerations and Limitations

From Chapter 2: The ethical implications of researching within charitable organizations, including confidentiality and the potential impact of the research findings on the organizations involved.

Methodological Linkage: The research design must incorporate stringent ethical considerations, ensuring that the privacy and autonomy of participant organizations and individuals are protected. Additionally, the limitations section should acknowledge the constraints imposed by the chosen methodologies and sample selection on the generalizability of the findings.

3.1 Ontology and Epistemological Framework

Before delving into the discourse on epistemology, this study will first expound upon ontology and present it as a distinct phenomenon. As Grix (2002) points out, ontology is often erroneously conflated with epistemology, with the former frequently perceived as a mere subset of the latter. Although these two realms are intimately interconnected, they merit discrete consideration, for all research fundamentally emanates from the nature of the research and the appropriate mode of exploration.

In the context of this study, a discernible gap exists within the realm of knowledge about process model of management innovation for the Scottish charitable organizations. This research gap underscores the necessity for an exploratory research approach to unravel the intricacies of innovation within charities. While the concept of innovation is well-established within the domain of business organizations, it assumes distinct dimensions within charitable organizations due to their unique roles and objectives. To commence the journey of comprehending innovation within charities, it is imperative to fathom their experiences, methodologies, processes, and inherent limitations. Therefore, this field study is grounded in exploratory research, focusing on a spectrum of charitable entities and their approaches to innovation.

Hay (2002) elucidates the interrelationship between the foundational elements of research, as depicted in Figure 3.1 below. Further clarification of the terminology comes from Grix (2002: 177), who defines 'epistemology' as one of the fundamental branches of philosophy concerned with the theory of knowledge, particularly regarding its methodologies, validation processes, and the diverse avenues through which knowledge about social reality can be acquired. To simplify, as illustrated in Figure 3.1, epistemology revolves around the central questions of 'what' and 'how' can we gain knowledge about a given subject?
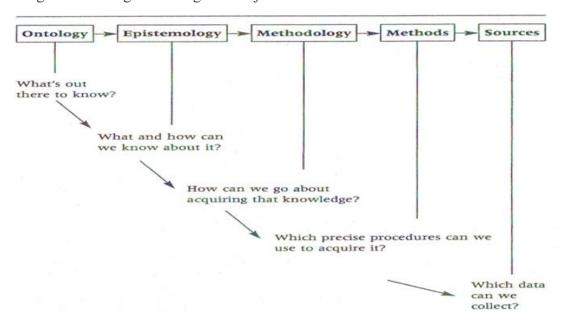

Figure 3.1 The Interrelationship between the Building Blocks of Research

(Source: Figure adapted from Hay, 2002, P.64)

In the realm of social research methodology, Grix (2002) posited the existence of two fundamental epistemological approaches: Positivism and Interpretivism. This thesis aims to elucidate the approach embraced within this research endeavor.

3.1.1 The Epistemological Position for This Research (Interpretivism)

Bryman (2016) delineated interpretivism as the predominant epistemological paradigm in social science research, requiring social scientists to immerse themselves in the intricate tapestry of subjective meanings interwoven within social actions. The overarching objective of the interpretivist standpoint is to "reclaim human agency, (Hay, 2002, P.64)"- a profound concept that underscores the inherent value of respecting individual differences and acknowledging the richness of diverse human experiences.

Moreover, interpretivism embodies an inductive research process within the context of social science research, with theory emerging organically from the data rather than being guided by predetermined hypotheses. In stark contrast to the positivist method, which adheres to a structured deductive approach, interpretivism adopts a more fluid and exploratory stance (Bryman, 2016). This exploratory dimension of interpretivism allows researchers to delve deeply into the complexity of human behavior and perception, uncovering nuanced insights that may remain hidden under the rigid framework of positivism.

Additionally, Grix (2002) contended that interpretivism can employ a hybrid of quantitative and qualitative methods, often opting for a versatile mixed-methods approach that aligns with the intricate nature of social phenomena. However, it is noteworthy that interpretivism typically involves a smaller number of in-depth cases or interviews compared to positivism (Bryman, 2016). This selective focus on depth

over breadth underscores the interpretivist commitment to gaining profound insights into the intricacies of individual experiences and subjective realities.

In the context of this research, which seeks to investigate and unravel the antecedents of management innovation within the context of Scottish charities, an exploratory research approach is deemed appropriate. This carefully considered choice is underpinned by the fact that the interpretivist paradigm aligns more suitably with the multifaceted and nuanced research objectives of this study than positivism. This alignment is appropriate given the relatively limited body of established theory and empirical studies within this niche area of inquiry. Consequently, the epistemological framework for this study will be grounded in interpretivism, as it is important to build initial understanding of innovation in charities.

3.2 An Examination of Research Methods within an Interpretivist Framework

In the preceding discussion within Section 3.1, the foundational premise of this research is firmly rooted in its character as an exploratory study, deeply entrenched within the rich epistemological terrain of interpretivism. Grix (2002) posits that interpretivism, as an epistemological stance, grants researchers the valuable latitude to harness a diverse array of research methods, encompassing both quantitative and qualitative methods. Within the contemporary landscape of social sciences research, Bryman (2016) proposes the repertoire of research methodologies that resonates harmoniously with the interpretive perspective. These encompass, but are not limited to, interviews, observations, and surveys, each a distinct avenue through which researchers can engage with a wide range of human experience and inquiry. In light of the methodological approach of this study, the subsequent section will focus solely on the interview method employed herein.

3.2.1 Interview Method: An In-Depth Exploration

The interview research method serves as an insightful tool for shedding light on the profound meanings that lay embedded within the central themes of individuals' life worlds (Kavle, 1996). Interviews focus on the narratives and perspectives of the interviewees. It is within their articulations that the quintessence of the interview process resides, encapsulating both content and the more profound layers of meaning that are often hidden beneath the surface. McNamara (1999) highlights the multifaceted nature of interviews by emphasizing their capacity to yield comprehensive insights, delving deep into the crux of diverse subjects, facilitating the elicitation of stories, experiences, and, crucially, paving the way for further exploration.

Seale (1998) contributes to the approach of interviewing by categorizing interviews into two primary domains. The first domain encompasses the descriptive data interview, a realm housing both structured and semi-structured interview formats. Within this category, interviews are structured to glean information objectively, thereby identifying and elucidating the knowledge and experiences of the interviewees. The second domain, as epitomized by the unstructured interview, embraces the philosophy of 'interview data-as-topic' . Here, interviewees are granted the liberty to respond subjectively, imparting information in a manner that reflects their unique perspective and disposition.

Doody and Noonan (2013) assert that the interview method arguably stands as the linchpin of data collection, particularly in the realm of exploratory studies. It serves as an approach for gathering information, enabling the extraction of valuable insights and knowledge from a diverse array of individuals. The selection of an interview type, be it structured, semi-structured (this study applied), or unstructured, is contingent upon the researcher's specific objectives, as each format offers distinct advantages and opportunities Grix (2002).

Nevertheless, like any research method, the interview method is accompanied by a set of distinct advantages and limitations. In the forthcoming sections, I will commence by delving into the overarching advantages of the interview method. As articulated by Doody and Noonan (2013), these advantages encompass:

Insight Generation: Interviews provide a vehicle for extracting insights from participants, catalyzing the generation of narratives and stories from interviewees. Additionally, they foster an environment conducive to the development of rapport and strong relationships between researchers and participants. A positive relationship between the interviewer and the interviewee can lead to higher quality responses, as participants are more likely to engage in thoughtful reflection and provide detailed and honest answers.

Question Complexity: The interview method empowers researchers to craft intricate and thought-provoking questions, inviting participants to engage in a more profound exploration of their experiences and perspectives. It also offers a platform for researchers to articulate the overarching objectives and purpose of their research, affording participants the opportunity to clarify their responses and deepen their engagement.

In-Depth Exploration: The hallmark of the interview method lies in its ability to foster high levels of interaction between researchers and interviewees, thereby enabling profound and in-depth research. This interactive dynamic encompasses several key aspects that facilitate in-depth exploration, including probing opportunities, adaptability in conversation, and the creation of a reflexive space for both interviewees and researchers. It will grant researchers' unique access to the emotional and cognitive landscape of participants, often inspiring self-discovery and exploration.

Turning attention to the limitations of the interview research method, a cluster of noteworthy considerations comes into focus:

Cost and Resource Intensiveness: In juxtaposition to alternative research methods, such as surveys, interviews tend to entail higher financial and temporal costs. Researchers must orchestrate logistics, encompassing travel arrangements and interview scheduling, which can be a logistical challenge when seeking to engage with a broad spectrum of interviewees.

Confidentiality Concerns: In cases entailing sensitive or confidential subject matter, the employment of face-to-face interviews may engender concerns among interviewees pertaining to privacy and confidentiality.

Researcher Bias: The interview process, when conducted by researchers, carries the inherent risk of introducing unintentional research bias. Researchers' capabilities in gathering and framing information may inadvertently influence respondents' answers, potentially affecting the data's objectivity and accuracy.

3.3 Research Methodology and Design

3.3.1 Research Methods Applied

In Section 3.2, this study discussed the interview method aligned with interpretivism, which were considered as a potential avenue for qualitative research. It's important to note that this research spanned a considerable period, from 2017 to 2022, and the choice of research methods underwent adaptations in response to external contextual changes, most notably the Covid-19 pandemic.

This empirical investigation is firmly anchored in the interpretivist paradigm, chosen to probe the research questions at hand. Given the dearth of well-established theory concerning management innovation in charitable organizations, this study adopts an exploratory research (Grix, 2002) design predominantly reliant on qualitative approaches. Qualitative methods are deemed instrumental in enabling researchers to construct novel theories informed by the data collected.

To provide further clarity, this study employed a semi-structured interview format, aligning it with the research aims and questions. However, due to the impact of external contextual changes, which included the constraints posed by Covid-19, the research approach was augmented to encompass semi-structured interviews conducted both in person and online.

As outlined in Section 3.2, three distinct research methods were considered for this research project: interviews, surveys, and observation. Nevertheless, the observational method was excluded from consideration due to the restrictions imposed by Covid-19, rendering it impractical to execute field observations. Additionally, the pandemic context deterred the researcher from actively engaging with other organizations, thus precluding the use of observational methods. Similarly, the survey method was deemed unfeasible, with the exception of online surveys. The challenges of precisely targeting the desired population for recruitment in the wake of Covid-19 presented formidable barriers.

This methodological overview serves to underscore the considerations that informed the research approach adopted in this study.

3.3.2 Research Design

This research, structured into distinct phases spanning several years, stands as a testament to the methodical approach undertaken to fathom the intricate realm of management innovation within Scottish charitable organizations. Each step, intricately linked to a unique set of activities, served as a pivotal building block in the research's progression. This section will discuss them separately.

Step/Year and, Activities.

Step 1 (2017-2021) In-Depth Literature Reviewing

Step 2 (2019) Pilot Study (Involving One Charitable Organization)

Step 3 (2020-2021) Expansive Second Study (Involving Ten Charities)

Step 4 (2020-2023) Rigorous Data Analysis and Conceptual Model Development

Step 1 (2017-2021): In-Depth Literature Reviewing

This research embarked upon its maiden voyage in 2017-2021 with an all-encompassing literature review. This comprehensive scholarly exploration unearthed conspicuous research gaps in the expansive domain of management innovation. These research gaps, guided the research towards its ultimate mission: conducting empirical investigations to address these gaps. Of intrigue was the aspiration to craft tailored process model, one that would intricately decode the management innovation landscape within a specific industry and a particular country. This industry-centric focus converged on the unique dynamics of management innovation within Scottish charitable organizations.

Step 2 (2019): Pilot Study (Involving One Charitable Organization)

In 2019, the research trajectory veered into the implementation of a pivotal pilot study, a foundational phase preceding full-scale data collection.The selected pilot site was a charitable organization in Scotland. This preliminary endeavor yielded a trove of invaluable experiential insights, casting an illuminating light on the inner mechanics of charitable entities. Yet, its significance transcended the confines of a mere dry run. It provided a crucible for the fine-tuning of interview techniques, enriching the researcher's repertoire of skills in engaging with interviewees. The primary research methodology of this phase remained firmly rooted in semi-structured interviews, detailed in the interview guide and questions found in Appendix 1.The pilot study will be discussed in the following section 3.4.

Step 3 (2020): Expanded Second Study (Involving Ten Charities)

Bolstered by the insights garnered during the pilot study, the research unfolded into an expansive second study in 2020. This phase expanded its purview to encompass thirteen distinct charitable organizations. The research methodology, consistent with the pilot study, revolved around semi-structured interviews. However, the inexorable onset of the Covid-19 pandemic necessitated an agile shift from traditional face-to-face interviews to the dynamic realm of online interviews. This adaptation

underscored the research's resilience in responding to the evolving landscape while upholding methodological rigor. The interview questions retained consistency with those employed in the pilot study but had been developed, for instance, the grammar, clarity, concision, and overall structure of the questions been improved from the experience of the pilot study (see Appendix 2).

Step 4 (2020-2023): Rigorous Data Analysis and Conceptual Model Development

The data collection from both the pilot and second studies marked the commencement of a rigorous analytical phase spanning 2020-2022. This analytical odyssey was dedicated to the dissection of the amassed data. Through the synthesis of insights gleaned from interviews and their alignment with existing literature, critical antecedents emerged. These findings coalesced to give birth to a comprehensive conceptual process model. This model is illuminating the intricate contours of management innovation within Scottish charitable organizations. It is a phase where empirical findings converged with theoretical frameworks to articulate a cogent narrative, enriching the understanding of management innovation within this distinctive context.

3.4 Pilot Study

For the initial pilot study, the researcher was granted access to Keep Scotland Beautiful (KSB), a prominent Scottish environmental charity with a profound dedication to enhancing Scotland's environmental sustainability, cleanliness, and green initiatives. The facilitation of this access was made possible through the generous support and collaboration of Stirling Management School.

The involvement of KSB in this pilot research project offered a unique and insightful perspective into the realms of environmental stewardship and management.

Within the context of this pilot study, a series of research interviews were conducted, engaging a total of five senior managers from the ranks of KSB. This strategic selection ensured a comprehensive and multifaceted response to the various interview

questions posed during the study. These senior managers held pivotal roles within the organization, collectively spanning the breadth of KSB's diverse functions.

All data collection activities took place in the confines of KSB's office during the month of September 2019. The interviews were recorded using a combination of contemporary technological tools, specifically a smartphone and a laptop. Prior to initiating the interviews, explicit permission was obtained from each participant, reaffirming ethical research practices.

Each interview session was thoughtfully structured, allowing for an in-depth exploration of pertinent topics and issues. On average, the interviews had a duration of approximately 30 minutes, providing ample time for the participants to share their insights, experiences, and perspectives. Subsequently, these recorded interviews were carefully transcribed in their entirety, preserving every valuable detail for further analysis and examination.

When completed the pilot study informed the main study as the following parts:

3.4.1 Defined Clear Objectives

The pilot study is of help to refine the research objectives. This step provides clarity on the areas of management innovation within Scottish charities that the researcher intends to investigate. To be more concise, the primary objective of pilot study is designed to emulate a conversation, emphasizing the interviewees' experiences, opinions, and their thoughts and sentiments concerning the topics under examination. After the pilot study, the research objectives (questions) have been clearly defined as the following:

To assess the level of awareness and comprehension of the management innovation concept within the Scottish charity sector.

To discern the influence of contextual factors and organizational boundaries on the initiation and adoption of management innovation within Scottish charities.

To pinpoint the facilitators and barriers that shape the initiation and adoption of management innovation among Scottish charities.

To construct a foundational conceptual model that elucidates the factors preceding the initiation and adoption phases of management innovation within Scottish charities.

To delineate additional research avenues and unexplored areas (gaps) within the realms of management innovation and Scottish charity research.

3.4.2 Expanding Sample Diversity

When conducting the main study, it is essential to select a diverse sample of interviewees that encompasses a broad spectrum of Scottish charities. This diversity should encompass variations in size, focus areas (e.g., environment, healthcare, education), geographical location. Such a diverse sample ensures a comprehensive and well-rounded exploration of the research topic.

The researcher based on the pilot study expanded the sample size and study scope. These enhancements to the research design will enable the researcher to conduct more effective and insightful interviews throughout the study. The overarching goal is to collect comprehensive data that not only contributes to a deeper understanding of management innovation within Scottish charities but also informs subsequent stages of the research.

3.4.3 Interview Guide Improvement

Before conducting formal interviews, the pilot study ensures clarity and relevance. Feedback from this preliminary phase can help refine the questions.

In preparation for the interviews, the researcher prepared a structured interview guide featuring open-ended questions that align with the established research objectives. This guide serves as a flexible framework, facilitating in-depth discussions with the interviewees. For reference, the pilot study interview guide can be found in Table Appendix 1, while Appendix 2 contains the semi-structured interview questions for the main study. It is evident that the interview questions for the main study exhibit

greater conciseness, clarity, and consistency in their formulation.

From the below two tables we can see that the researcher undertaken comprehensive review and refinement of the interview guide based on insights gathered from the pilot interviews. This process is crucial to ensure that the questions are clear, open-ended, and directly aligned with the research objectives. By incorporating the feedback and lessons learned from the pilot interviews, the researcher can enhance the effectiveness of the data collection process.

3.4.4 Improving Connections between Research Objectives (Questions) and Interview Questions

The pilot study, conducted after refining the research and developing a new interview guide, facilitated the establishment of a coherent connection between the refined research objectives (questions) and the refined interview questions as the Table 3.1 below (interview questions see Appendix 2).

Research Objective 1: To assess the level of awareness and comprehension of the management innovation concept within the Scottish charity sector.

Section One: General Questions

Q1 and Q2: These questions are foundational, providing background information about the interviewee's role in the charity sector. The research sets the stage for assessing the interviewee's level of involvement and potential exposure to management innovation concepts.

Section Two: Management Innovation

Q8 and Q9: These questions directly target this objective. Q8 seeks the interviewee's understanding of management innovation, allowing for an assessment of their comprehension. Q9 aims to gather concrete examples of management innovation within their charity, offering insights into their awareness of such practices.

Research Objective 2: To discern the influence of contextual factors and organizational boundaries on the initiation and adoption of management innovation within Scottish charities.

Section One: General Questions

Q6 and Q7: These questions investigate how the charity has responded to changes in the Scottish charity sector, providing valuable information to understand the contextual factors influencing management innovation.

Section Three: Internal Factors

Q10 and Q11: These questions probe internal communication and its role in introducing innovation, giving insights into the organizational context.

Q12 and Q13: These questions explore the influence of organizational size and diversity, directly addressing

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how internal factors may shape innovation.

Q14, Q15, and Q16: These questions further illuminate internal dynamics by examining the roles of top managers, middle management, and frontline staff in innovation processes.

Section Four: External Factors

Q17 and Q18: These questions inquire about political, legal, and societal influences on the organization, helping to discern external contextual factors.

Q19 and Q20: These questions explore the roles of peer charities and external entities in innovation processes, offering insights into external influences.

Q21: This question uncovers the contribution of volunteers to innovation, an internal-external dynamic.

Research Objective 3: To pinpoint the facilitators and barriers that shape the initiation and adoption of management innovation among Scottish charities.

Section Three: Internal Factors

Q10 and Q11: These questions assess internal communication, potentially revealing facilitators and barriers within the organization.

Q12 and Q13: These questions focus on the impact of organizational size and diversity, which can act as either facilitators or barriers to innovation.

Q14, Q15, and Q16: These questions delve into the roles of different levels of management and staff, aiding in the identification of factors that may facilitate or hinder innovation.

Section Four: External Factors

Q17 and Q18: These questions explore the roles of political, legal, and social influences, potentially revealing external barriers and facilitators.

Q19 and Q20: These questions investigate the impact of peer charities and external entities, which can either facilitate or hinder innovation.

Q21: This question looks at the role of volunteers, offering insights into an internal-external dynamic that can be a facilitator.

Section Five: Resources

Q22 and Q23: These questions assess how resources, including technology and finances, influence innovation, potentially identifying both facilitators and barriers.

Research Objective 4: To construct a foundational conceptual model that elucidates the factors preceding the initiation and adoption phases of management innovation within Scottish charities.

The entire set of interview questions collectively contributes to the construction of this conceptual model:

Section One: General Questions establishes the context and identity of the interviewee.

Section Two: Management Innovation helps define and provide examples of management innovation.

Section Three: Internal Factors uncovers internal influences.

Section Four: External Factors explores external influences.

Section Five: Resources assesses the role of resources.

The synthesis of responses to these questions can be used to construct a comprehensive conceptual model that elucidates the factors influencing the initiation and adoption of management innovation in Scottish charities.

Research Objective 5: To delineate additional research avenues and unexplored areas (gaps) within the realms of management innovation and Scottish charity research.

The interview questions across all sections may lead to the identification of gaps or areas for further research.

The responses could reveal aspects that require deeper investigation or exploration, thus contributing to the delineation of additional research avenues.

Table 3.1 Connections between Research Objectives and Interview Questions

In summary, each interview question is designed to align with one or more research objectives. The responses to these questions collectively provide rich data to address these objectives, contributing to the overall success of the research endeavor.

3.4.5 Other Benefits from the Pilot Study

There are also some other benefits that the researcher gained from the pilot study, for instance, the researcher noticed that maintaining reflexivity and objectivity throughout the interview process. And will be aware of any potential biases and aim for neutrality in data collection and analysis.

The researcher also realized the importance of ethical considerations in the interview process, including obtaining informed consent and safeguarding participant confidentiality. Ensure that participants are comfortable sharing their experiences.

For the main study, the researcher implemented a structured approach to data collection, whether through in-person or online interviews. Consistently record and transcribe interviews for accurate analysis. For instance, for transcriptions of interviews, the experience of pilot study is of help the researcher in ensuring the accuracy and reliability of the transcripts for analysis. And during the main study, the researcher gained from pilot study involving the reflections on the interview process. And also benefit from the pilot study in coding and concept development as the following sections show.

3.4.6 Summary of Pilot Study

The pilot study assumed a pivotal role in the establishment of precise research objectives, fostering a heightened level of clarity regarding the domains of management innovation within Scottish charities that the researcher sought to explore.

Furthermore, this preliminary study instigated an expansion in the sample size and the breadth of the study's scope. This enhancement facilitated the inclusion of a diverse array of Scottish charities, taking into account critical factors such as size, thematic focus, and geographical location. This diversified sample is indispensable for the comprehensive examination of the research topic.

The pilot study's contributions extended to the enhancement of the interview guide. It engendered a heightened sense of clarity and relevance in the framing of questions. Insights garnered during the pilot phase played a significant role in the development of a well-structured interview guide featuring open-ended questions aligned with the research objectives. Consequently, the interview questions for the main study exhibit a greater degree of conciseness, lucidity, and uniformity in their formulation, surpassing those of the pilot study.

The insights gleaned from the pilot study were instrumental in establishing a coherent nexus between the research objectives (hereafter referred to as questions) and the interview inquiries. This alignment ensures that the questions remain perspicuous, open-ended, and intricately tied to the research objectives, subsequently bolstering the efficacy of data collection through the refinement process.

Beyond the primary enhancements realized, the pilot study conferred additional benefits. It cast a spotlight on the imperative of upholding reflexivity and objectivity throughout the interview process, fostering an acute awareness of potential biases and a resolute commitment to neutrality in the collection and analysis of data. Ethical considerations, notably those pertaining to informed consent and the preservation of participant confidentiality, were underscored with due diligence. Moreover, it accentuated the necessity of a methodical approach to data collection, whether conducted in person or online. This accentuation emphasized the pivotal role of recording and transcribing interviews to ensure precision in subsequent analyses.

In summation, the pilot study operated as a paramount preparatory phase, elevating both the quality and pertinence of the research endeavor. It afforded a crystalline understanding of objectives, facilitated the broadening of the sample, refined the interview guide, intensified the alignment between research objectives and inquiries, and underscored the critical significance of adherence to ethical principles and systematic data collection protocols. These discerned insights and refinements collectively underpin the overarching triumph of the research initiative.

3.5 Sampling and Data Collection

As elucidated in the preceding discussion within Section 3.4, the participants who generously contributed their insights during the pilot study, facilitated in collaboration with Keep Scotland Beautiful, played an instrumental role in shaping the trajectory of this research endeavor. Consequently, the researcher has deemed it judicious to regard their interview transcripts as integral components of the primary study's sample pool, thus affording them equal standing for in-depth analysis and meaningful comparison.

The researcher methodically executed this research project through a series of online interviews. Spanning the period from May to August 2020, a comprehensive outreach effort was initiated, involving the dispatch of over 300 tailored email invitations to Scottish charities. This outreach initiative was conducted in close collaboration with Stirling Management School, as referenced. The primary objective was to identify and engage with potential participants who could provide valuable insights into the subject matter under investigation. However, the research process was not devoid of challenges, notably due to the prevailing Covid-19 pandemic. This global crisis had a profound impact on charitable organizations, rendering many either temporarily inactive or significantly constrained in their operations. Consequently, the response rate to the research inquiries was regrettably low, posing a formidable challenge.

Nevertheless, perseverance yielded results, culminating in the participation of nine senior managers representing a diverse cohort of 9 distinct charities. These entities spanned a wide spectrum of charitable focuses, encompassing domains such as art, care for the visually impaired, personal development, youth engagement, homelessness, religion, and the advancement of citizenship, among others. The online interview phase unfolded over the course of three months, commencing in June and concluding in August 2020. During each interview session, every response and interaction was recorded, subsequently undergoing comprehensive transcription to ensure the preservation of qualitative data integrity.

In the ensuing Table 3.2, a comprehensive overview is presented, furnishing detailed information about each of the interviewees. It is noteworthy that the pilot study constitutes as the first interview, while the subsequent series of online interviews collectively constitute as the second interview. This careful delineation serves to underscore the evolution and iterative nature of the research process, reflecting the incorporation of insights and lessons garnered from the pilot phase into the subsequent phases of the study, ultimately enriching the depth of the research outcomes.

Participant	Organization	Job Title
Interviewee 1	Keep Scotland Beautiful	Operation Manager
Interviewee 2	Keep Scotland Beautiful	IT Manager
Interviewee 3	Keep Scotland Beautiful	Communications Manager
Interviewee 4	Keep Scotland Beautiful	Community and Place Manager
Interviewee 5	Keep Scotland Beautiful	Climate change Manager
Interviewee 6	Dumfries and Galloway Arts Festival	Chief Executive Officer
Interviewee 7	Fife Society for the Blind	Senior Manager
Interviewee 8	Andrew Carnegie Dunfermline and Hero Trusts	Chief Executive Officer
Interviewee 9	Youth Scotland	Chief Executive Officer
Interviewee 10	Achieve More Scotland.	Chief Executive Officer
Interviewee 11	Homeless Action Scotland	Chief Executive Officer
Interviewee 12	Cinnamon Network; Ruchazie Parish Church; Whiteinch Transformation	Senior manager
Interviewee 13	Royal Blind; Scottish War Blinded -	Director of Corporate Resources
Interviewee 14	Midlothian Voluntary Action; Volunteer Midlothian	Chief Officer

Table 3.2 Information Sheet of Interviewees

3.6 Data Analysis

Once the data collection process was completed, the data gathered from interviews underwent coding and analysis. For how the conceptual model generated, the research logic and flow presents as the following, it divide into two level data analysis process- individual level and comparative level :

I. Individual level data analysis

Step 1: Individual first codes analysis (see Appendix 3)

Initially, the coding process commenced after full transcription of the data. The researcher systematically reviewed the transcriptions in their entirety, identifying potential important responds on transcripts with colored, and then creating initial codes of each individual interviewee, and annotating both hard and electronic copies of the transcripts. This initial coding phase provided the researcher with an understanding and initial insights into the statements made by the individual interviewees.

Step 2: Individual second codes generating (see Appendix 4)

Subsequently, the researcher reviewed and read the initial codes of the each individual interviewees' initial codes that were pertinent to this research project or deemed significant by the researcher were categorized as key points. The researcher then delved into analyzing these issues using the evidence provided by the initial codes and developed descriptions for each interviewee's concerns, which would have impacts on management innovation. These were categorized denoted as secondary codes (see Appendix 4, which are highlighting the multiplicity and inter-relatedness of influences from the first codes to the second codes).

Step 3: Analysis of the factors affecting management innovation at individual level (see Appendix 5)

Following this stage, prior to achieving the primary research objective—constructing

a conceptual model of management innovation—there remained additional tasks. The researcher needed to identify the factors that enable or constrain management innovation from individual's perspective. This stage following the steps:

Secondary Coding Phase: During the secondary coding phase, the researcher reviewed the interview transcripts, now annotated with initial codes, to identify broader themes and categories that emerged across different interviews. This stage was pivotal in recognizing patterns related to factors that influence management innovation within the organization.

Thematic Synthesis: Through a process of thematic synthesis, the researcher aggregated secondary codes that pointed towards factors that either facilitated or hindered management innovation. This involved grouping related secondary codes under broader themes that represent either 'enablers' , 'constraints', and 'boundaries'.

Evidence Support: For each identified enabler and constraint, the researcher sought evidence within the interview transcripts to support their categorization. This evidence was derived from specific instances or narratives shared by the interviewees that illustrated how a particular factor either enabled or constrained management innovation.

Consequently, the researcher identified the interviewees' individual perspectives of factors affecting management innovation based on their first and secondary codes, supported by evidence (as shown in Appendix 5), and the example logic as the the figure 3.1 show below.
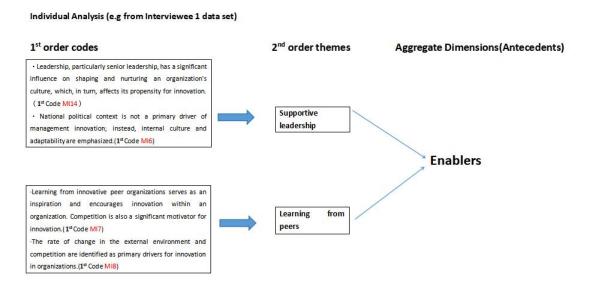
Individual Analysis (e.g from Interviewee 1 data set)

1st order codes

· Leadership, particularly senior leadership, has a significant influence on shaping and nurturing an organization's culture, which, in turn, affects its propensity for innovation. (1st Code MI14)

· National political context is not a primary driver of management innovation; instead, internal culture and adaptability are emphasized.(1st Code MI6)

·Learning from innovative peer organizations serves as an inspiration and encourages innovation within an organization. Competition is also a significant motivator for innovation.(1st Code MI7)

·The rate of change in the external environment and competition are identified as primary drivers for innovation in organizations.(1st Code MI8)

2nd order themes

Supportive leadership

Learning from peers

Aggregate Dimensions(Antecedents)

Enablers

Figure 3.1 logic of Antecedents generation at individual level

II. Comparative analysis (Appendix 6, and Appendix 7)

After the above individual analysis, a constant comparative analysis was conducted. This involved comparing the enablers, constraints and boundaries of different interviewees and organizations. The goal was to identify similarities(see Appendix 6) and differences(see Appendix 7) in their views on management innovation and to look for common patterns and trends. By comparing across different participants, the researcher could identify more generalizable insights and understand how different factors interacted in different contexts. Based on the insights gained from the individual level analysis and the constant comparative analysis, a conceptual model could be constructed. This model will incorporate the identified enablers, constraints, and other relevant factors such as the macro context, boundaries, and ways to charitable success form a concertized view. The model will be designed to illustrate the complex relationships between these factors and how they influenced the introduction and adoption of management innovation in Scottish charities. The model will be discussed in the Findings chapter.

In the upcoming Findings chapter, the data analysis steps detailed above will be further explored in conjunction with Model 4.1 to provide a more comprehensive

understanding of management innovation in Scottish charities.

3.7 Ethical Consideration

This research project and consistently adhered to a robust framework of ethical principles throughout its entire execution.

First and foremost, the research proposal underwent a thorough and scrupulous review process under the guidance and supervision of the researcher's academic advisor. Following this critical step, the research design was further refined and scrutinized, ultimately receiving formal approval from the General University Ethics Panel (GUEP). In response to invaluable recommendations and insights from both the advisor and GUEP, any questions deemed sensitive in nature were prudently excised from the study. This cautious approach was particularly apt considering the inherent complexities and sensitivities associated with the observation method, leading to the judicious decision not to employ it.

In a subsequent layer of ethical fortification, all prospective participants were furnished with a comprehensive participant information sheet. This document served as a detailed compendium, providing participants with an extensive understanding of the research's overarching objectives, the stringent protocols governing confidentiality, the precise methodologies for record-keeping, and the array of rights afforded to participants. Subsequent to this informed briefing, each participant exercised their autonomy by voluntarily signing a consent form, thus affirming their uncoerced participation and unwavering commitment to the research endeavor.

Integral to the ethical fabric of this research was the steadfast commitment to neutrality and objectivity by the researcher. Diligently avoiding any trace of personal opinions or biases, the researcher's approach to data analysis was characterized by a steadfast reliance on the exact verbatim responses of the participants, ensuring that the

findings truly encapsulated their perspectives and experiences.

Lastly, it is essential to underscore the profound adaptability and consideration exhibited by this research in the face of the unprecedented challenges posed by the COVID-19 pandemic. Demonstrating an unwavering commitment to safeguarding the health and well-being of all participants, the research underwent a methodological metamorphosis, transitioning from traditional in-person interviews to secure and technologically adept online alternatives. This decision, which resonated with the values of responsibility and prudence, was undertaken in full consultation with and subsequent approval from the General University Ethics Panel (GUEP), thereby reinforcing the ethical integrity of the research in these exceptional circumstances.

Chapter Four Findings

The findings chapter of this research presents an exploration into the antecedents of management innovation within Scottish charities, drawing on qualitative data gathered from interviews with managers in the sector. Through analysis, this chapter aims to unpack the complex interplay of factors that facilitate or hinder the introduction and adoption of management innovation in the Scottish charities. The research navigates through various layers of influence, from macro contextual elements to organizational strategies, highlighting the challenges and opportunities faced by Scottish charities in their pursuit of innovation.

This chapter represents the core of the study, introducing a conceptual model derived from the research, laying a foundation for understanding the complex interplay between various factors that facilitate or hinder the adoption of innovative management practices，this model not only categorizes these factors but also delves into their interconnectedness, providing a comprehensive view of the landscape of management innovation in Scottish charities.

4.1 Conceptual Model

4.1.1 Conceptual Model Development

The development of Model 4.1 through data analysis is an intricate and detailed process that builds upon a solid foundation of qualitative research methods.

Step 1: Transcription and Initial Coding

Transcription and initial immersion in the data the first crucial step was the transcription of the interview data. The interviews, which were the primary source of data, were recorded using a combination of technological tools such as smartphones and laptops. After the interviews, the researcher transcribed the record as accurate as possible. Unraveling the Data Core Elements Once the transcription was complete,

the researcher embarked on the initial coding process. This was a highly systematic and iterative task. As seen in **Appendix 3**, the researcher carefully read through each transcript line by line, looking for statements that held significance in relation to management innovation.

For example, when Interviewee 1 stated that "Management innovation is described as thinking in new and unconventional ways about doing things, challenging established patterns and practices," the researcher identified this as a key statement related to the definition of management innovation and assigned it the code "MI - 01". This process was repeated for each interviewee, and the codes were annotated on both the hard copies and electronic versions of the transcripts. This initial coding served as the first level of categorization, breaking down the voluminous interview data into discrete units that could be further analyzed.

Step Two Secondary Coding

Discovering deeper connections and themes after the initial coding was completed, the researcher moved on to the secondary coding phase. This involved a comprehensive review of the initial codes. The researcher analyzed which initial codes were related to each other and grouped them under broader themes.

Looking at **Appendix 4**, for Interviewee 1, the initial code related to top management's intentionality (MI - 10) and the influence of social culture (MI - 15) were grouped under the theme of "Organizational Culture". This was because both these factors were seen to have a significant impact on the culture within the organization, which in turn influenced management innovation. The secondary coding process was not only about categorization but also about understanding the complex interplay between different factors and how they contributed to the overall phenomenon of management innovation.

Step Three Individual Level Analysis

Uncovering unique organizational insights with the secondary codes in hand, the researcher conducted a detailed analysis of the factors affecting management

innovation at the individual level.

As shown in **Appendix 5**, for each interviewee, the researcher identified specific enablers and constraints. For Interviewee 2, enablers included a culture of openness and creativity within the organization, as well as collaboration with external organizations. Constraints were identified as a lack of familiarity with management innovation concepts and potential limitations related to the size of the organization. This in-depth analysis at the individual level provided a unique perspective on how each organization's internal and external environment influenced their approach to management innovation. It also highlighted the diversity of experiences and challenges faced by different charities in the Scottish sector.

Step Four Comparative Analysis

Identifying patterns and discrepancies across organizations after the individual level analysis, the researcher conducted a comparative analysis. This involved comparing the enablers, constraints, and boundaries identified for each interviewee and organization.

Appendix 6 showcases the common concerns that emerged from this analysis. For example, organizational culture was consistently emphasized by multiple interviewees as a crucial factor in facilitating management innovation. Interviewee 1 described it as fostering openness and adaptability, while Interviewee 8 highlighted the importance of a supportive work culture.

Appendix 7, on the other hand, presents the controversial issues. For instance, there were differing views on the impact of organizational size. Some interviewees like Interviewee 1 believed that smaller organizations might have an advantage in terms of agility, while others like Interviewee 14 argued that resource considerations were more important than size. This comparative analysis was essential in identifying the patterns that held true across the sector and those that were subject to debate, providing a more comprehensive understanding of the factors influencing management innovation.

Step Five Model Construction

Synthesizing insights into a cohesive framework finally, based on the insights gained from the individual and comparative analyses, Model 4.1 was constructed.

By comparing the enablers, constraints, and boundaries across different interviewees and organizations, common patterns and trends emerged. This analysis was essential for establishing the six dimensions of the conceptual model of management innovation.

The six dimensions of Model 4.1 - Macro Context, Boundaries, Enablers, Ways to Charitable Success, Constraints, and Other Insights - were established as follows:

Macro Context: The macro context dimension was identified by recognizing the significant influence of the broader socio - economic, political, and cultural environment in Scotland on the charity sector. Interviewees consistently mentioned how factors like economic stability, political policies, and cultural values affected the availability of resources, regulatory frameworks, and societal expectations for charities. These external factors were found to shape the overall landscape in which charities operate and innovate, thus forming the Macro Context dimension.

Boundaries: Boundaries were defined as the legal, ethical, and value - based limits that charities operate within. Through the analysis of interview data, it became clear that these boundaries directly influenced what management innovations could be pursued. For example, legal restrictions on fundraising and reporting requirements, as well as ethical considerations regarding transparency and accountability, were frequently discussed by interviewees. These factors, which were shaped by the macro context, formed the Boundaries dimension.

Enablers: Enablers were determined by identifying the positive forces or resources that supported the introduction and adoption of management innovations. Interviewees highlighted factors such as access to funding, support from stakeholders (including donors, volunteers, and beneficiaries), and the availability of skilled personnel as crucial enablers. These elements provided the necessary resources and

support for charities to implement innovative practices, leading to the establishment of the Enablers dimension.

Ways to Charitable Success: This dimension was established based on the strategies and practices that charities could employ to achieve their goals. Interviews revealed that adopting innovative management practices, building strong relationships with stakeholders, and effectively utilizing resources were key ways to achieve charitable success. These factors, which were influenced by the macro context and supported by enablers, formed the Ways to Charitable Success dimension.

Constraints: Constraints were identified as the barriers that hindered the process of management innovation. Resource limitations, resistance to change from within the organization or among stakeholders, and bureaucratic hurdles were commonly mentioned by interviewees. These factors, which were in constant tension with enablers, shaped the innovation landscape within charities and formed the Constraints dimension.
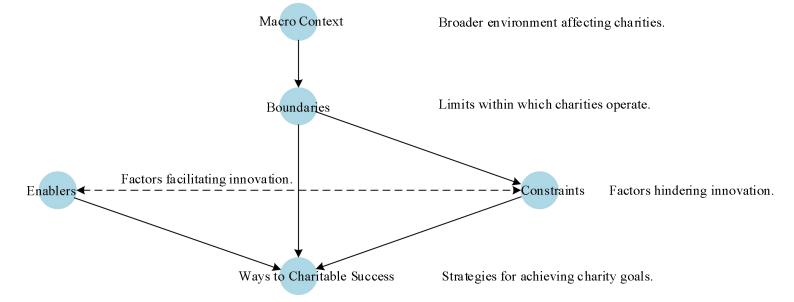
Other Insights: The Other Insights dimension was added to account for additional context - specific considerations relevant to the Scottish charity sector. This included factors such as local regulations and norms, as well as sector - specific challenges that different charities faced. For example, different sectors within the charity domain, such as health, education, and social services, were found to have unique challenges in adopting management innovations. These insights, which were influenced by all other elements, provided a more comprehensive understanding of the adoption of management innovation in Scottish charities.

The model incorporated all the identified enablers, constraints, and other relevant factors such as the macro context, boundaries, and ways to charitable success. It was designed to visually and conceptually represent the complex web of relationships between these factors. For example, the model would illustrate how leadership

influenced organizational culture, which in turn interacted with external factors like competition and regulatory environment to either promote or impede management innovation. The iterative nature of the data analysis process, from transcription to model construction, ensured that the model was firmly rooted in the empirical data collected from the charitable organizations, making it a valuable tool for understanding and potentially guiding management innovation in the Scottish charity sector.

Through the above analysis of empirical data and insights garnered from in-depth interviews with managers in this the Scottish charities, this research developed a conceptual model that delineates the intricate interplay between macro-contextual factors, boundaries, enablers, constraints, other insights, and the ways to charitable success, it is the main findings of this study as the Model 4.1 shows below.

Conceptual Model of the Introduction and Adoption of Management Innovation for Scottish Charities

Macro Context — Broader environment affecting charities.

Boundaries — Limits within which charities operate.

Enablers — Factors facilitating innovation. — Constraints — Factors hindering innovation.

Ways to Charitable Success — Strategies for achieving charity goals.

Other Insights — Additional factors specific to the Scottish charity sector.

Figure 4.1 Conceptual Model of the Antecedents of the Introduction and Adoption of Management Innovation for Scottish Charities

To understand the conceptual model, it needs an in-depth analysis of each element and their interrelationships. By accessed to specific data and information about the Scottish charity sector. The following discussion explains the interrelationships of the model. Figure 4.1 presents a structured overview of the antecedents of management innovation within the Scottish charity sector, categorizing them into six main areas: Macro Context, Boundaries, Enablers, Ways to Charitable Success, Constraints as well as Other Insights. Each category is defined and exemplified to elucidate its impact on the charity sector and its interrelationships with other antecedents. Each of the Six antecedents is now discussed.

Macro Context encompasses the broader socio-economic, political, and cultural environment in Scotland, highlighting how these external factors provide both opportunities and challenges for charities. It influences the availability of resources, the regulatory framework, and societal expectations, which in turn shapes the strategies charities can adopt for success and the boundaries within which they operate.

Boundaries refer to the legal, ethical, and value-based limits that define the operational scope of charities. These are shaped by the macro context and directly influence what management innovations can be pursued, acting as both guides and constraints to ensure compliance and alignment with mission and values.

Enablers are identified as the positive forces or resources that support the introduction and adoption of management innovations. These include access to funding, stakeholder support, and the availability of skilled personnel, which collectively facilitate the implementation of innovative practices that can lead to charitable success.

Ways to Charitable Success outlines the strategies and practices that charities can employ to achieve their goals, emphasizing the role of innovation in enhancing

operational efficiency, stakeholder relationships, and resource utilization. This category highlights the direct influence of macro-contextual factors and the supporting role of enablers in facilitating these pathways to success.

Constraints represent the barriers or challenges that hinder the process of management innovation. Factors such as resource limitations, resistance to change, and bureaucratic hurdles exemplify the internal and external pressures that charities must navigate to innovate successfully. These constraints are in constant tension with enablers, shaping the innovation landscape within which charities operate.

Other Insights provide additional context-specific considerations relevant to the Scottish charity sector, acknowledging the diversity of challenges and opportunities across different charity domains, the impact of local regulations and norms on management innovation, and the interconnections between different sectors and domains. For instance, different sectors within the charity domain, and well as beyond such as health, education, and social services, may provide challenges in adopting management innovations.

The model offers a framework for understanding the complex interplay between various factors that influence management innovation in the Scottish charity sector. By examining each antecedent in detail, stakeholders can gain insights into the multifaceted nature of innovation within this context, enabling more informed decision-making and strategic planning.

For further understand, Table 4.1 below generally outlines each antecedent is further broken down into definitions, example elements, their impact on the charity sector, and their relationships with other antecedents.

Antecedents	Definition	Example Elements	Impact	Relationship with Other Antecedents
Macro Context	The macro context includes the broader socio-economic, political, and cultural environment in Scotland, which significantly influences the charity sector. This context sets the stage for the availability of resources, the regulatory framework, and the societal expectations placed on charities	Socio-Economic Environment: The economic stability and social welfare policies in Scotland can affect the demand for charity services and the availability of funding. Political Environment: The political landscape, including government support and regulations, can shape the operational framework for charities. Cultural Environment: The cultural values and norms in Scotland can influence the public's perception and support for charities.	Influences the availability of resources, the regulatory framework, and the societal expectations placed on charities.	Affects Boundaries by setting the stage for the legal and ethical limits within which charities operate. Influences Ways to Charitable Success by shaping the strategies that are most effective in the given socio-economic environment.
Boundaries	Boundaries are the limits within which charities operate and include legal restrictions, ethical considerations, and the charity's mission and values.	Legal Restrictions: These are the laws and regulations that govern the charity sector, such as tax laws, fundraising regulations, and reporting requirements. Ethical Considerations: These include the ethical standards and principles that guide charity operations, such as transparency, accountability, and integrity. Mission and Values: The core beliefs and objectives of the charity shape its operations and the types of management	Acts as both a guide and a constraint for charity operations.	Influenced by Macro Context which shapes the legal and ethical boundaries. Acts as Constraints by limiting the scope of innovation within legal and ethical limits.

		innovations that are adopted.		
Enablers	Enablers are the factors that facilitate the introduction and adoption of management innovation, including access to funding, support from stakeholders, and availability of skilled personnel.	Access to Funding: This includes grants, donations, and other financial resources that enable charities to invest in innovative management practices. Support from Stakeholders: This includes the backing from donors, volunteers, beneficiaries, and other stakeholders who play a crucial role in the charity's operations. Availability of Skilled Personnel: Having a team of skilled and trained personnel is essential for implementing innovative management practices.	Provides the necessary resources and support for implementing innovative management practices.	In tension with Constraints, with enablers facilitating innovation while constraints hinder it. Supports Ways to Charitable Success by providing the building blocks for achieving charity goals.
Ways to Charitable Success	Includes the strategies and approaches that charities can adopt to achieve their mission and goals, such as adopting innovative management practices, building strong relationships with stakeholders, and effectively utilizing resources.	Adopting Innovative Management Practices: Implementing new management practices can lead to improved operational efficiency and better service delivery. Building Strong Relationships with Stakeholders: Establishing strong relationships with donors, volunteers, and beneficiaries can enhance the charity's reputation and support base. Effective Utilization of Resources: Efficiently utilizing available resources, including financial, human, and	Determines the success or failure of the charity in achieving its objectives.	Influenced by Macro Context which shapes the strategies that are most effective in the given socio-economic environment. Supported by Enablers which provide the necessary resources and support for achieving charity goals.

		technological resources, is crucial for the charity's success.		
Constraints	Constraints are the factors that hinder the introduction and adoption of management innovation, such as a lack of resources, resistance to change, and bureaucratic hurdles.	Lack of Resources: Limited financial and human resources can impede the ability of charities to adopt new management practices. Resistance to Change: This includes the reluctance of stakeholders, including staff and beneficiaries, to embrace new management innovations. Bureaucratic Hurdles: Bureaucratic processes and red tape can slow down the implementation of innovative management practices.	Acts as a barrier to the successful implementation of innovative management practices.	In tension with Enablers, with constraints hindering innovation while enablers facilitate it. Acts as Boundaries by limiting the scope of innovation within legal and ethical limits. Ways to Charitable Success:
Other Insights	This could include any additional factors or considerations that are context specific to the Scottish charity sector, or the particular management innovation being introduced.	Local Regulations and Norms: Specific regulations and cultural norms in Scotland can affect the introduction and adoption of management innovations. Sector-Specific Challenges: Different sectors within the charity domain, such as health, education, and social services, may face unique challenges in adopting management innovations.	Provides a more comprehensive and contextual understanding of the adoption of management innovation in Scottish charities.	Can be influenced by all other elements and provide insights that are specific to the Scottish charity sector.

Table 4.1 Antecedents of Management Innovation for Scottish Charities

4.1.2 Discussion of the Antecedents

With the line of 4.1.1, and based on Table l, this section further explored the impacts of each antecedent on the introduction and adoption of management innovation in Scottish charities highlight the multifaceted nature of this process.

Macro Context: The broader socio-economic, political, and cultural environment in Scotland significantly impacts the charity sector by influencing the availability of resources, shaping the regulatory framework, and setting societal expectations. The economic stability, political support, and cultural norms affect demand for charity services, funding availability, and public support for charities. Given this limited control, it becomes imperative for charities to engage in constant monitoring of the macro environment. This vigilant approach allows organizations to anticipate changes, adapt strategies, and mitigate potential challenges proactively. Monitoring can include keeping abreast of policy changes, economic trends, and shifts in public opinion, enabling charities to respond swiftly and effectively to external pressures.

Boundaries: Legal restrictions, ethical considerations, and the charity's mission and values define the operational scope of charities, acting both as guides and constraints. These boundaries influence what management innovations can be pursued, ensuring compliance and alignment with mission and values, and directly impact the scope of innovation within legal and ethical limits.

Enablers: Factors that facilitate the introduction and adoption of management innovation, such as access to funding, stakeholder support, and skilled personnel, provide the necessary resources and support for implementing innovative practices. Enablers impact the charity's ability to invest in and execute innovative management strategies, offering the building blocks for achieving charitable success.

Ways to Charitable Success: Strategies and approaches adopted by charities,

including innovative management practices, building strong stakeholder relationships, and effective resource utilization, directly determine the success or failure of the charity in achieving its objectives. These pathways are shaped by the macro context and are supported by enablers, highlighting the crucial role of strategic innovation in enhancing operational efficiency and charity reputation.

Constraints: Barriers such as a lack of resources, resistance to change, and bureaucratic hurdles hinder the process of management innovation. These constraints impact the charity's capacity to adopt new management practices, posing significant challenges that need to be navigated for successful innovation. The persistent nature of these challenges necessitates a strategic approach to management innovation that is both resilient and adaptable. Charities are thus compelled to develop strategies that not only overcome immediate hurdles but also build capacities and systems resilient to these enduring constraints. This includes fostering a culture of innovation, streamlining processes to reduce bureaucratic burdens, and seeking alternative resources and partnerships to support innovative initiatives.

Other Insights: Additional factors specific to the Scottish charity sector or the particular management innovation being introduced, such as local regulations and sector-specific challenges, offer a comprehensive understanding of the adoption process. These insights impact the charity sector by providing a contextual lens through which management innovation can be viewed, revealing the unique challenges and opportunities within specific domains. For instance, Local regulations, such as the General Data Protection Regulation, drive the need for management innovation to ensure compliance with legal requirements. Charities are compelled to innovate to meet regulatory demands, which includes implementing data protection practices and adopting secure technologies. Moreover, a significant sector-specific challenge identified is resource constraints, particularly in terms of funding. Limited financial resources act as a barrier to management innovation, restricting investments in innovative practices and technologies. This constraint hampers the organization's

ability to adapt and evolve, hindering innovation efforts. Funding challenges influence a charity's capacity to invest in innovative management practices, affecting its overall ability to effect change and fulfill its mission in a dynamic environment.

Each antecedent plays a critical role in the ecosystem of management innovation within Scottish charities, with their impacts illustrating the complex interplay between internal capabilities, external pressures, and strategic execution in the pursuit of innovation and charitable success. In the context of the complex and dynamic circumstances that characterize the charity sector, the introduction and adoption of management innovation are deeply influenced by the unique challenges and opportunities each charity faces. For instance, within the environmental charity sector (e.g. Keep Scotland Beautiful), organizations might grapple with rapidly evolving regulations related to climate change and environmental protection. These regulations demand swift adaptation and innovative management strategies to comply with legal requirements while continuing to effectively pursue their environmental missions. Such a scenario highlights the sector's need for agility, foresight, and innovation in management practices to navigate the evolving socio-political landscape.

Conversely, in the social care charity sector (e.g. Blind Care), charities often confront challenges related to funding cuts, increased demand for services, and the integration of technology in service delivery. These organizations must innovate their management practices not only to ensure financial sustainability but also to enhance service delivery through technological advancements and effective stakeholder engagement. This necessitates a different set of innovative approaches, emphasizing financial management, technological integration, and community involvement.

These examples underline the sector-specific realities that Scottish charities face, illustrating the uncertain nature of the macro context, boundaries, enablers, and constraints within which they operate. Each sector presents its own set of challenges and opportunities for management innovation, necessitating a tailored approach that

considers the unique socio-economic, political, and cultural environment of Scotland. This multifaceted nature of innovation within the charity sector underscores the importance of adaptability, strategic thinking, and the capacity to leverage enablers while overcoming constraints to achieve charitable success.

4.1.3 Relationships Among the Antecedents

To further understand the conceptual model, this section discusses the inter-relationship between the antecedents. For the conceptual model of management innovation in the Scottish charities. The relationship between the identified antecedents of management innovation in Scottish charities reveals a complex and interdependent system where each component influences and is influenced by others. The explanation of how these antecedents relate to each other are illustrated below:

Macro Context and Boundaries: The macro context sets the broader socio-economic, political, and cultural environment that influences the charity sector, thereby defining the boundaries within which charities operate. These boundaries are shaped by legal restrictions, ethical considerations, and the charities' missions and values, which are, in turn, influenced by the macro context. This relationship underscores how external factors like government regulations, societal expectations, and cultural values delineate the operational and ethical framework for charities. For example, Charity in environmental protection sector (Keep Scotland Beautiful) noticed political factors like the climate emergency regularly influencing charities' strategies.

Macro Context and Ways to Charitable Success: The strategies that charities adopt to achieve success are significantly shaped by the macro context. The socio-economic environment, political landscape, and cultural values dictate what approaches are most effective, influencing how charities navigate challenges and leverage opportunities. For instance, economic stability and social welfare policies can affect fundraising strategies and service demands. And moreover, for instance, the adaptation to

COVID-19 by integrating technology for remote service delivery exemplifies the impact of the Macro Context on Ways to Charitable Success. Charities had to pivot their strategies rapidly to maintain operations and fulfill their missions under new societal norms and restrictions . For instance, in the face of the COVID-19 pandemic, charities within the church sector found themselves confronted with unprecedented challenges. Traditionally, many of these charities relied heavily on in-person activities for both service delivery and fundraising. The social distancing measures and public gathering restrictions imposed to control the spread of the virus severely impacted their operational models. In response, these organizations had to swiftly pivot their strategies to continue supporting their communities.

Boundaries and Constraints: Legal and ethical boundaries directly act as constraints, limiting the scope of possible innovation within these confines. Charities must navigate these constraints to innovate within the legal and ethical framework set by the macro context. This relationship highlights the regulatory and ethical challenges that charities face in pursuing management innovation. The shift in funding patterns from multi-year to project-specific grants showcases the intersection of Boundaries and Constraints. This change poses a significant barrier to management innovation by restricting the scope of possible innovation projects charities can pursue due to funding limitations . The shift in funding patterns affecting innovation projects is highlighted by Charity Blind Care, showing the legal and ethical boundaries act as constraints .

Enablers and Constraints: The research identified a dynamic tension between enablers and constraints in the process of introducing and adopting management innovation. While enablers such as access to funding, stakeholder support, and skilled personnel facilitate innovation, constraints such as resource limitations, resistance to change, and bureaucratic hurdles hinder it. The balance between these factors significantly influences a charity's ability to innovate. The research highlights an interplay between enablers and constraints in the sphere of management innovation

within charities, revealing a dynamic tension that requires astute navigation by charity managers. While enablers like access to funding, stakeholder support, and skilled personnel act as catalysts for innovation, they are often countered by constraints such as limited resources, resistance to change, and bureaucratic obstacles. This delicate balance underscores the critical role of managers in recognizing and strategically managing the tension between these factors, as their ability to do so significantly impacts the charity's capacity for innovation. Managers must adeptly leverage enablers to mitigate the impact of constraints, thereby facilitating a conducive environment for management innovation that aligns with the organization's goals and mission. For example, Charity Keep Scotland Beautiful noticed that the relationship between Enablers and Constraints is evident in the role of leadership in fostering an innovative culture within charities. While leadership can drive management innovation by encouraging openness and adaptability, resource constraints simultaneously pose challenges to implementing these innovations in environmental sector.

Enablers and Ways to Charitable Success: Enablers provide the necessary resources, support, and capabilities for charities to achieve their goals through innovative practices. This relationship underscores the importance of a supportive environment, including financial resources, stakeholder backing, and skilled personnel, in enabling charities to pursue and implement strategies for success. For instance, in charity sector of education (Interview 10), collaborations with external entities, such as academia and consulting agencies, serve as enablers by providing fresh perspectives and expertise for management innovation. These collaborations support the strategic approaches charities employ to achieve missions by enhancing their operational efficiency and capabilities. Collaborations with academia and consulting agencies providing expertise for management innovation, underscore the importance of enablers in achieving charitable success.

Constraints and Ways to Charitable Success: Constraints directly impact the

pathways to charitable success by limiting the strategies and approaches that charities can adopt. The ability to navigate or mitigate these constraints is crucial for charities to successfully implement innovative management practices and achieve their objectives. For example, the health Care (Interview 7, 13) charities noticed that resource constraints, especially in terms of funding, directly impact the ways to charitable success by limiting the strategies and approaches that charities can adopt. The need to navigate these financial challenges influences the organization's capacity to invest in and execute innovative management practices, thus affecting their overall success.

Therefore, the antecedents of management innovation in Scottish charities are intricately connected, with each influencing the others in a dynamic interplay. Understanding these antecedents and their relationships is key to comprehensively addressing the challenges and opportunities of management innovation in the Scottish charity sector.

4.1.4 Summary of the Conceptual Model

The conceptual model for the introduction and adoption of management innovation in Scottish charities, as detailed through empirical research and in-depth interviews, reveals a complex and dynamic interplay among various antecedents. These antecedents—Macro Context, Boundaries, Enablers, Constraints, Ways to Charitable Success, and Other Insights—form a comprehensive framework that elucidates the multifaceted nature of management innovation within the Scottish charity sector.

The model underscores the significant influence of the Macro Context, including socio-economic, political, and cultural factors, on the charity sector. This broader environment not only shapes the availability of resources and societal expectations but also delineates the operational and ethical Boundaries within which charities must navigate. These Boundaries, defined by legal restrictions, ethical considerations, and

organizational missions and values, serve as both guides and constraints for innovation.

Enablers and Constraints emerge as critical factors within this model, highlighting the resources that facilitate innovation and the barriers that impede it. The dynamic tension between these elements underscores the complexity of implementing management innovation, with Enablers providing necessary support and resources, while Constraints pose significant challenges to be navigated.

Ways to Charitable Success, influenced by the Macro Context and supported by Enablers, outlines strategic approaches for achieving organizational goals through innovation. These strategies are essential for enhancing operational efficiency, stakeholder relationships, and resource utilization, demonstrating the direct impact of external and internal factors on charitable success.

Other Insights bring additional depth to the model, acknowledging the unique challenges and opportunities presented by local regulations, cultural norms, and sector-specific issues. This aspect of the model offers an understanding of management innovation's context-specific factors.

In summary, the examples discussed above provide evidence of each of these factors, by doing so conceptual model presents an understanding of the antecedents affecting management innovation in the Scottish charity sector, and also explores their interrelationships, highlighting the dynamic ecosystem within which Scottish charities operate.

Starting from the next section, the discussion will delve into how this model was generated, exploring the empirical evidence and analytical processes that underpin its development. This exploration will further illuminate the relationships among the antecedents and their collective impact on management innovation within Scottish charities.

4.2 Summary of Findings

The findings of management innovation within Scottish charities, as throughout this chapter, has provided insights into the nature of innovation processes in the nonprofit sector. By systematically analyzing interview data from managers across the sector, this research has developed an understanding of the factors that enable and constrain management innovation, alongside the presentation of a conceptual model that captures the dynamic interplay between these elements.

This study has uncovered that the antecedents of management innovation in Scottish charities are deeply influenced by a combination of internal and external factors, including organizational culture, leadership, the external environment, collaboration, technology, and the diversity of the workforce. These factors serve as critical enablers that foster an environment conducive to innovation. Particularly, the emphasis on a supportive organizational culture and open forward-thinking leadership has been identified as paramount in nurturing an innovative ethos within charities.

Conversely, the research has also identified significant constraints that hinder innovation efforts. These include resource limitations, regulatory frameworks, organizational size, social and cultural influences, and the political environment. These constraints present considerable challenges that charities must navigate to implement and sustain management innovation. By acknowledging the complexities of these constraints and employing strategic, inclusive, and flexible approaches, charities can navigate and overcome the challenges to management innovation, ultimately enhancing their impact and sustainability in a rapidly changing context.

Moreover, the analysis has highlighted several controversial issues, such as the role of middle management, the impact of COVID-19, and the organizational size, which evoke diverse perspectives on their influence on innovation. These controversies underscore the complexity of managing innovation within the unique context of

Scottish charities.

The synthesis of common concerns, controversial issues, and the examination of boundaries have collectively emphasized the importance of understanding the specific context within which Scottish charities operate. The comparative analysis of enablers and constraints further enriches this understanding, offering strategic guidance for enhancing innovation capabilities within the sector.

In conclusion, this chapter has laid a comprehensive foundation for understanding the antecedents, covering enablers and constraints of management innovation in Scottish charities. It has illuminated the complex interplay of factors that influence the capacity for innovation, offering a conceptual model that serves as a valuable tool for both academic inquiry and practical application. The insights garnered from this research not only contribute to the academic discourse on nonprofit management innovation but also provide actionable strategies for practitioners in the field, aiming to enhance the innovative capabilities of Scottish charities in their pursuit of social and charitable success.

Chapter Five Discussion

The chapter on the findings of management innovation within Scottish charities provides an in-depth exploration into how such organizations navigate the complex landscape of introducing and adopting innovative management practices. The research uncovers an interplay of internal and external factors that act as both enablers and constraints to innovation. Central to these findings is the development of a conceptual model that maps out the antecedents of management innovation, offering a structured framework for understanding the dynamics at play in the Scottish charities.

The discussion chapter provides a thorough examination of management innovation within Scottish charities, delving into the complexities of adopting innovative practices. By critically analyzing the findings and integrating them with existing models of management innovation, particularly the Birkinshaw et al. (2008) model, this chapter offers valuable insights into the enablers and constraints of management innovation in the nonprofit sector. The roadmap summarizing the key sections of the discussion chapter below:

5.1 Overall New Aspects Added to the Birkinshaw et al. (2008) Model.

Exploration of how the research extends the Birkinshaw et al., (2008) model by addressing specific enablers and constraints within Scottish charities. including: Macro-Contextual Influences, Operational Boundaries and Legal Constraints, Interplay Between Enablers and Constraints, Sector-Specific Strategies for Success, Empirical Validation and Contextual Richness and integration of these new aspects into a comprehensive framework for management innovation in nonprofits. A new diagram with added content for Birkinshaw et al (2008) model will be illustrated in this section.

5.2 The Impacts of The Enablers

Detailed analysis of how the identified enablers, including organizational culture, leadership, technological adoption, and others, impact management innovation.

Challenges and practical implications of these enablers are discussed.

5.3 The Impacts of The Constraints

Examination of constraints such as resource limitations, regulatory boundaries, and cultural resistance, highlighting the need for strategies to overcome these barriers.

5.4 Practical Solutions

5.4.1 to 5.4.9: Presentation of practical solutions for Scottish charities to introduce or adopt management innovation effectively, covering cultural cultivation, leadership, external collaboration, overcoming resource constraints, navigating regulatory boundaries, addressing resistance, leveraging technology, utilizing a diverse workforce, and improving communication.

5.5 Summary of Discussion Chapter

A concise summary of the chapter's key points, offering a comprehensive overview of the research findings, their implications for the Birkinshaw et al. (2008) model, and the practical solutions for Scottish charities in the realm of management innovation.

5.1 Overall New Aspects that the Research Adds to the Birkinshaw et al (2008) Model

The new model on the antecedents of management innovation within Scottish charities, as highlighted in the findings chapter, provides a detailed exploration of the factors facilitating and hindering the adoption of innovative management practices. This model extends the understanding of the Birkinshaw et al. (2008) model by focusing on specific enablers and constraints within the context of Scottish charities, thereby highlighting new aspects and contributions to the field of management innovation.

The empirical evidence for the extended model that addresses the limitations of the Birkinshaw et al., (2008) comes from qualitative data gathered from interviews with managers in the Scottish charity sector. The findings and conceptual model developed from this research not only enrich the Birkinshaw model but also provide a structured

framework for understanding the dynamic interplay of various factors that facilitate or hinder management innovation in the context of Scottish charities.

The figure 5.1 below is the Birkinshaw et al (2008)'s model, and The figure 5.2 below shows how the antecedents from the findings can be expanded and integrated into the stages of the Birkinshaw model.
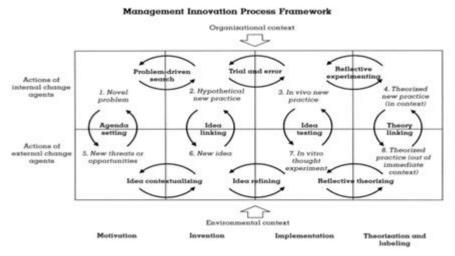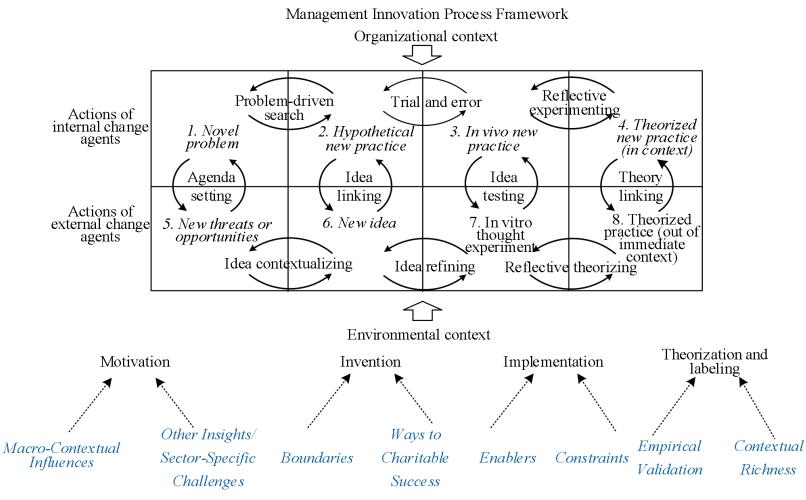

Figure 5.1 Birkinshaw et al (2008) model

Management Innovation Process Framework

Organizational context

Problem-driven search	*Trial and error*	*Reflective experimenting*	

Actions of internal change agents

1. Novel problem → *2. Hypothetical new practice* → *3. In vivo new practice* → *4. Theorized new practice (in context)*

Agenda setting — Idea linking — Idea testing — Theory linking

Actions of external change agents

5. New threats or opportunities *6. New idea* *7. In vitro thought experiment* *8. Theorized practice (out of immediate context)*

Idea contextualizing — Idea refining — Reflective theorizing

Environmental context

Motivation   Invention   Implementation   Theorization and labeling

Macro-Contextual Influences   *Other Insights/ Sector-Specific Challenges*   *Boundaries*   *Ways to Charitable Success*   *Enablers*   *Constraints*   *Empirical Validation*   *Contextual Richness*

Figure 5.2 Expanded Birkinshaw et al., (2008) Model for Charitable Organizations

Insert to motivation stage:

Macro-Contextual Influences: These are the broader socio-economic, political, and cultural environments that provide both challenges and opportunities for charities, influencing their motivation for innovation.

Other Insights/Sector-Specific Challenges: Specific regulations and cultural norms in Scotland or unique challenges within charity sectors like health or education may also serve as motivators for innovation to adapt and evolve.

Insert to invention stage:

Boundaries: These include legal, ethical, and value-based limits that shape the operational scope and innovative capabilities of charities, which influence the invention of new management practices.

Ways to Charitable Success: The strategies and practices that charities employ, emphasizing the role of innovation in operational efficiency and resource utilization, can foster the development of new inventions.

Insert to Implementation stage:

Enablers: Positive forces or resources, such as access to funding, stakeholder support, and skilled personnel, that support the introduction and adoption of innovations.

Constraints: These barriers, such as resource limitations, resistance to change, and bureaucratic hurdles, need to be managed during the implementation of new management practices.

Insert to Theorization and Labeling Stage:

Empirical Validation and Contextual Richness: The empirical grounding of the model through real-world experiences provides a contextually rich understanding of management innovation, essential for the theorization and labeling stage.

Figure 5.2 represents a significant advancement in understanding management innovation within Scottish charities by building upon the Birkinshaw et al. (2008)

model. Each addition to the original model at different stages is tailored to the unique needs and circumstances of charities, making it a highly practical and relevant tool for them.

At the motivation stage, the inclusion of macro - contextual influences and other sector - specific challenges is crucial. The broader socio - economic, political, and cultural environments in Scotland are not static factors; they are dynamic forces that can either inspire or impede innovation in charities. For example, economic downturns might lead to a decrease in donations, compelling charities to innovate their fundraising strategies. Political changes could result in new regulations that either restrict or enable certain management practices. By highlighting these influences, charities can better anticipate external changes and proactively develop innovative solutions. The consideration of sector - specific challenges, such as those in health or education charities, helps these organizations understand the unique pressures they face and how they can be turned into opportunities for innovation. This new understanding of motivation factors allows charities to align their innovation efforts more effectively with the external environment, increasing the likelihood of successful innovation initiatives.

In the invention stage, the addition of boundaries and ways to charitable success provides a more realistic view of the innovation process. Charities operate within strict legal, ethical, and value - based limits. Understanding these boundaries is essential for them to develop management practices that are not only innovative but also compliant and in line with their mission. For instance, a charity's commitment to transparency and accountability (ethical values) might influence how it designs new fundraising or service - delivery models. At the same time, focusing on ways to charitable success, which emphasize innovation in operational efficiency and resource utilization, gives charities practical guidance on how to develop new inventions. This is particularly important as charities often operate with limited resources, and any new management practice needs to be efficient and effective. By considering these factors

in the invention stage, charities can develop more viable and impactful management innovations.

During the implementation stage, the explicit identification of enablers and constraints is of great value to charities. Access to funding, stakeholder support, and skilled personnel are often the determining factors in whether an innovation can be successfully implemented. For example, a charity with strong donor support may find it easier to invest in new technology - based management systems. On the other hand, resource limitations, resistance to change, and bureaucratic hurdles are common obstacles that charities face. By being aware of these constraints, charities can develop strategies to overcome them. For instance, they can seek alternative funding sources, implement change management programs to address resistance, or streamline internal processes to reduce bureaucracy. This knowledge helps charities manage the implementation process more effectively and increases the chances of successful innovation adoption.

Finally, at the theorization and labeling stage, the emphasis on empirical validation and contextual richness is essential for charities. Charities need to understand how their management innovations fit into the broader context of their operations and the external environment. Empirical validation through real - world experiences gives them confidence in the effectiveness of their innovations. It also helps them communicate the value of these innovations to stakeholders, such as donors, volunteers, and beneficiaries. Contextual richness allows charities to adapt their management practices to the specific needs of their organization and the communities they serve. This stage ensures that the innovations are not just theoretical concepts but are grounded in practical, real - world considerations, making them more sustainable and impactful.

In summary, Figure 5.2, with its added elements, provides charities with a more comprehensive and practical framework for understanding and implementing

management innovation. It helps them navigate the complex landscape of external and internal factors, enabling them to develop, implement, and sustain innovative management practices that are tailored to their unique circumstances and contribute to their long - term success .By aligning these antecedents with the respective stages of the Birkinshaw model, the conceptual framework can better account for the complexity and context-specific nature of management innovation within Scottish charities. This integration not only addresses the Birkinshaw model's emphasis on evolutionary management innovation but also extends it by considering the unique macro-contextual influences, operational boundaries, and the interplay between enablers and constraints that are specific to the non-profit sector. This enriched framework provides a more comprehensive guide for organizations to foster a culture of innovation and for scholars aiming to study management innovation in depth. The each of new elements will be discussed in the following sections.

5.1.1 Macro-Contextual Influences

The model of this research emphasizes the significant role of macro-contextual factors such as socio-economic, political, and cultural environments in Scotland. This broader perspective adds depth to understanding how external environments influence management innovation, which is a relatively less emphasized aspect in Birkinshaw et al. (2008)'s framework. The new model adds detailed focus on how macro-contextual elements such as socio-economic stability, political landscape changes (for instance, General Data Protection Regulation affecting blind care charities in new operation), and cultural values (e.g. attitudes towards charities) and norms directly influence management innovation within Scottish charities.

Birkinshaw et al. (2008) acknowledges the role of external change agents and the broader environment in shaping management innovation but do not deeply explore the specific macro-contextual factors that influence innovation in organizations, they provided the general views but without empirical evidence. The model of this study emphasizes the empirical and critical impact of macro-contextual factors on

management innovation, particularly within the charity sector. This focus provides a more understanding of how external factors can both facilitate and impede management innovation efforts.

5.1.2 Operational Boundaries and Legal Constraints

The research identifies operational boundaries, including legal, ethical, and value-based constraints, specific to the charity sector. This exploration of boundaries provides insights into how these factors shape the operational scope and innovation capabilities of charities, highlighting the regulatory and compliance challenges that are unique to non-profit organizations.

While Birkinshaw et al. highlight the importance of organizational routines in the innovation process, our research provides a detailed exploration of operational boundaries, including legal, ethical, and value-based constraints specific to the charity sector. The new model's exploration of operational boundaries and legal constraints introduces the understanding of both internal and external factors that influence the capacity for management innovation within charities. This inclusion goes beyond the focus primarily on internal factors, such as organizational routines, as highlighted by Birkinshaw et al.

This exploration offers insights into the unique regulatory and compliance challenges that nonprofits face, thereby deepening the understanding of the operational scope within which management innovations can be pursued.

5.1.3 Interplay Between Enablers and Constraints

The model of this study delineates a complex interplay between enablers (such as access to funding, stakeholder support, and skilled personnel) and constraints (like resource limitations, resistance to change, and bureaucratic hurdles). This dynamic perspective adds to the Birkinshaw et al. model by explicitly addressing the tension between facilitating and hindering factors in the innovation process, particularly in a

non-profit context.

The model of this research delineates a complex interplay between enablers and constraints in the management innovation process, a dynamic that is somewhat touched upon but not extensively developed in Birkinshaw et al.'s work. In Birkinshaw et al.'s (2008) model, the focus is primarily on the processes of motivation, invention, implementation, and theorization and labeling, highlighting the roles of internal and external change agents in driving management innovation. The model suggests that management innovation is often a response to perceived needs within the organization and is shaped through a series of evolutionary processes that include developing and implementing new management practices, processes, or structures. While it acknowledges the influence of both internal motivations and external pressures, Birkinshaw et al.'s work does not deeply delve into the specific interplay of enablers and constraints, particularly in contexts outside of the corporate sector.

Moreover, The Birkinshaw et al. (2008) model although has been a cornerstone in understanding management innovation, but it has notable limitations when it comes to the non - profit sector, especially Scottish charities. It does not adequately account for the unique interplay between enablers and constraints that are characteristic of the charity sector. For example, in the for - profit world, resource allocation might be more straightforward due to the profit - driven nature of the business. In contrast, Scottish charities often face severe resource limitations. They rely on donations, grants, and volunteer efforts, which are highly variable. At the same time, they have strong community support and a passionate volunteer base, which can be powerful enablers. But the Birkinshaw et al. model does not delve into how these specific enablers and constraints interact in the context of charities.

The proposed extension, as highlighted by this research, specifically addresses the nuanced dynamics between enablers and constraints within the non-profit sector. For example:

In Birkinshaw et al.'s framework, the role of internal change agents (e.g., proactive employees) and external change agents (e.g., consultants, academics) is acknowledged as crucial in motivating and implementing management innovation. This focus emphasizes the sources of innovation but less so the operational environment's specific facilitators and barriers.

The proposed extension explicitly identifies and explores enablers such as access to funding, stakeholder support, and the availability of skilled personnel, which are particularly critical in the resource-constrained environment of non-profit organizations. It also highlights constraints unique to the non-profit sector, such as resource limitations, resistance to change due to mission-driven conservatism, and bureaucratic hurdles that are often more pronounced in organizations dependent on public funding and regulatory compliance.

By delineating this complex interplay, the extended model adds a layer of specificity to the innovation process that is tailored to the unique context of non-profits. This dynamic perspective recognizes that management innovation in non-profits must navigate a delicate balance between leveraging enablers and overcoming constraints, a balance that is critical in a sector where the margins for operational flexibility are often much narrower than in for-profit enterprises.This detailed understanding of the interplay between enablers and constraints in the charity context is a significant contribution of our study, as it provides a more nuanced view of management innovation than the Birkinshaw et al. model alone.

5.1.4 Sector-Specific Strategies for Success

This research outlines ways to charitable success, focusing on strategies and practices that enhance operational efficiency, stakeholder relationships, and resource utilization within the charity sector. This addition highlights the importance of innovation in achieving organizational goals in a non-profit setting, emphasizing context-specific

strategies for success.

The exploration of ways to charitable success within the model of this study provides sector-specific strategies and practices that emphasize the role of innovation in enhancing operational efficiency, stakeholder relationships, and resource utilization. This focus on nonprofit strategies adds a new dimension to the understanding of management innovation by highlighting context-specific pathways to organizational goals.

To clarify, this research adds to the Birkinshaw et al. model by detailing "ways to charitable success" which specifically addresses strategies and practices that enhance operational efficiency, stakeholder relationships, and resource utilization in the charity sector. This addition provides the understanding of management innovation by:

Emphasizing Sector-Specific Needs and Strategies: It highlights the importance of tailoring innovation strategies to the unique context of non-profit organizations, which often operate under different constraints and motivations than for-profit entities.

Operational Efficiency: In the context of Birkinshaw et al.'s model, this research emphasizes the practical application of innovative management practices aimed at improving operational processes within charities. This focus underscores the role of innovation not just as a theoretical construct but as a practical tool for enhancing the effectiveness and efficiency of non-profit organizations.

Stakeholder Relationships: This research extends the concept of external change agents in Birkinshaw et al.'s framework by exploring how innovation can strengthen relationships with key stakeholders, including donors, volunteers, beneficiaries, and community partners. It underscores the critical role of stakeholder engagement in the successful implementation of management innovations.

Resource Utilization: It also adds depth to the notion of enablers in the Birkinshaw et al. model by detailing how innovative practices can optimize resource utilization, a

critical concern for resource-constrained non-profit organizations. This aspect highlights innovation's role in maximizing the impact of available resources.

By focusing on these specific areas, this research clarifies the link to Birkinshaw et al.'s model by demonstrating how management innovation can be practically applied to address the unique challenges of the charity sector. It essentially takes the foundational elements of the Birkinshaw model—motivation, invention, implementation, and theorization—and applies them within the specific operational, stakeholder, and resource contexts of non-profits.

This extension does not replace the core principles of Birkinshaw et al.'s framework but rather enriches and contextualizes them within the non-profit sector, providing a comprehensive roadmap for leveraging management innovation to achieve charitable success. It showcases the practical implications of management innovation in enhancing operational efficiency, building stronger stakeholder relationships, and optimizing resource utilization—key components for achieving organizational goals in the non-profit context.

5.1.5 Empirical Validation and Contextual Richness

By grounding the model in empirical research and insights from Scottish charities, the study offers a contextually rich understanding of management innovation. This empirical grounding provides a view of the antecedents of innovation, validated through real-world experiences and challenges faced by managers in the sector. This empirical grounding enriches the theoretical framework proposed by Birkinshaw et al (2008). with practical insights that are specifically tailored to the nonprofit context, thus enhancing the applicability and relevance of management innovation models to a broader range of organizational settings.

5.1.6 Summary

In summary, the research on the antecedents of management innovation in Scottish charities adds new dimensions to the understanding of management innovation provided by the Birkinshaw et al. (2008) model. By integrating macro-contextual influences, operational boundaries, the interplay between enablers and constraints, and sector-specific strategies for success, this model offers a comprehensive framework for exploring management innovation in non-profit contexts. This contribution not only enriches the theoretical landscape but also provides practical insights for fostering innovation in charities and similar organizations. By situating the discussion of management innovation within the specific context of Scottish charities, the research offers valuable guidance for organizations seeking to innovate in ways that align with their missions, operational realities, and the broader socio-economic environment.

By expanding on these under-developed elements, the new model offers a comprehensive framework for exploring management innovation in nonprofit contexts. It not only enriches the theoretical landscape but also provides practical insights for fostering innovation in charities and similar organizations, thereby contributing to both academic discourse and practical application in the field of management innovation.

5.2 The Impacts of The Enablers

To extend the understanding of the model of Birkinshaw et al (2008), this section will discuss the impacts of enablers between the new model generated by this study and Birkinshaw et al. in details.

The enablers identified in this research on Scottish charities provide valuable insights into the mechanisms that can support management innovation but also reveal complexities that make applying the Birkinshaw et al. (2008) model both theoretically and practically challenging. The findings of this study highlight critical enablers,

including organizational culture, leadership, technological adoption, learning from peers and external collaboration, and leveraging a diverse workforce. However, these enablers also introduce new dimensions of complexity that add to the challenges of management innovation.

The enablers identified in this research on Scottish charities interact with the Birkinshaw et al. (2008) model by both complementing and extending its theoretical and practical applications. Here's a detailed discussion on how these enablers integrate with and expand upon the Birkinshaw model:

Organizational Culture

Birkinshaw et al Interaction: Birkinshaw et al. emphasize the role of organizational routines and the internal motivation for innovation. A supportive organizational culture, as highlighted in this study, provides the underlying fabric that either fosters or hinders these routines and motivations.

Extension: This research further specifies that a culture emphasizing openness, adaptability, and risk-taking is crucial for nurturing management innovation, especially in the non-profit sector where resources are often limited, and missions are socially oriented.

Leadership

Birkinshaw et al Interaction: The importance of internal change agents in driving innovation is acknowledged in Birkinshaw's framework. Leadership, as identified in this research, acts as a critical internal change agent that not only initiates but also supports and sustains innovation efforts.

Extension: The study adds depth by emphasizing leadership's role in setting an innovation-positive tone, providing resources, and creating an environment where innovation is valued. This goes beyond mere initiation to include fostering an organizational ethos that supports continuous innovation.

Technological Adoption

Birkinshaw et al Interaction: While Birkinshaw et al. focus on management practices, processes, or structures, this research's emphasis on technological adoption highlights the tools and infrastructures that can facilitate these innovations.

Extension: This underscores the potential of technology to not only support existing management innovations but also to act as a catalyst for new innovations, demonstrating how technological tools can enhance the innovation process.

Learning from Peers and External Collaboration

Birkinshaw et al Interaction: External change agents are recognized in the Birkinshaw model for their influence on the innovation process. Learning from peers and external collaboration provides a concrete mechanism through which these external influences can manifest, offering new ideas and practices that can be adapted internally.

Extension: This study emphasizes the importance of this interaction in the non-profit context, where resources for innovation might be scarce, and insights from similar organizations can be invaluable. It highlights how external collaboration can be strategically leveraged to enhance innovation capabilities.

Leveraging a Diverse Workforce

Birkinshaw et al Interaction: While not explicitly mentioned in Birkinshaw's model, the concept of leveraging a diverse workforce aligns with the broader theme of utilizing internal resources and capabilities for innovation.

Extension: This research suggests that diversity is not just a resource but a crucial enabler of creativity and innovation. It introduces the idea that diverse perspectives can lead to richer, more innovative management practices and solutions, particularly relevant in the varied and complex landscape of the charity sector.

The integration of these enablers with the Birkinshaw model illuminates the multifaceted nature of management innovation and the complex interplay between

various factors that influence it. While Birkinshaw et al. provide a foundational framework for understanding the evolution of management innovation, this research adds specific, actionable insights into how these enablers can be effectively harnessed within the non-profit context.

It highlights that the journey towards successful management innovation in non-profits involves navigating the nuances of organizational culture, leadership dynamics, technology, external collaborations, and workforce diversity. These findings not only complement but also deepen the understanding of management innovation provided by Birkinshaw et al., offering a more nuanced view that accounts for the sector-specific challenges and opportunities in fostering innovation.

5.2.1 Organizational Culture as a Double-Edged Sword

Organizational culture, characterized by openness, creativity, and adaptability, is vital for fostering management innovation. Yet, the process of nurturing such a culture is complex and fraught with challenges. The Birkinshaw et al. model acknowledges the importance of organizational culture but does not delve deeply into the ways in which culture can both enable and constrain innovation. This research emphasizes that while a supportive culture is an enabler, creating and maintaining this culture requires overcoming entrenched beliefs and behaviors that resist change. For instance,

Entrenched Beliefs and Behaviors: Organizations may have long-standing beliefs and behaviors that are resistant to change. These can include a preference for stability over risk, a focus on short-term results over long-term innovation, and a reluctance to deviate from traditional ways of working.

Resistance to Change: Individuals within an organization may resist innovation due to fear of the unknown, potential loss of control, or concern about the implications for their roles and responsibilities. This resistance can be particularly challenging to overcome when it is embedded within the organizational culture.

By explicitly addressing the complexities of nurturing an innovative organizational

culture, this research highlights that while culture can significantly enable innovation, maintaining an innovative culture requires continuous effort, strategic leadership, and the engagement of the entire organization.

5.2.2 Leadership and Its Varied Facets

The importance of leadership as an enabler of management innovation is well recognized, with supportive and forward-thinking leaders playing a pivotal role in fostering a culture where innovation is not just encouraged but deeply ingrained in the organizational ethos. The Birkinshaw et al. (2008) model implicitly acknowledges the role of leadership in driving innovation through the involvement of internal and external change agents. However, this research extends the discussion by delving into the complexities of aligning leadership at all levels with the organization's innovation goals, a task that presents several practical challenges, for example:

Leadership Alignment with Innovation Goals

Aligning leadership across all levels with innovation goals involves ensuring that leaders, from senior executives to middle managers, not only understand but are also committed to the innovation agenda. This alignment is critical because leaders directly influence the innovation climate within their spheres of operation through their decisions, behaviors, and communication.

Continuous Leadership Development

One of the key challenges in ensuring leadership alignment with innovation goals is the need for continuous leadership development. Leaders must be equipped with the skills and mindset to foster innovation, including the ability to manage ambiguity, encourage creativity, and support risk-taking. Leadership development programs focused on these competencies can help build a cadre of leaders who are not just supportive of innovation but also adept at navigating the complexities associated with driving change.

5.2.3 Technological Advancement and Implementation Challenges

Technological advancements offer significant opportunities for management innovation by streamlining operations and enabling new ways of working. However, this research points to the practical challenges of technology adoption, such as the need for digital literacy, the risks associated with technological dependency, and the investment required to stay abreast of rapid technological changes. These challenges complicate the straightforward application of technological solutions proposed in the Birkinshaw's model.

5.2.4 Learning from Peers and External Collaboration

While learning from peers and external collaboration is acknowledged as an enabler, it introduces the complexity of integrating external insights with internal practices. This process is not only about acquiring new knowledge but also about adapting and embedding it within the organization's unique context, a challenge not fully explored in the Birkinshaw et al. (2008) model. The new model's addition regarding learning from peers and external collaboration focuses on the intricacies of not just acquiring but also effectively integrating external insights into the organization's internal practices. This process is particularly relevant to the non-profit sector, where organizations often operate under unique constraints and missions.

5.2.5 Leveraging a Diverse Workforce

A diverse workforce is a significant enabler of innovation, providing a range of perspectives and experiences. However, managing diversity effectively to harness its innovative potential involves addressing implicit biases, fostering inclusivity, and creating mechanisms for integrating diverse insights into the innovation process. These challenges highlight areas where the Birkinshaw et al. model could be expanded to provide more practical guidance. To enhance the Birkinshaw et al. (2008) model with more practical guidance on leveraging a diverse workforce for innovation, the new model suggests specific areas of focus. These include strategies for managing

diversity effectively, addressing implicit biases, fostering an inclusive culture, and creating structured mechanisms for integrating diverse insights into the innovation process.

5.2.6 Summary

In summary, while the enablers identified in this research offer pathways to foster management innovation, they also introduce complexities that challenge both the theoretical framework of the Birkinshaw et al. (2008) model and its practical application. Addressing these complexities requires more understanding of the interplay between enablers and the organizational context, as well as strategies for overcoming the inherent challenges in leveraging these enablers for successful management innovation.

5.3 The Impacts of The Constraints

The constraints identified in this research on Scottish charities add significant nuance to the Birkinshaw et al. (2008) model by highlighting specific challenges that are either not fully explored or under-developed in their framework, for instance, Resource Constraints, Regulatory and Compliance Boundaries, Cultural Resistance and Risk Aversion, and External Factors etc. These constraints present practical difficulties for implementing management innovation and offer insights into areas where the model might be theoretically and practically problematic.

5.3.1 Resource Constraints

Financial limitations, competition for funding, and limited human resources significantly hinder the ability to invest in and implement management innovation. This aspect emphasizes the practical challenge of scarce resources, a factor that Birkinshaw et al.'s model does not deeply delve into regarding its profound impact on the capacity for innovation, especially in non-profit sectors.

The new model extends Birkinshaw et al.'s framework by explicitly highlighting the profound impact of resource constraints on the capacity for innovation, especially within non-profit organizations. This addition is helpful and valuable for several reasons:

Acknowledgment of Non-Profit Challenges: By emphasizing resource constraints, the model acknowledges the unique challenges faced by non-profit organizations, where financial limitations and competition for funding are more pronounced. This recognition helps tailor the innovation framework to the realities of the non-profit sector.

Strategies for Overcoming Constraints: The addition encourages organizations to explore creative strategies for overcoming resource constraints. This could include leveraging partnerships, seeking alternative funding sources, or implementing low-cost innovation strategies that do not require significant financial investment but rely on creativity and leveraging existing resources.

Importance of Human Resources: Highlighting the challenge of limited human resources brings attention to the need for effective talent management strategies within non-profits. This includes volunteer management, staff development, and leveraging the skills and motivations of individuals who are passionate about the organization's mission.

Adaptive Innovation Processes: The model suggests that non-profits may need to adopt more flexible and adaptive innovation processes that can thrive under resource constraints. This could involve adopting iterative development cycles, leveraging feedback from stakeholders to refine innovations in a cost-effective manner, and prioritizing innovations that offer the highest potential impact relative to their cost.

By addressing the critical issue of resource constraints and their impact on management innovation, especially in the non-profit sector, the new model provides

practical guidance for organizations operating under such limitations. This addition enriches the Birkinshaw et al. model by offering a more comprehensive understanding of the innovation landscape, emphasizing that resource constraints, while challenging, can be managed through creative strategies and adaptive processes.

5.3.2 Regulatory and Compliance Boundaries

The specific legal requirements and regulatory frameworks that charities must navigate often divert resources from innovation to compliance. This constraint highlights a practical problem area in applying the Birkinshaw et al. model to sectors with heavy regulatory burdens, suggesting a gap in the model's exploration of the external regulatory environment's impact on management innovation. For example, Scottish charities operate within a stringent regulatory environment overseen by the Office of the Scottish Charity Regulator (OSCR) (QSCR, 2020). They must adhere to specific legal requirements that govern everything from financial reporting to fundraising activities and safeguarding measures. While these regulations ensure transparency, accountability, and public trust, they also require charities to dedicate significant resources to compliance efforts—resources that could otherwise support innovative projects or the exploration of new management practices.

The Birkinshaw et al. model, focusing primarily on the processes through which management innovations are generated and implemented, pays less attention to how external factors, such as regulatory requirements, can profoundly impact these processes. While the model acknowledges the role of external change agents, it does not delve deeply into the specific challenges posed by regulatory frameworks and the direct impact these can have on an organization's capacity for innovation.

By considering the impact of the regulatory environment on management innovation, the model becomes more practical and relevant for organizations operating under heavy regulatory burdens.

5.3.3 Cultural Resistance and Risk Aversion

Internal resistance to change and a fear of negative consequences highlight the organizational culture's role in enabling or hindering innovation. While Birkinshaw et al. acknowledge the importance of organizational culture, the specific manifestations of resistance and risk aversion in the charity sector underscore the complexity of cultural factors as barriers to management innovation.

Birkinshaw et al. recognize organizational culture as a critical element that influences the innovation process, acknowledging that the values, norms, and behaviors that permeate an organization can significantly impact its ability to embrace and implement new management practices. However, the model tends to focus more broadly on the conceptual role of culture in innovation without delving deeply into the specific manifestations of cultural resistance and risk aversion, particularly as they are experienced in the charity sector.

In the context of Scottish charities, cultural resistance and risk aversion can be particularly pronounced due to several factors unique to the non-profit environment:

Mission-Driven Focus: Charities are often deeply committed to their missions, which can lead to a cautious approach toward changes that are perceived as potentially diverting resources or focus away from core objectives.

Stakeholder Scrutiny: Charities operate under the watchful eye of donors, volunteers, and regulatory bodies, making them cautious about adopting practices that could be perceived as risky or unproven.

By realizing the specific challenges of cultural resistance and risk aversion, particularly as they manifest in the charity sector, this extension provides richer understanding of the role of organizational culture in management innovation. It highlights that fostering innovation requires not only the introduction of new practices but also the cultivation of an organizational culture that supports change,

experimentation, and adaptation.

5.3.4 External Factors

The influence of societal attitudes, competition, and public perceptions as external constraints points to the broader environmental factors affecting the innovation process. This highlights an area where the Birkinshaw et al. model could be expanded to more explicitly address the dynamic interplay between external societal pressures and management innovation.

The Birkinshaw et al. (2008) model does incorporate the idea of external factors influencing management innovation, acknowledging the role of external change agents and the broader environment in which an organization operates. However, the model primarily focuses on how these external agents directly interact with the organization to inspire or facilitate innovation. It may not delve deeply into the broader spectrum of societal attitudes, competitive pressures, and public perceptions as dynamic, external constraints that shape the innovation process, especially in sectors sensitive to public opinion and funding, such as non-profits.

To address this gap, an expansion of the Birkinshaw model to include a more explicit examination of the dynamic interplay between external societal pressures and management innovation would be beneficial. This expansion could detail how societal attitudes (e.g., towards certain social issues or technological adoption), competition (both for resources and in achieving mission goals), and public perceptions (of the organization's effectiveness and relevance) serve as both constraints and catalysts for innovation.

5.3.5 Summary

These constraints indicate the need for theoretical models of management innovation to more comprehensively address resource dynamics, regulatory impacts, cultural

resistance, and external societal pressures. It suggests that the Birkinshaw et al. model could be enhanced by incorporating a more detailed examination of these constraints and their interplay with the innovation process.

In summarizing the discussion on constraints to management innovation, it becomes evident that the Birkinshaw et al. (2008) model, while providing a foundational framework, could benefit from a more nuanced exploration of several key areas that significantly impact the innovation process, especially in sectors like non-profits that have distinct operational challenges. The identified constraints—resource dynamics, regulatory impacts, cultural resistance, and external societal pressures—highlight areas for enhancement in the model. Incorporating these elements could provide a richer, more actionable framework for organizations navigating the complex landscape of management innovation.

Enhanced Exploration of Resource Dynamics

For example, an expansion of the Birkinshaw model to include a detailed examination of resource dynamics could look at how non-profits can innovate in resource-constrained environments by leveraging partnerships, crowdsourcing ideas, or adopting lean innovation methodologies that prioritize minimal resource investment for maximum impact.

Regulatory Impacts

In terms of regulatory impacts, the model could be enhanced by detailing strategies for innovation within tight regulatory frameworks. This might involve case studies of organizations that have successfully navigated regulatory challenges to implement new management practices or processes, offering a blueprint for others in similar regulatory environments.

Cultural Resistance

Addressing cultural resistance, the model could incorporate strategies for building an

organizational culture that supports innovation, including leadership development, employee engagement initiatives, and mechanisms for celebrating and scaling successful innovations. This could help organizations understand how to transform their culture to be more innovation-friendly.

External Societal Pressures

Finally, an expanded model that examines the impact of external societal pressures on management innovation could provide insights into how organizations can remain agile and responsive to changing societal expectations, competitive pressures, and public perceptions. This might include frameworks for stakeholder engagement, public relations strategies, and adaptive leadership.

For practitioners, these findings underscore the necessity of developing strategies to overcome identified constraints. This involves seeking innovative funding mechanisms, navigating regulatory landscapes more effectively, cultivating an organizational culture supportive of change, and engaging with external stakeholders to foster a more innovation-conducive environment.

To summarize, this research adds depth to the understanding of management innovation by identifying and exploring constraints that make the Birkinshaw et al. (2008) model problematic both theoretically and for practice, particularly within the charity sector. It highlights the need for models of management innovation to incorporate view of the challenges organizations face, thereby offering richer theoretical insights and more practical guidance for overcoming these barriers.

5.4 Practical Solutions

In terms of the practical significance of this study, to fulfill the DBA program, based on the findings and the model, this study concludes key practical issues that could introduce or adopt management innovation effectively. This research outlines ways to

charitable success, focusing on strategies and practices that enhance operational efficiency, stakeholder relationships, and resource utilization within the charity sector. This addition highlights the importance of innovation in achieving organizational goals in a non - profit setting, emphasizing context - specific strategies for success.

Summary of Key Recommendations:

Among the strategies identified, building long - term, sustainable relationships with donors stands out as a crucial one. Donors are not just sources of funds; involving them in the organization's mission and decision - making processes can bring in diverse perspectives and more stable funding. For example, inviting donors to participate in a committee that reviews and approves new management initiatives can have a significant impact on both the financial stability and the innovative capacity of the charity. This strategy has a high weight in terms of its potential to transform the charity's operations as it addresses two critical aspects: financial sustainability and access to new ideas.

Optimizing volunteer management is also of great importance. Cross - training volunteers in multiple areas not only increases the efficiency of volunteer work but also provides a more fulfilling experience, leading to higher retention rates. In a charity focused on education - related services, training volunteers to be tutors as well as event organizers allows for more flexible resource allocation. This strategy directly impacts the charity's ability to make the most of its volunteer resources, which are often a significant asset in the non - profit sector.

Leveraging technology to improve operational efficiency is another key recommendation. Adopting technologies like donor management software, volunteer scheduling apps, and online fundraising platforms can streamline processes, reduce administrative costs, and increase the charity's reach. For instance, an environmental charity using a mobile app to organize and track community clean - up events can better coordinate volunteers and report on the impact. This strategy is highly relevant in the digital age and can help charities keep up with the changing operational requirements.

Critical Reflection on Adoption Challenges:

However, implementing these recommendations is not without challenges. When it comes to building relationships with donors, charities may face resistance from donors who are accustomed to a more passive role. Some donors might view their involvement in decision - making as an additional burden or might be concerned about overstepping their boundaries. Charities need to find ways to educate donors about the benefits of their active participation and create a comfortable environment for them to engage.

In optimizing volunteer management, there could be issues related to time and resource constraints. Developing and implementing cross - training programs requires time for planning, training materials creation, and volunteer scheduling. Charities with limited staff and financial resources may find it difficult to allocate the necessary time and funds for such initiatives. Additionally, some volunteers may not be interested in cross - training, preferring to focus on a single area of work.

Regarding technology adoption, charities may face technological barriers. Some smaller charities may lack the technical expertise to implement and manage new software and apps. There could also be concerns about data security and privacy when using digital tools, especially when handling donor and volunteer information. Moreover, the cost of acquiring and maintaining these technologies can be a deterrent for charities with tight budgets.

By focusing on these specific areas, this research clarifies the link to Birkinshaw et al.'s model by demonstrating how management innovation can be practically applied to address the unique challenges of the charity sector. It essentially takes the foundational elements of the Birkinshaw model—motivation, invention, implementation, and theorization—and applies them within the specific operational, stakeholder, and resource contexts of non - profits.

This extension does not replace the core principles of Birkinshaw et al.'s framework but rather enriches and contextualizes them within the non - profit sector, providing a

comprehensive roadmap for leveraging management innovation to achieve charitable success. It showcases the practical implications of management innovation in enhancing operational efficiency, building stronger stakeholder relationships, and optimizing resource utilization—key components for achieving organizational goals in the non - profit context.

The following sections will illustrate the concrete solutions and their impacts.

5.4.1 Cultivate a Supportive Organizational Culture

To address internal barriers and cultivate a supportive organizational culture within the framework of this study and Birkinshaw et al. model, it's crucial to integrate specific, practical strategies that managers can implement. This approach acknowledges the complexities of fostering an innovation-friendly culture and provides clear guidance on overcoming common obstacles.

Solution:

Implement initiatives that foster an organizational culture of openness, creativity, and adaptability. This can include regular innovation workshops, idea-sharing platforms, and recognition programs for innovative contributions. Implementing targeted initiatives that actively promote a culture of openness, creativity, and adaptability is crucial. Birkinshaw et al. emphasize the role of organizational routines and behaviors in supporting innovation. Building on this, managers can introduce:

Innovation Workshops: Regularly scheduled workshops that not only stimulate creativity but also address and work through common internal barriers to innovation, such as fear of failure or attachment to existing processes.

Idea-Sharing Platforms: Digital or physical spaces where employees at all levels can submit ideas, with mechanisms to ensure that every idea receives consideration and feedback, promoting a sense of value and inclusion.

Recognition Programs: Initiatives that celebrate both small and large innovative contributions, reinforcing the value placed on innovation and encouraging a culture

where taking calculated risks is rewarded.

Impact:

By actively fostering an organizational culture that values innovation, organizations enhance their adaptability and resilience, better positioning them to respond to external challenges and seize new opportunities. This proactive approach aligns with Birkinshaw et al.'s emphasis on leveraging internal capabilities to drive management innovation.

By grounding these solutions within the framework and offering clear, practical steps for managers, the guidance becomes both actionable and aligned with the broader goals of management innovation. This approach ensures that efforts to cultivate a supportive organizational culture are not only strategic but also adapted to the specific challenges and opportunities faced by the organization.

5.4.2 Strengthen Leadership Support

Solution:

Leadership development programs need to be carefully designed to highlight the importance of innovation within the organizational context. Drawing from the findings of this study and Birkinshaw et al. model, which emphasizes the role of internal and external change agents in facilitating innovation, these programs should:

Emphasize the Strategic Role of Innovation: Train leaders on the strategic importance of innovation in achieving the organization's mission and objectives. This involves understanding the competitive and operational advantages that innovation can bring.

Equip Leaders with Change Management Skills: Provide leaders with tools and strategies for managing change effectively, including how to communicate change, overcome resistance, and motivate teams to embrace new ideas.

Foster an Environment Conducive to Innovation: Teach leaders how to create a

workplace culture that values creativity, experimentation, and learning from failure. This includes practical approaches to encouraging idea generation and ensuring diverse voices are heard。

Impact:

Strong, forward-thinking leadership sets the tone for innovation and ensures alignment with the organization's innovative goals.

Leaders who are supportive of and actively engaged in innovation initiatives can profoundly influence the organization's innovative capacity.

Innovation Mentoring Programs: Pairing less experienced leaders with mentors who have a proven track record of driving innovation. This can provide emerging leaders with insights and advice on fostering innovation within their teams.

Innovation Challenges: Organizing regular innovation challenges that invite leaders and their teams to propose solutions to organizational challenges. This not only stimulates creativity but also provides leaders with a platform to practice their innovation management skills.

Leadership Innovation Goals: Incorporating specific innovation-related objectives into leadership performance evaluations. This ensures that leaders have a vested interest in promoting and supporting innovation initiatives.

This detailed approach helps ensure that leadership development is not just about enhancing individual competencies but about transforming the organization's overall capacity for innovation.

5.4.3 Enhance External Collaboration

Solution:

Build partnerships with research institutions, other charities, and the private sector to

facilitate knowledge sharing and joint problem-solving. Building strategic partnerships requires a proactive approach to identifying potential collaborators who share mutual interests or face similar challenges. The Birkinshaw et al. model, which acknowledges the impact of external change agents, provides a basis for understanding how external collaboration can act as a catalyst for innovation. Managers in the charity sector could:

Identify Synergies: Actively seek partnerships with organizations that offer complementary skills, knowledge, or resources. This involves understanding the organization's own innovation needs and identifying potential partners that can fill those gaps.

Formalize Collaboration Agreements: Develop formal agreements that outline the terms of collaboration, including objectives, roles, and expectations. This ensures that all parties are aligned and committed to the collaboration's success.

Facilitate Knowledge Sharing: Create structured mechanisms for knowledge exchange, such as joint workshops, shared innovation labs, or collaborative research projects. These platforms can help integrate diverse perspectives and accelerate the innovation process.

Impact:

Collaboration with external organizations provides valuable insights, expands the organization's capacity, and contributes to more efficient and effective management innovation in:

Collaboration Platforms:

Utilize online collaboration platforms that allow for easy sharing of ideas and progress updates between partner organizations. This can facilitate seamless communication and project management across different locations and time zones.

Joint Innovation Events: Host or participate in innovation fairs, hackathons, or challenge competitions that bring together partners from different sectors to tackle shared challenges. These events can spark new ideas and foster a sense of community among collaborators.

Shared Success Stories:

Publicly recognize and celebrate the achievements that arise from external collaborations. Sharing success stories not only highlights the value of partnership but also encourages further engagement from current and potential collaborators.

5.4.4 Overcome Resource Constraints

Solution:

Leveraging innovative funding mechanisms and optimizing resource allocation are crucial steps for organizations facing financial limitations. The Birkinshaw et al. model, while primarily focused on the processes of generating and implementing management innovations, provides a backdrop for understanding the significance of resources in enabling these innovations. Managers in the charity sector could:

Explore Innovative Funding Mechanisms: Beyond traditional funding sources, consider options like social impact bonds, crowdfunding campaigns, or partnerships with for-profit entities for corporate social responsibility (CSR) initiatives. Each of these mechanisms offers a way to access new funds by appealing to investors, the public, or corporate partners interested in the social impact of their investments.

Optimize Resource Allocation: Conduct a thorough review of current expenditures and resource use to identify areas where efficiency can be increased. Redirecting savings towards innovation projects can help mitigate the impact of financial constraints. This might involve streamlining operations, reducing non-essential costs, or reallocating staff time to focus on high-potential innovation initiatives.

Impact:

By addressing financial limitations and optimizing the use of available resources, organizations can create a more conducive environment for innovation. This strategic approach enables charities to allocate funds towards innovative projects, even in the face of budgetary constraints, thereby enhancing their ability to develop and implement new practices and solutions.

Incorporating strategies to overcome resource constraints within the Birkinshaw et al. model enriches the framework by providing practical guidance on sustaining innovation in environments where financial and material resources are limited. This approach not only helps organizations navigate the immediate challenges of resource constraints but also builds a foundation for long-term innovation capacity by fostering a culture of resourcefulness and strategic financial planning.

5.4.5 Navigate Regulatory and Compliance Boundaries

Solution:

Engage in advocacy and dialogue with policymakers to create a more innovation-friendly regulatory environment. Also, invest in compliance training to ensure innovative projects align with legal requirements.

Advocacy and Dialogue with Policymakers: Develop a strategy for engaging with policymakers to advocate for regulatory changes that support innovation. This can involve participating in policy forums, contributing to public consultations, and collaborating with industry associations to present a united front on regulatory issues impacting innovation.

Compliance Training for Innovation Teams: Implement targeted training programs for staff involved in innovative projects to ensure they are well-versed in relevant regulatory requirements. This training should not only cover current regulations but also encourage a proactive approach to identifying potential regulatory challenges early in the innovation process.

Impact:

By understanding and effectively navigating the regulatory landscape, organizations can minimize the resources diverted from innovation to compliance, ensuring that innovative projects are designed with legal requirements in mind from the outset. This not only reduces the risk of regulatory missteps but also positions organizations to more freely explore new ideas and approaches within a defined legal framework.

By embedding strategies to navigate regulatory and compliance boundaries within the proposed model and Birkinshaw et al. (2008) model, the guidance becomes actionable and relevant for organizations operating in environments where regulatory compliance is a significant concern. This expanded approach not only helps organizations manage the immediate challenges of navigating regulatory landscapes but also contributes to a broader effort to foster a regulatory environment that supports and encourages innovation.

5.4.6 Address Cultural Resistance and Risk Aversion

Solution:

Implement change management strategies that include staff engagement, transparent communication, and education about the benefits of innovation.

Staff Engagement Initiatives: Develop programs and initiatives that actively involve staff in the innovation process, such as idea submission platforms, innovation task forces, or participatory decision-making processes. Engagement initiatives help demystify the innovation process, making it more inclusive and reducing resistance born from feeling excluded or uncertain.

Transparent Communication: Foster an environment of open communication about the goals, processes, and expected outcomes of innovation initiatives. Transparency helps to build trust and reduce the fear of negative consequences, as staff feel informed and involved in the changes taking place.

Education and Awareness Programs: Implement training sessions or workshops that highlight the benefits of innovation, not only for the organization but also for individual professional growth. Education programs can address common misconceptions about innovation, showcasing examples of successful innovation efforts and how they have positively impacted organizations.

Impact:

Reducing internal resistance and fostering a culture willing to embrace change and take calculated risks are crucial for innovation. By implementing these change management strategies, organizations can significantly reduce internal resistance to innovation. Cultivating a culture that is open to change and understands the value of taking calculated risks is crucial for enabling innovation to flourish. Staff who feel engaged, informed, and educated about innovation are more likely to support and contribute to innovative efforts, driving the organization forward.

5.4.7 Leverage Technology

Solution:

Invest in digital literacy training and explore technology that can streamline operations, improve communication, and enable new ways of working.

Digital Training: Develop comprehensive training programs aimed at improving digital literacy across the organization. This ensures that all employees, regardless of their role or level, have the skills needed to effectively use digital tools and contribute to innovation initiatives.

Technology Exploration: Actively explore and evaluate new technologies that could enhance operational efficiency, improve communication, and facilitate innovative ways of working. This might involve adopting project management software, communication platforms, data analytics tools, or digital collaboration spaces.

Impact:

Embracing technological advancements supports and enables innovative management practices.

Incorporating a strategy to leverage technology within the Birkinshaw et al. model enriches the framework by providing a clear pathway for organizations to harness digital advancements in support of innovation.

By embracing technological advancements, organizations can unlock new possibilities for management innovation. Digital tools can automate routine tasks, freeing up time and resources for more strategic initiatives. Improved communication technologies facilitate collaboration across departments and with external partners, while data analytics can provide insights that drive smarter decision-making and innovation.

5.4.8 Utilize a Diverse Workforce

Solution:

Promote diversity in hiring practices and create inclusive teams that bring various perspectives to problem-solving and innovation.

Inclusive Hiring Practices: Implement hiring strategies that actively seek out candidates from a variety of backgrounds, experiences, and perspectives. This includes using diverse recruitment channels, employing unbiased selection processes, and emphasizing the value of diversity in job postings and interviews.

Fostering Inclusive Teams: Develop teams that are deliberately composed of individuals with diverse skills, backgrounds, and ways of thinking. Encourage inclusive practices within these teams, such as equitable participation in meetings, valuing all contributions, and addressing any biases or barriers to full participation.

Impact:

A diverse workforce not only enhances the organization's capacity for creative thinking and problem-solving （Birkinshaw et al 's first stage of Innovation） but also

reflects a broader range of consumer or beneficiary perspectives, making innovations more relevant and impactful. Diversity brings together different viewpoints, which can lead to more robust and creative solutions to challenges, driving forward innovation in management practices and organizational strategies.

5.4.9 Improve Effective Communication

Solution:

Establish clear and open channels of communication within the organization to align team members with innovation goals and facilitate collaboration.

Clear Communication Channels: Develop and maintain clear channels for communication that enable the free flow of information between different levels and departments within the organization. This might involve regular innovation briefings, digital communication platforms, and open forums for discussion.

Transparency in Innovation Goals: Ensure that the objectives and expected outcomes of innovation initiatives are communicated transparently across the organization. This helps align team members' efforts and fosters a sense of shared purpose and direction.

Impact:

Effective communication is vital for fostering a collaborative environment and ensuring organizational alignment with innovation objectives. By ensuring that all team members are aligned with the organization's innovation objectives, communication acts as a catalyst for collective action and creativity, enhancing the organization's capacity for innovative problem-solving.

To summarize. these solutions above provide a comprehensive approach for Scottish charities to foster an environment conducive to management innovation. By addressing these areas strategically, charities can enhance their innovative capabilities, overcome barriers to innovation, and achieve greater operational efficiency and

impact.

5.5 Summary of Discussion Chapter

The discussion chapter of this study navigates through the complex terrain of management innovation within Scottish charities, offering a holistic examination of the antecedents, challenges, and practical implications of introducing and adopting innovative practices in the nonprofit sector. At its core, the research provides a novel conceptual model that bridges the gap between the theoretical underpinnings of the Birkinshaw et al. (2008) model and the realities faced by Scottish charities. This model illustrates the dynamic interplay between internal motivations, external pressures, and the iterative process of innovation, all while highlighting the pivotal roles played by various change agents within and outside the organizations.

The key points is outlined following：

Integration with the Birkinshaw et al. (2008) Model: The research enriches the existing theoretical framework by detailing specific enablers and constraints unique to the Scottish charity sector. It extends the Birkinshaw et al. model by emphasizing macro-contextual influences, operational boundaries, and the critical balance between enablers and constraints in fostering management innovation.

Macro-Contextual Influences and Operational Boundaries: The study delves into the broader socio-economic, political, and cultural factors shaping the operational landscape for charities. It identifies legal, ethical, and value-based boundaries that frame the innovation capabilities and strategic decisions of these organizations.

Interplay Between Enablers and Constraints: Through an exhaustive analysis, the research delineates the intricate relationship between factors that facilitate and hinder management innovation. It underscores the importance of a supportive organizational culture, forward-thinking leadership, and external collaboration, alongside

recognizing the barriers posed by resource limitations, regulatory frameworks, and cultural resistance.

Practical Solutions for Management Innovation: Drawing from the comprehensive analysis, the study proposes actionable strategies for Scottish charities to navigate the innovation landscape effectively. These include fostering a culture of openness, strengthening leadership support, enhancing external collaboration, overcoming resource constraints, and leveraging technology among others.

Sector-Specific Strategies for Success: The research highlights context-specific approaches to achieving organizational goals through innovation, emphasizing the importance of empirical validation and contextual richness in enhancing the understanding and applicability of management innovation models to the nonprofit sector.

Theoretical and Practical Implications: By integrating theoretical insights with empirical findings, the study not only contributes to academic discourse but also offers valuable practical guidelines for practitioners within the charity sector. The updated model, enriched with insights from this study, serves as both a theoretical framework for understanding management innovation and a practical guide for implementing it. It encourages a holistic view of innovation, recognizing the interdependence of various factors and the importance of addressing them collectively. For academia, it opens new avenues for research into the specific mechanisms through which these factors influence innovation. For practitioners, especially in the charity sector, it offers a comprehensive set of strategies tailored to their unique challenges and opportunities, providing a blueprint for cultivating an environment where innovation can flourish. It underscores the need for the understanding of the complex ecosystem within which management innovation occurs and provides a roadmap for fostering an environment conducive to innovation.

To summarize, this discussion chapter offers a comprehensive overview of the research findings, presenting understanding of management innovation within Scottish charities. It bridges theoretical models with practical realities, providing a rich foundation for both academic inquiry and practical application in the field of nonprofit management innovation. The insights garnered from this study illuminate the pathways through which innovation can be fostered in the charity sector, highlighting the importance of strategic alignment, contextual awareness, and the effective management of internal and external influences on the innovation process.

Chapter Six Conclusion

6.1 Research Motivation and Gaps Addressed

This research was motivated by the growing recognition of management innovation's significance in enhancing organizational performance across diverse sectors, with a particular focus on the Scottish charity sector. The Scottish charity landscape, characterized by over 25,000 registered charities, plays a crucial role in the region's social and economic fabric. However, it faces a series of challenges, such as a trust deficit with donors, an evolving regulatory landscape, and the need for strategic marketing. Despite the importance of management innovation in addressing these challenges, there was a notable gap in academic research specifically focused on this sector. Existing studies on management innovation often overlooked the unique context and constraints of Scottish charities, leaving a void in understanding how these organizations could effectively implement and benefit from innovative management practices.

Previous research on management innovation had predominantly concentrated on for - profit organizations or broader cross - sector analyses, failing to capture the idiosyncrasies of the charity sector. This lack of sector - specific research meant that charities had limited guidance on tailoring management innovation to their unique missions, resource constraints, and stakeholder dynamics. By addressing this gap, this study aimed to provide a more in - depth understanding of management innovation within Scottish charities, filling a crucial void in the academic literature and offering practical insights for practitioners in the sector.

6.2 Research Approach, Limitations, and Strengths

6.2.1 Research Approach

To achieve the research objectives, a systematic and multi - faceted approach was adopted. The research commenced with an extensive literature review, which served

as the foundation for harmonizing terminologies and understanding the existing theoretical frameworks. By engaging with the six perspectives of management innovation research – institutional, fashion, cultural, rational, international business, and theoretical development – a comprehensive understanding of the field was established. This literature review not only identified the gaps in previous research but also informed the development of the research questions and the overall research design.

Subsequently, a qualitative research design was employed, involving semi - structured interviews with senior management members from a diverse range of Scottish charities. The choice of qualitative research was driven by the need to explore the complex and context - specific nature of management innovation within the charity sector. This approach allowed for in - depth exploration of the interviewees' experiences, perceptions, and insights, providing rich data that could not be obtained through quantitative methods alone.

6.2.2 Limitations

However, the research faced several limitations. The sample size was a notable constraint. Due to the impact of the COVID - 19 pandemic, the response rate to the research invitations was low. As a result, the number of charities included in the study was relatively small, which may not adequately represent the entire Scottish charity sector. This limited sample size could potentially skew the findings, as the experiences and perspectives of the interviewed charities might not be applicable to all organizations in the sector. For example, smaller charities or those operating in niche areas may have different experiences with management innovation that were not fully captured in the study.

Another limitation was the reliance on self - reported data from interviews. Self - reporting is subject to various biases, such as social desirability bias, where interviewees may present themselves or their organizations in a more favorable light. Recall bias could also be a factor, as interviewees may not accurately remember past events or experiences related to management innovation. These biases could affect the accuracy and reliability of the data, potentially leading to an incomplete or distorted understanding of the phenomenon.

Furthermore, the study was geographically limited to Scottish charities. Scotland has its own unique cultural, political, and economic context, and the findings may not be directly applicable to charities in other regions or countries. For example, charities in different countries may face different regulatory environments, cultural norms, and levels of public engagement, which could significantly influence their management innovation processes.

A newly identified limitation is that, currently, no charity has yet implemented the conceptual model developed in this research. This lack of real - world application means that the model's practical effectiveness and feasibility in actual charity operations remain untested. Without practical implementation, it is difficult to determine how well the model can withstand the complex and dynamic nature of charity work. There may be unforeseen challenges or limitations when the model is put into practice, such as difficulties in integrating the model into existing organizational structures, resistance from staff due to changes in work processes, or the model's inability to adapt to rapidly changing external factors like sudden shifts in donor behavior or regulatory requirements. This limitation restricts the full evaluation of the model's value and impact on the charity sector.

6.2.3 Strengths

Despite these limitations, the research also had several strengths. The diversity of the charities included in the sample was a significant strength. The charities represented a wide range of sectors, sizes, and geographical locations, providing a rich and varied dataset. This diversity allowed for a more comprehensive understanding of management innovation across different types of charitable organizations in Scotland. For example, charities focused on art, care for the visually impaired, personal development, youth engagement, homelessness, religion, and citizenship were all included in the study. This diversity ensured that the research captured the unique challenges and opportunities faced by different charities, enhancing the validity of the findings.

The qualitative research approach also had its strengths. The semi - structured interviews enabled in - depth exploration of complex issues related to management innovation. The flexibility of the interview format allowed the researcher to probe deeper into the interviewees' responses, uncovering rich insights and experiences that might have been missed in a more structured research design. The qualitative data analysis, which involved coding and thematic analysis, provided a detailed and nuanced understanding of the factors influencing management innovation in Scottish charities.

6.3 Summary of the Contribution

6.3.1 Theoretical Contribution

This research contributed to the field of management innovation of Scottish charities. Theoretically, this study represents a substantial advancement in the understanding of management innovation. It has developed a novel, contextualized conceptual model that meticulously outlines the antecedents and processes of management innovation within Scottish charities. This model is not only grounded in empirical evidence but

also enriches existing frameworks, such as the one proposed by Birkinshaw et al. (2008), by integrating unique sector - specific insights.

The model emphasizes the intricate interplay of macro - contextual influences, operational boundaries, enablers, and constraints. It delves into how the broader socio - economic, political, and cultural environment in Scotland impacts charities, shaping the availability of resources, regulatory frameworks, and societal expectations. This, in turn, affects the operational boundaries within which charities operate, including legal, ethical, and value - based limits. By highlighting these elements, the model provides a more comprehensive understanding of the complex ecosystem in which management innovation occurs in the Scottish charity sector.

The empirical validation of the model through in - depth interviews with senior management from a diverse range of Scottish charities adds a layer of credibility and authenticity to its theoretical underpinnings. This not only contributes to the academic discourse on management innovation but also offers a more nuanced understanding of the phenomenon in a context that has received limited attention. It fills a gap in the existing literature by providing a detailed exploration of management innovation within Scottish charities, thereby enriching the theoretical landscape.

6.3.2 Practical Contribution

Practically, the research offers a wealth of valuable insights and actionable strategies for Scottish charities. By identifying the key enablers and constraints to management innovation, the study equips charities with a clear understanding of the factors they need to consider when implementing innovative practices.

For instance, it highlights the importance of a supportive organizational culture as an enabler. A culture that fosters openness, creativity, and adaptability can encourage employees at all levels to contribute innovative ideas and take risks. Leadership also

plays a crucial role; supportive leaders can create an environment where innovation is valued and actively promoted. Stakeholder support, including that from donors, volunteers, and beneficiaries, is another critical enabler. Charities can leverage this support to drive innovation forward.

On the other hand, the research also identifies significant constraints. Resource limitations, such as limited funding and human resources, are common challenges that charities face. Resistance to change, whether from within the organization or among stakeholders, can also hinder innovation efforts. Regulatory hurdles, including complex legal requirements and compliance obligations, add another layer of complexity.

Based on these findings, charities can develop targeted strategies. To leverage enablers, they can focus on cultivating a positive organizational culture through initiatives such as innovation workshops and recognition programs. They can also strengthen leadership support by providing training and resources to leaders, enabling them to effectively drive innovation. To overcome constraints, charities can explore alternative funding sources, implement change management programs to address resistance, and develop strategies to navigate regulatory frameworks more effectively.

The research also offers sector - specific strategies for success. These strategies are tailored to the unique context of non - profit organizations, recognizing their distinct missions, resource constraints, and stakeholder dynamics. For example, building strong relationships with donors is not only about securing funding but also about involving them in the organization's decision - making processes, which can bring in diverse perspectives and drive innovation. Optimizing volunteer management, such as through cross - training, can increase operational efficiency and enhance the volunteer experience. Leveraging technology, like adopting donor management software and volunteer scheduling apps, can streamline processes and improve communication.

6.4 Suggestions for Further Research

Based on the findings of this research, several avenues for further study are proposed. Firstly, future research could focus on expanding the sample size to include a more representative sample of Scottish charities. This would enhance the generalizability of the findings and provide a more comprehensive understanding of management innovation across the sector. Longitudinal studies could also be conducted to track the long - term impact of management innovation on charity performance, allowing for a more in - depth analysis of the innovation process over time.

Secondly, research could explore the transferability of the findings to charities in other regions or countries. Given the unique cultural, political, and economic contexts of different regions, it would be interesting to investigate how the factors influencing management innovation in Scottish charities apply to charities in other settings. Comparative studies could be conducted to identify similarities and differences, providing valuable insights for the international charity community.

Thirdly, further research could delve deeper into the specific mechanisms through which enablers and constraints interact with each other and with the broader organizational context. This could involve more in - depth case studies or experimental research to understand how different factors combine to either promote or hinder management innovation. Understanding these complex interactions would provide charities with more targeted strategies for implementing successful innovation initiatives.

Finally, research could focus on developing and testing interventions to overcome the identified constraints to management innovation in charities. For example, interventions could be designed to address cultural resistance to change, improve resource allocation, or enhance the capacity of charities to navigate regulatory frameworks. By testing these interventions, researchers could provide practical

solutions for charities facing these challenges, contributing to the overall improvement of the charity sector.

In conclusion, this research has made significant contributions to the understanding of management innovation in Scottish charities. While it has limitations, it also provides a solid foundation for future research in this area. By addressing the identified gaps and building on the strengths of this study, future research can further advance the field of management innovation in the charity sector, both in Scotland and beyond.

Appendices
Appendix 1 Pilot Study Interview Guide

The semi-structured interview questions will be derived from four distinct research perspectives, aligning with the framework established by Birkinshaw et al. (2008). These perspectives encompass institutional, fashion, cultural, and rational research viewpoints on the subject of management innovation.

1. Interview Introduction

Duration: 30-40Minutes

Primary Objective: The interview is designed to emulate a conversation, emphasizing the interviewees' experiences, opinions, and their thoughts and sentiments concerning the topics under examination.

Consent Forms: Informed consent forms will be procured from all participants.

2. General and Background Questions

"Could you kindly elucidate your comprehension of management innovation?"

The interviewee will be encouraged to provide a brief introduction, offering general background information, predominantly focusing on their experiences and perspectives regarding innovations and management innovation within their respective organizations.

"Has your charity or organization actively embraced innovation? What are the pivotal internal factors that have facilitated this innovation?"

What specific innovations have been introduced?

What motivated the implementation of these innovations, and what were the intended goals of these innovations, whether in their invention or adoption?

How were these innovations implemented, and what impacts have been observed within your organization?

"Could you expound upon the internal factors that have played a significant role in fostering innovation within your organization?"

3. Institutional Perspective Questions

"In your view, what is the significance of institutional factors in influencing the adoption of management innovation within Scottish charities?"

This includes considerations of political factors such as regimes, political parties, and local government.

It also encompasses analysis of industrial networks, including network memberships.

Internal institutional factors, such as organizational size, are also explored.

4. Cultural Perspective Questions

"To what extent does the prevailing social culture impact the adoption of management innovations within Scottish charities over time?"

How does this social culture exert its influence?

"In your opinion, could you briefly delineate the impacts of your organization's culture on the creation or adoption of innovations?"

5. Fashion Perspective Questions

"In your perspective, what are the primary driving factors behind the dissemination of management innovations?" For instance, do the successes observed in other organizations or the popularity of specific management concepts, such as Lean Production, play a significant role?

"Do you believe that your organization is well-positioned to achieve widespread engagement with management innovation?"

If so, what factors contribute to this readiness, and could you provide elaboration?

"Has your organization replicated or adopted management innovations from other organizations?"

If affirmative, please elucidate; if not, what impediments have deterred such adoption?

6. Rational Perspective Questions

"What roles do top and middle management personnel play in the initiation and adoption of innovation?"

"Do you believe that the intentional management decisions of top-level executives are among the most influential factors driving Scottish charities to adopt management innovations?"

What motivates or dissuades them from pursuing innovation?

"In your charity or organization, have external parties been involved in the innovation process?"

If so, kindly describe their roles and impacts, including any interactions with academia or consulting agencies.

7. Conclusion Questions

"Within your charity or organization, could you rank the four primary factors (Institutional, fashion, cultural, rational) based on their importance in the adoption of management innovation?" Please provide insights into the rationale behind your ranking.

Appendix 2 Main Study Interview Guide

Interview Guide and Questions

Section one General Questions

Q1. Would you be kind enough to tell me which charity you are working for? And how long time have you been working there?

Q2. Could you please describe your roles and responsibilities in your organization?

Q3. Could you please tell me when your charity was formed? And What were its original charitable purposes?

Q4. Have the original objectives of your charity changed? If yes, please specify in what ways.

Q5. In your opinion, what are the main issues that your charity faces in achieving its objectives?

Q6. In your opinion, could you please describe the key changes that have occurred in the Scottish charity sector?

Q7. Follow up with Q6. Could you please tell me how did your charity respond to such changes?

Section Two Management innovation

Q8. Birkinshaw et al. (2008) defined management innovation 'as the invention and implementation of management practice, process, structure, or technique that is new to state of the art and is intended to further organizational goals.'

Would you be kind enough to tell me your understanding about management innovation when you are working for the Scottish charity sector?

Q9. Could you please identify one or more examples where your charity has developed a new product or service, or where it has enhanced an existing product or service.

Section Three Internal factors may affect innovations.

Q10. In your opinion, what helps or hinders innovations internally?

Q11. What is the role of the internal communication line in introducing new management innovations your organization?

Q12. Do you agree with the statement that 'a smaller charity is easier to introduce or adopt innovations? Please explain.

Q13. In your opinion, will a diverse workforce (different ages, sex, beliefs, skill groups) in an organization be an enabler for the introduction of management innovation? Please explain.

Q14.How will you describe the roles of top managers in affecting the introduction and adoption of management innovation in Scottish charities?

Q15. What are the roles of middle management in introducing and adopting management innovations in Scottish charities?

Q16. Could you please specify the functions of frontline staff in the introduction of management innovation in your organization?

Section Four External factors may affect innovations.

Q17. Could you please describe the roles of political, legal, and industrial environments or regulations in affecting the introduction of innovations for your organization? Please specify.

Q18.How will you describe the social attitudes towards innovations of charities in Scotland? And what expectations the public have?

Q19. What are the roles of other charities (peers) in Scotland in influencing new management innovations for your organization?

Q20. In your charity/organization, have externals been involved with innovations? If yes, please describe their roles and impacts, such as academia or consulting agency.

Q21. How will you describe the roles of volunteers in the introduction and adoption of management innovation in Scottish charities?

Section Five Resources

Q22.How will you describe the relationships between technological innovation and management innovation?

Q23. Please provide examples of other resources such as finance, time, space, properties, etc. in affecting the introduction and adoption of management innovation for Scottish charities in positive or negative way.

Appendix 3 First codes from individual interviewees

Interviewee 1 Code No.	Initial Code	Evidence
MI-01	Definition of Management Innovation	Management innovation is described as thinking in new and unconventional ways about doing things, challenging established patterns and practices.
MI-02	Challenging Norms and Patterns	Management innovation involves stepping back to challenge the normal way of doing things within an organization.
MI-03	Motivation for Management Innovation	The motivation for management innovation is to optimize resources, improve efficiency, and achieve better outcomes for the organization and its clients.
MI-04	Examples of Management Innovation	Examples of management innovation include reevaluating administrative processes, questioning their necessity, and seeking external inspiration by examining practices in other organizations.
MI-05	Role of Organizational Culture	Organizational culture is described as a critical factor in fostering management innovation, and it's influenced by the mindset and openness of managers and employees.
MI-06	Influence of Institutional Factors	National political context is not a primary driver of management innovation; instead, internal culture and adaptability are emphasized.
MI-07	Impact of Learning from Peer Organizations	Learning from innovative peer organizations serves as an inspiration and encourages innovation within an organization. Competition is also a significant motivator for innovation.
MI-08	Drivers for Innovation	The rate of change in the external environment and competition are identified as primary drivers for innovation in organizations.
MI-09	Importance of Customizing Management Methods	Popularity alone should not dictate the adoption of management methods; instead, organizations should consider alignment with their specific needs and objectives.
MI-10	Ranking of Factors for Adoption of Management Innovation	The most crucial factors are ranked as follows: culture, external environment (including change rate and competition), and internal factors (top management's intentionality and middle management's influence). External change agents' effectiveness depends on organizational receptiveness.
MI-11	Innovation in a Rapidly Changing Environment	In rapidly changing environments, such as climate change, the necessity for innovation is emphasized, as

		staying up-to-date is vital for effectiveness.
MI-12	Consideration of Organizational Size	Organizational size can impact innovation. Smaller organizations tend to be more agile and flexible in adopting innovative practices, whereas larger organizations may have more bureaucracy and processes to navigate.
MI-13	Role of Middle Management	Middle management is recognized as having an essential role in fostering innovation, provided they have the freedom and encouragement within the organization's culture to question and challenge existing practices.
MI-14	Leadership's Impact on Culture	Leadership, particularly senior leadership, has a significant influence on shaping and nurturing an organization's culture, which, in turn, affects its propensity for innovation.
MI-15	Influence of Social Culture	The influence of social culture on management innovation is discussed, with factors such as age and personality affecting individuals' readiness to embrace change and innovation.
MI-16	Adaptability and Survival	The importance of adaptability and innovation in the face of a rapidly changing world is emphasized, drawing parallels with the fate of dinosaurs that couldn't adapt to changing environments.
MI-17	Balancing Innovation with Stability	The need for innovation is balanced with the stability of an organization's environment. In stable environments, there might be less urgency to innovate.
Interviewee 2 Code No.	Initial Code	Evidence
MI-18	Lack of Familiarity with Management Innovation	The interviewee expressed unfamiliarity with the concept of "management innovation."
MI-19	Charitable Innovation Focus	The organization primarily focuses on innovation related to their charitable campaigns rather than management techniques.
MI-20	Social Innovation	The interviewee discussed the organization's use of "social innovation" to address problems related to changing behaviors.
MI-21	Campaign-Based Innovation	The organization applies innovation within their campaigns, using catchy titles and diverse communication methods
MI-22	Cultural Factors	Organizational culture, characterized by openness and creativity, is considered vital for innovation.
MI-23	Influence of Institutional Factors	The interviewee mentioned that the organization is governed by charity regulations but doesn't perceive them as major constraints.

MI-24	External Influences	The organization responds to government policies and aims to influence policy changes related to their objectives.
MI-25	Collaboration with Other Charities	Collaboration with other non-governmental organizations and charities is seen as an opportunity to enhance their initiatives.
MI-26	Size Impact on Agility	Smaller organizations are perceived to be more agile in responding to innovation compared to larger ones.
MI-27	Social and Cultural Shifts	Social and cultural factors have a significant impact, particularly in the context of changing behaviors related to environmental issues.
MI-28	Organizational Culture's Role in Innovation	Organizational culture is considered essential for fostering innovation, and a more open and less hierarchical culture is desired.
MI-29	Leadership Structure and Innovation	The interviewee believes that a flatter and more open leadership structure encourages innovation to thrive within the organization.
MI-30	Engagement with Innovation	The organization actively seeks widespread engagement with innovation and encourages it as part of their culture.
MI-31	Adoption of External Innovations	While not primarily focused on management innovation, the organization collaborates with research organizations and universities to apply their research findings.
MI-32	Top Management's Role in Innovation	Leadership's support and encouragement for innovation, as well as an open approach to decision-making, are considered crucial for promoting innovation within the organization.

Interviewee 3 Code No.	Initial Code	Evidence
MI-33	Management Innovation Definition	"It's about how management teams create or adopt innovative practices, often sourced from partners. It encompasses new structures, work methods, and organizational approaches."
MI-34	Charity's Evolving Approach	The charity has evolved from traditional funding sources to embrace a more business-like approach, combining commercial activities with its charitable mission.
MI-35	Clear Communication's Role	Clear communication from the executive team and the board has been instrumental in driving management

		innovation.
MI-36	Impact of Political Factors	Political factors, like the climate emergency, can influence how charities operate and adapt to new challenges.
MI-37	External Networks' Influence	External networks, including partnerships with other charities and donors, play a vital role in driving innovation and collaboration.
MI-38	Impact of Organizational Size	The size of the organization influences its ability to recognize and leverage qualifications and achievements.
MI-39	Social Culture's Influence	The social culture within the third sector can impact trust-building and the perception of charities' capabilities.
MI-40	Organizational Culture	The organization's culture fosters openness, communication, and the application of EFQM principles.
MI-41	Hierarchy and Leadership	A hierarchical structure is recognized as essential, but leadership roles at different levels contribute uniquely to innovation.
MI-42	Intentionality in Management	There's a notion of top management's intentionality being crucial for driving innovation in Scottish charities.
MI-43	External Involvement	External actors like consultancies and academia contribute significantly to method development and innovation.
MI-44	Technology's Impact	Technological innovations, particularly in social media, have transformed campaign strategies and networking approaches.
MI-45	Facilitating Diffusion	Scottish charities have a culture of shared learning and collaboration, facilitating the diffusion of management innovations.
MI-46	Adoption of External Innovations	The charity has adopted external innovations, such as improved commercial income forecasting processes.
MI-47	Roles of Management Levels	
Interviewee 4 Code No.	Initial Code	Evidence
MI-48	Definition of Management Innovation	The interviewee defines management innovation as finding effective methods, improving job efficiency, and positively impacting business operations and charitable goals.
MI-49	Focus on Problem Solving	The interviewee emphasizes that management innovation is about problem-solving and seeking better performance.

MI-50	Adoption of Technology	The organization has gradually adopted technology, including agile working methods, mobile devices, and cloud services, to enhance communication and operations.
MI-51	Alignment with Charitable Goals	Innovations are primarily driven by the organization's commitment to its charitable aims and improving service delivery.
MI-52	Employee Open-Mindedness	The interviewee mentions that the workforce is generally open-minded and motivated, which facilitates innovation adoption.
MI-53	Smooth Implementation	The interviewee notes that implementing innovations has been relatively smooth due to the organization's open culture.
MI-54	Piloting and Testing	The organization follows a process of piloting and testing innovations with smaller groups before wider implementation.
MI-55	Motivated Workforce	Motivated employees and a progressive management team are identified as key internal factors facilitating innovation.
MI-56	Impact of Government Policies	The organization operates in the political sphere, where government decisions and policies impact its relationships with local authorities and communities.
MI-57	Influence on External Stakeholders	The organization's work influences discussions, policies, and actions on various topics, particularly in the context of environmental and social issues.
MI-58	Influence of Organizational Size	The interviewee acknowledges that organizational size can influence the complexity of innovation adoption but doesn't see it as a hindrance.
MI-59	Impact of Social Culture	Social culture is seen as significant, shaping expectations and perceptions related to charities and their alignment with societal values.
MI-60	Flat Organizational Structure	The organization's flat structure and emphasis on teamwork and communication are highlighted as fostering an open culture conducive to innovation.
MI-61	Role of Champions	Change agents, particularly champions within the organization, are essential in facilitating awareness and support for innovations.
MI-62	Purpose-Driven Technology	Technology is viewed as a tool to enhance operations, with the emphasis on starting from a clear understanding of the problem and organizational needs.

Interviewee 5 Code No.	Initial Code	Evidence
MI-63	Definition of Management Innovation	The interviewee defines management innovation as a solution to challenges, not necessarily something entirely new, but often involves adapting existing processes to different contexts.
MI-64	Management Innovation Examples	The interviewee provides examples of management innovation in their organization, such as empowering staff to become social media ambassadors to enhance communication.
MI-65	Innovation Driven by Challenges	The interviewee emphasizes that management innovation is often driven by challenges or problems that need to be addressed.
MI-66	Passionate Workforce as an Enabler	The interviewee highlights the importance of a passionate and engaged workforce as a key internal factor enabling innovation.
MI-67	Inclusive Organizational Culture	Inclusivity and an open culture that values all team members' input are emphasized as factors fostering innovation.
MI-68	Appealing to Young Talent	The interviewee suggests that the organization's mission in the environmental sector naturally attracts younger individuals
MI-69	Impact of Political Changes	The interviewee discusses how political changes and policies influence the organization's strategies and governance.
MI-70	Collaboration with Other Charities	Collaboration and knowledge sharing with other charities and organizations in Scotland are highlighted as drivers of positive change.
MI-71	Size of Organization and Innovation	The interviewee acknowledges that organizational size plays a role, with a moderate-sized organization being more conducive to innovation.
MI-72	Social and Cultural Influences	The interviewee discusses the impact of a culture that sometimes downplays achievements on the organization's approach to innovation.
MI-73	Relationship Between Technology and Management Innovation	The interviewee sees a close relationship between technology and management innovation, with technology offering new communication tools.
MI-74	Management Driving Technological Innovation	The interviewee believes that management innovation can drive technological innovation within the organization.

MI-75	Recognition of Achievements	The interviewee mentions the challenge of recognizing and celebrating achievements, which can be hindered by cultural factors.
MI-76	Bottom-Up Innovation	The interviewee emphasizes that many innovative ideas come from team members who directly engage with the issues, promoting a bottom-up approach.
MI-77	Alignment with Government Policy	The interviewee discusses how the organization aligns its efforts with government policies and sometimes advocates for new policies that align with their mission.
MI-78	Learning from Other Organizations	The interviewee mentions learning from other organizations and adopting successful strategies, fostering a culture of continuous improvement.
MI-79	Innovation Balance in Different Sectors	The interviewee suggests that the innovation approach may vary across sectors, with the environmental sector attracting younger individuals due to its mission.
MI-80	Impact of Size on Innovation	The interviewee highlights the impact of organizational size on innovation, noting that very small and very large organizations may face challenges in fostering innovation.
Interviewee 6 Code No.	Initial Code	Evidence
MI-81	Organization Roles and Responsibilities	The interviewee serves as the Chief Officer in two charities, responsible for strategic oversight, financial management, and governance.
MI-82	Charity Formation and Objectives	The charity was founded in 1974 with the original objectives of advancing citizenship and promoting community development.
MI-83	Challenges Faced by the Charity	Funding, access to appropriate premises, and adapting to the digital landscape, especially due to COVID-19, are significant challenges faced by the charity.
MI-84	Changes in the Scottish Charity Sector	Over the past two decades, increased bureaucracy, digitalization, and a shift towards contract-based relationships with statutory agencies have impacted the Scottish charity sector.
MI-85	Response to Sector Changes	The charity has responded through outsourcing, upskilling staff, and investing in digital tools to adapt to sector changes.
MI-86	Management Innovation Definition	Management innovation, in the context of Scottish charities, primarily relates to digital transformation, including the rebranding of charities and the use of websites and social media.

MI-87	Examples of Innovation	Factors such as culture, technical skills, funding, COVID-19, freedom to fail, and risk aversion of boards impact innovation.
MI-88	Role of Top Managers in Innovation	Top managers can either lead change or act as barriers to it.
MI-89	Middle Managers' Role in Innovation	Middle managers play a crucial role in identifying new practices, collaborating with others, and upskilling staff and boards.
MI-90	Frontline Staff's Functions in Innovation	Frontline staff generate innovative ideas, collaborate on solutions, implement changes, and take responsibility for their training needs.
MI-91	External Factors Influencing Innovation	Political decisions (e.g., Brexit), legal changes (e.g., GDPR), and technological advancements affect innovation.
MI-92	Public Attitudes and Expectations	The public expects charities to be tech-savvy but may still harbor misconceptions about their operational costs and volunteer base.
MI-93	Role of Peer Charities	Peer charities collaborate but also compete for limited resources, influencing innovation dynamics.
MI-94	Involvement of External Entities	The charity has engaged with academia and consulting agencies for innovation support.
MI-95	Volunteers' Contribution to Innovation	Volunteers actively contribute to idea generation, problem-solving, and technological innovation.
MI-96	Technology and Management Innovation Relationship	Technology and management innovation are intertwined, with one often driving the other.
MI-97	Resource Impact on Innovation	COVID-19 has prompted a reassessment of physical premises, leading to a potential shift toward a hub system for service delivery.
Interviewee 7 Code No.	Initial Code	Evidence
MI-98	Duration of Involvement	The interviewee has been on the board of Dumfries and Galloway Arts Festival for approximately seven years.
MI-99	Role as Chair of Trustees	The interviewee holds the position of Chair of the board of trustees in their organization.
MI-100	Foundation of Charity	Dumfries and Galloway Arts Festival was established in 1979 with the original purpose of organizing a performing arts festival and promoting performing arts within the region.
MI-101	Evolution of Objectives	The interviewee mentions that while the original objectives have remained the same, the organization has expanded to provide year-round access to performing arts in addition to the festival.

MI-102	Challenges in Achieving Objectives	The primary challenge mentioned is the difficulty in securing regular funding, as much of the funding is project-based, leading to a lack of core funding.
MI-103	Shift in Funding Patterns	The interviewee notes a shift in the Scottish charity sector from three-year funding to an emphasis on project-specific funding.
MI-104	Response to Funding Changes	The organization seeks funders that recognize their strategic importance and are willing to provide unrestricted funds in response to changing funding patterns
MI-105	Lack of Explicit Focus on Management Innovation	The interviewee states that they do not actively consider management innovation and are unsure about what constitutes "state-of-the-art" management.
MI-106	Introduction of "Arts Live" Program	The organization introduced "Arts Live," a year-round program offering performing arts performances to communities across the region, featuring both professionals from outside the region and local performers.
MI-107	Internal Challenges to Innovation	Lack of resources and capacity are highlighted as internal obstacles to innovation.
MI-108	Role of Diversity	The interviewee acknowledges that while diversity does not automatically enhance management innovation, it can make the organization more dynamic and representative of the communities served
MI-109	External Factors and Compliance	The organization must ensure compliance with political, legal, and charity frameworks, indicating external influences on their operations.
MI-110	Public Support for Innovation	Funders and communities generally support innovations, and some funders expect innovation rather than funding the status quo.
MI-111	Use of External Consultants	The organization engages external consultants to review activities, facilitate discussions, and develop business plans, including the adoption of appropriate management models
MI-112	Volunteer Involvement	The board of the organization is entirely composed of volunteers, and they are responsible for adopting management models.
MI-113	Uncertainty About Technological Innovation	The interviewee expresses uncertainty about any direct relationship between technological innovation and management innovation.
Interviewee 8 Code No.	Initial Code	Evidence
MI-114	Length of Service and Charity Affiliation	The interviewee has worked with the Fife Society for the Blind, trading as seescape, for 2 years and 11

		months.
MI-115	Roles and Responsibilities	The interviewee's primary role involves fundraising for the charity. They also manage community engagement, including befriending programs and social groups. Additionally, they are part of the senior management team.
MI-116	Origins and Evolution of the Charity	The charity was formed in 1865 with the initial purpose of teaching blind individuals Braille to read the Bible. However, its objectives have since expanded to include support, information, rehabilitation, and optometry services.
MI-117	Challenges Faced by the Charity	The primary challenge faced by the charity is related to funding.
MI-118	Growth of the Scottish Charity Sector	The Scottish charity sector has seen significant growth, with over 23,000 registered charities. Many of these charities have service level agreements (SLAs) with local councils.
MI-119	Adaptation to Changes in the Sector	seescape has adapted to these changes by primarily delivering services through SLAs with Fife Health & Social Care Partnership funding.
MI-120	Definition of Management Innovation	Management innovation is defined as the invention and implementation of novel management practices, processes, structures, or techniques that advance organizational objectives. It emphasizes the importance of people-centric management and fostering a culture of innovation.
MI-121	Examples of Innovation within the Charity	The charity recently introduced an early intervention service to support individuals with early-onset sight loss, thus expanding its services to cover the entire sight loss journey.
MI-122	Internal Factors Facilitating Innovation	Factors facilitating innovation include a supportive work culture, a robust infrastructure, and a no-blame culture. Conversely, hindrances include a lack of direction, feeling excluded, and insufficient support.
MI-123	Role of Internal Communication	Currently, there is no dedicated communication regarding innovation within the organization. Innovations tend to be hard-fought and may not be well-communicated.
MI-124	Influence of Organization Size on Innovation	Smaller charities may be more agile in adopting innovations due to less bureaucracy and quicker decision-making.
MI-125	Impact of a Diverse Workforce on Innovation	A diverse workforce is seen as an enabler for innovation, as it brings different perspectives and experiences to the table, fostering creative thinking.
MI-126	Roles of Top Managers in Promoting Innovation	Top managers are expected to promote diversity, encourage an innovative culture, listen to staff, network,

		and facilitate a learning environment that embraces change.
MI-127	Roles of Middle Managers in Promoting Innovation	Middle managers can promote innovation by setting an example, supporting the workforce, and showcasing the benefits of innovation.
MI-128	Functions of Frontline Staff in Driving Innovation	Frontline staff should feel comfortable suggesting innovative ideas, exploring new approaches, and acting on their ideas. Recognition and feedback are crucial.
MI-129	Impact of Political, Legal, and Industrial Factors	The organization does not operate under specific regulations inhibiting innovation, as long as it remains responsible and within its constitution.
MI-130	Public Perception of Charity Innovation	Public perception of charity innovation varies. Charities are often risk-averse due to the potential reputational damage associated with failed innovations.
MI-131	Influence of Peer Charities	In this specific charity, there is limited evidence of learning or influence from peer charities due to competitive fundraising dynamics.
MI-132	Involvement of External Parties	External agencies, such as Abertay University, have been involved in exploring technology innovations for individuals with sight impairments.
MI-133	Roles of Volunteers in Fostering Innovation	The extent of volunteer involvement in innovation varies, with some charities actively engaging volunteers at a similar level to paid staff.
MI-134	Relationship Between Technological and Management Innovation	Technology plays a significant role in enabling and driving management innovation, especially in streamlining operations and adapting to changing circumstances.
MI-135	Impact of Resources on Innovation	Resource constraints, such as limited time and space, can negatively impact innovation within charities, often leading to under-resourced and demanding work environments.

Interviewee 9 Code No.	Initial Code	Evidence
MI-136	Charity Purpose and History	The charity was established in 1903 with the purpose of bringing 'sweetness and light' to Dunfermline's people and recognizing heroic acts in peaceful pursuits.
MI-137	Unchanged Objectives	The charity's original objectives have remained unchanged over time.
MI-138	Challenges in Achieving Objectives	The main challenge faced is raising awareness about the charity's purpose, criteria, and Andrew Carnegie's

		legacy.
MI-139	Impact of COVID-19	The ongoing pandemic has posed significant challenges to Scottish charities and reduced local government funding availability.
MI-140	Grant-Giving Organization	The charity primarily operates as a grant-giving organization and provides support to local charities and community groups.
MI-141	Management Innovation Defined	Management innovation is viewed as the invention and implementation of novel practices, structures, or techniques to advance organizational goals, while respecting the organization's legacy.
MI-142	Innovation during COVID-19	Emergency grants were introduced during the pandemic as an innovative response.
MI-143	Role of Communication	Effective communication with Trustees is vital for either facilitating or hindering innovation.
MI-144	Innovation in Smaller Charities	Smaller charities are considered more adaptable to innovation due to less bureaucracy.
MI-145	Diverse Workforce's Role	A diverse workforce is seen as important for maintaining an open and well-rounded approach to innovation.
MI-146	Top Managers and Innovation	Top managers, including the CEO, encourage and support innovation.
MI-147	Middle Managers' Role	Middle managers do not have a specific role in innovation within this organization.
MI-148	Frontline Staff Involvement	Frontline staff's understanding and support are crucial for the success of innovation.
MI-149	External Factors - Local Authority	Collaboration with the Local Authority involves local councillors who can impact innovation and partnership efforts.
MI-150	Public Support and Innovation	Public support is vital for charities, and lack of innovation may affect their support.
MI-151	Collaboration with Peers	The charity collaborates with other local organizations to develop innovative projects.
MI-152	Role of Volunteers in Innovation	Volunteers play a significant role in introducing and promoting management innovation.
MI-153	Technological Innovation	Technological innovation, particularly through social media, is emphasized in management innovation.
Interviewee 10 Code No.	Initial Code	Evidence
MI-154	Charity Formation	The organization, Youth Scotland, was originally established in 1934 as a girls' club association, primarily aimed at promoting leisure activities for girls and young women
MI-155	Change in Charitable Objectives	Over time, the organization's charitable objectives evolved to support all young people in informal learning

		activities. It officially adopted the name "Youth Scotland" in November 2001.
MI-156	Current Objectives	Since its incorporation in 2001, Youth Scotland's primary objective is to assist young people in Scotland to develop confidence, resilience, and readiness to reach their full potential by supporting youth groups and delivering services.
MI-157	Challenges Faced	Youth Scotland faces challenges related to equitable treatment in comparison to statutory sector providers, short-term funding arrangements, and limited recognition in the educational journey of young people.
MI-158	Impact of COVID-19	The COVID-19 crisis highlighted the crucial role of youth groups in community empowerment, such as providing emergency food deliveries and digital outreach to young people during times of crisis.
MI-159	Regulatory Framework Improvement	The interviewee notes that the regulatory framework for charities in Scotland improved with the establishment of the Office of Scottish Charity Regulator (OSCR) in the 1990s, enhancing public confidence in charities.
MI-160	Austerity's Impact	Austerity measures over the past decade have limited innovation and development in the sector due to stagnant budgets for organizations that rely on government grants and other sources of funding.
MI-161	Internal Communication for Innovation	The interviewee emphasizes the importance of fostering a culture of communication within the organization to support innovation. This includes regular discussions with the Board of Trustees and senior management.
MI-162	Role of Middle Management in Innovation	Middle managers play a key role in supporting innovation within the charity, either by generating or supporting new ideas to enhance best practices and innovation.
MI-163	External Consultants for Innovation	External consultants, advisers, and inspectors, including HMIe inspectors, have been involved over the years to improve practices and promote innovation within the organization.
MI-164	Volunteer Trustees	Volunteer Trustees in Youth Scotland primarily serve as strategic decision-makers, responsible for ensuring compliance with legal and regulatory frameworks, enabling the organization to innovate and stay updated with best practices.
MI-165	Technological Innovation	The organization introduced technological innovations to improve communications, benefiting from the skills of a middle manager with expertise in technology.
MI-166	Resources for Innovation	The availability of resources, including finance, time, and properties, significantly impacts the introduction and adoption of management innovation within Scottish charities.

MI-167	Public Perception of Charity Innovation	Public confidence in the charity sector in Scotland is important, and the interviewee notes that while the public may not fully understand internal charity operations, they generally view innovations positively.
MI-168	Innovation and Leadership	The interviewee emphasizes that innovation should be a shared responsibility among all staff members, and Youth Scotland encourages innovation from all its staff to ensure buy-in from colleagues.
Interviewee 11 Code No.	Initial Code	Evidence
MI-169	Charity Information	The interviewee mentioned working for "Achieve More Scotland," serving as its founder for 11 years.
MI-170	Roles and Responsibilities	The interviewee holds the position of Chief Executive Officer and is responsible for various aspects such as strategic direction, policy development, and day-to-day operations.
MI-171	Charity Formation	Achieve More Scotland was founded in February 2009 with the same charitable purposes it has today.
MI-172	Challenges Faced by Charity	Insecurity of funding and the impact of poorly performing charities receiving funding without scrutiny were noted as significant challenges.
MI-173	Changes in the Scottish Charity Sector	The interviewee mentioned limited changes but highlighted the introduction and development of PVG/Disclosure checks as notable.
MI-174	Management Innovation Definition	Management innovation was defined as continuously reviewing services in response to local, national, and international policies and adapting accordingly.
MI-175	Example of Innovation in Response to Funding	The charity restructured its team, adjusted staff contracts, and expanded its services in response to Pupil Equity Funding.
MI-176	Internal Factors Impacting Innovations	The willingness of trustees to actively contribute to innovation was emphasized.
MI-177	Internal Communication Role	Various communication channels like team meetings, social media, email, and video conferences are used to engage and inform staff.
MI-178	Size and Innovation	The interviewee disagreed with the notion that smaller charities find it easier to adopt innovations, emphasizing the importance of trustee engagement.
MI-179	Diversity Impact on Innovation	The interviewee did not find diversity within the workforce to be a significant enabler for innovation.
MI-180	Roles of Top Managers in Innovation	Top managers were described as essential links between trustees and staff, requiring support from trustees and staff confidence in their decisions.

MI-181	Roles of Middle Managers in Innovation	Middle managers bridge the gap between top management and frontline staff, convincing staff of the benefits of innovations.
MI-182	Frontline Staff Involvement in Innovation	Frontline staff provide feedback on innovations during team meetings and have input in implementing changes.
MI-183	External Factors Impacting Innovations	Political decisions and regulations often necessitate changes in policies, procedures, staff roles, and service delivery.
MI-184	Public Attitudes Towards Charity Innovations	The public's primary concern appears to be receiving expected services, with less emphasis on innovation.
MI-185	External Entities' Influence on Innovations	The charity collaborates with corporate partners like Nike to gather insights on innovation.
MI-186	Volunteers' Role in Innovation	Volunteers, particularly trustees, play a vital role in contributing their expertise to keep the charity updated and relevant.
Interviewee 12 Code No.	Initial Code	Evidence
MI-187	Organization Introduction	The interviewee works for "Homeless Action Scotland," a charity formed in 1974 that initially focused on single homeless individuals but expanded its mission in 2013.
MI-188	Role as CEO	The interviewee serves as the CEO of Homeless Action Scotland.
MI-189	Changes in Focus	The organization's primary focus has shifted from assisting single homeless individuals to campaigning for change in recent years.
MI-190	Funding Challenges	The primary challenge faced by the charity is the continuity of funding.
MI-191	Scottish Charity Sector Changes	The Scottish charity sector has seen increased competition for diminishing funding.
MI-192	Adaptation Strategies	Homeless Action Scotland has streamlined operations and diversified funding sources in response to sector changes.
MI-193	Management Innovation Definition	Management innovation is described as the implementation of techniques to ensure service quality while reducing resource wastage.
MI-194	IT Utilization	The organization has leveraged IT to optimize communication with members, making it cost-effective.
MI-195	HR Process Transition	Shifting HR processes online has saved both time and money for the charity.

MI-196	Webinars vs. In-Person Conferences	Webinars have been adopted over in-person conferences for more efficient member feedback, but this has reduced in-person training opportunities.
MI-197	Internal Innovation Facilitators	Funders often prioritize output goals, which can hinder innovative thinking. Finding time and space for change within the organization can also be challenging.
MI-198	Direct Internal Communication	Being a small organization, the interviewee has direct verbal contact with all staff members.
MI-199	Impact of Size on Innovation	Smaller charities are considered more agile in implementing innovations, but time constraints can still hinder change.
MI-200	Diverse Workforce for Innovation	A diverse workforce is believed to bring various experiences and perspectives, encouraging innovative risk-taking.
MI-201	Top Managers' Role	Top managers are responsible for securing resources and space for experimenting with new approaches.
MI-202	Middle Managers' Role	Middle managers are essential for ensuring that new approaches are not abandoned due to initial difficulties.
MI-203	Frontline Staff Role	In the interviewee's policy and practice organization, frontline staff do not directly influence management innovation.
MI-204	External Factors Impact	Political changes, including funding cycles and government attitudes, can require shifts in the organization's approach from service delivery to advocacy.

Interviewee 13 Code No.	Initial Code	Evidence
MI-205	Organizational Roles and Responsibilities	The interviewee discussed their roles within the organization, including advising and supporting local churches, providing community development consultancy, and organizing events.
MI-206	Charity Establishment	Information about the charity's registration date (June 2015) and its existence for about 8 years before registration.
MI-207	Original Charitable Purposes	The original charitable purposes, as described, focused on building the capacity of the Christian community, promoting resource-efficient use, and providing grant funding for community transformation.
MI-208	Consistency in Objectives	The interviewee confirmed that the core purpose and objectives of the charity have remained consistent over time.

MI-209	Challenges	Funding challenges were identified as a significant hurdle, impacting resources and staff time. The shift to online operations due to COVID-19 was also noted as a challenge.
MI-210	Changes in the Scottish Charity Sector	The interviewee highlighted increased professionalism, changes in collaboration dynamics with larger agencies, growing willingness to support faith-based organizations, and the impact of COVID-19 on funding and volunteering trends.
MI-211	Response to Changes	The organization responded by enhancing professionalism and training, embracing shifts in attitudes towards churches' social action, and adapting to the pandemic by moving operations online.
MI-212	Management Innovation Definition	Management innovation was defined as being responsive to client needs, maintaining flexibility, striking a balance between adaptation and mission focus, and fostering a culture that encourages innovative thinking.
MI-213	Examples of Management Innovation	An example provided was the organization's support for social action projects, with a shift towards modular training and the development of online tools for organizations.
MI-214	Internal Innovation Facilitators	Trust in leadership, a culture of honesty, and creative individuals within the organization were identified as facilitators of internal innovation.
MI-215	Role of Internal Communication	Effective internal communication was stressed as integral to introducing new management innovations, fostering a culture of trust, and preventing surprises.
MI-216	Smaller vs. Larger Charities	Smaller charities were deemed to have advantages in introducing innovations due to simpler communication structures, but larger organizations were encouraged to be deliberate in building relationships and fostering innovation.
MI-217	Diversity in Workforce	A diverse workforce was seen as both an enabler and catalyst for management innovation, bringing in various perspectives and fostering creativity.
MI-218	External Factors	Political preferences for larger organizations, legal changes necessitating training programs, and the impact of industrial regulations were discussed as external influences on innovation.
MI-219	Social Attitudes Towards Charities	The interviewee mentioned varying public perceptions, including the public's expectations of charities to do good with limited resources.
MI-220	Role of Peer Charities	Collaboration and learning from peer charities were highlighted, along with potential competition, especially concerning funding.

| MI-221 | Involvement of Externals in Innovation | The interviewee stated that external entities, such as academia or consulting agencies, were not involved in innovation within their organization. |
| MI-222 | Volunteer Contributions | Volunteer board members were deemed crucial for innovation, bringing experience and innovation from their workplaces. |

Interviewee 14 Code No.	Initial Code	Evidence
MI-223	Organization's Duration of Existence	The organization has been operational for 18 months.
MI-224	Position in the Organization	The interviewee holds the position of Director of Corporate Resources.
MI-225	Foundation and Charitable Purposes	Royal Blind was established in 1793 with the purpose of providing relief to the indigent blind, while Scottish War Blinded was founded in 1915 to offer relief and rehabilitation to the war-blinded from WW1.
MI-226	Change in Charitable Objectives	The organization has expanded its services beyond the original objectives, including education, work opportunities, and outreach services.
MI-227	Challenges Faced by the Charity	Challenges include financial constraints, resource limitations, government policies, competition with other charities, and governance issues.
MI-228	Impact of External Factors	External factors like the COVID-19 pandemic, public sector financing, governance issues, and major charity failures have influenced the charity sector.
MI-229	Responses to External Changes	Responses include refocusing core services, reviewing governance arrangements, and recruiting a new Executive Team.
MI-230	Management Innovation Interpretation	Management innovation in the Scottish charity sector involves new services, strategic technology use, partnerships, staff and volunteer development, cohesive collaboration, and diversifying funding sources.
MI-231	Examples of Innovation	Examples include educational outreach services for Local Authorities, large print materials for financial services organizations, and the establishment of Centre Hubs for Scottish War Blinded members.
MI-232	Internal Facilitators of Innovation	Internal factors facilitating innovation include evidence of unmet needs, capable staff, and a culture of improvement.
MI-233	Internal Communication's Role	Internal communication is vital for tailored messaging and constructing feedback loops for successful

		implementation.
MI-234	Size and Innovation	The interviewee disagrees with the notion that smaller charities find it easier to innovate, highlighting the importance of resources.
MI-235	Diversity and Innovation	The impact of diversity on innovation depends on the organizational culture and the ability to harness diverse perspectives.
MI-236	Top Management's Role in Innovation	Top management plays a vital role in promoting change, gaining stakeholder support, and encouraging staff to embrace innovation.
MI-237	Middle Management's Contribution	Middle managers provide operational critique, assess risks, and lead change within the organization.
MI-238	Frontline Staff's Functions in Innovation	Frontline staff contribute by suggesting ideas, engaging in consultations, learning and adapting to innovations, and executing changes.
MI-239	External Factors and Regulations	Political, legal, and industrial environments, along with regulations, impact the organization, requiring adherence to charity laws and regulatory frameworks.
MI-240	Public Perception of Charities	Public perception often favors larger charities, while local or niche charities may not receive due credit for their innovations.
MI-241	Peer Influence on Innovation	The organization looks to peer charities for best practices and actively participates in sector forums to stay informed.

Appendix 4 Second codes form individual interviewees

Interviewee1	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Organizational Culture	The core of the model is organizational culture, which represents the values, beliefs, and norms within the charity. A culture that encourages openness, creativity, and adaptability fosters management innovation.	Influenced by top management's intentionality (MI-10) and the influence of middle management (MI-13). External factors, including social culture (MI-15) and the external environment (MI-06), can also affect the organizational culture.
	Leadership	Leadership, particularly senior leadership, plays a pivotal role in shaping and nurturing the organizational culture. Their support for innovation is critical.	Influences organizational culture (MI-14) and is influenced by the external environment (MI-06).
	External Environment	The external environment encompasses factors such as the rate of change and competition. A rapidly changing environment and competition create a need for innovation.	Influences the motivation for innovation (MI-08) and the leadership's approach (MI-14).
	Organizational Size	Organizational size can impact the agility and flexibility to adopt innovative practices. Smaller organizations often have an advantage in this regard.	Influences the organization's ability to adopt innovation (MI-12) and is influenced by the external environment (MI-08).
	Learning from Peers	Learning from innovative peer organizations can inspire and encourage innovation within a charity. It promotes benchmarking and sharing of best practices.	Influences the motivation for innovation (MI-07) and can be influenced by the external environment (MI-08).
	Social Culture	The broader social culture, including factors like age and personality, can impact an individual's readiness to embrace change and innovation.	Influences the organizational culture (MI-15) and can be influenced by organizational practices and culture (MI-05).
	Innovation Drivers	The rate of change in the external environment and competition serve as primary drivers for innovation within Scottish charities.	These drivers influence the motivation for innovation (MI-08) and the adoption of management innovation (MI-10).

		Middle management is essential in fostering innovation, provided they have the freedom and encouragement within the organization's culture to question and challenge existing practices.	Influences the organizational culture (MI-13) and is influenced by top management's intentionality (MI-10).
	Middle Management		
	Top Management's Intentionality	Top management's commitment to and intentionality towards innovation set the tone for the organization's approach to management innovation.	Influences the organizational culture (MI-10) and the influence of middle management (MI-13).
Interviewee2	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Cultural Factors	Organizational culture, characterized by openness and creativity, is considered vital for innovation.	A culture that encourages innovation allows ideas to flourish and creates an environment where employees feel empowered to contribute innovative solutions (influencing MI-28, MI-29).
	Social and Cultural Shifts	Social and cultural factors have a significant impact, particularly in the context of changing behaviors related to environmental issues.	Changes in social and cultural attitudes toward environmental concerns present both opportunities and risks for the organization's innovation efforts (influencing MI-20, MI-31).
	Leadership Structure and Innovation	The interviewee believes that a flatter and more open leadership structure encourages innovation to thrive within the organization.	A more open and less hierarchical leadership structure fosters innovation by allowing diverse ideas to emerge and empowering employees to contribute regardless of their position (influencing MI-28, MI-30).
	Collaboration with external research entities	While not primarily focused on management innovation, the organization collaborates with research organizations and universities to apply their research findings.	Collaboration with external entities, especially in research areas relevant to the organization's work, enhances the effectiveness of campaigns and interventions (influencing MI-24, MI-25).
	Collaboration with Other Charities	Collaboration with other non-governmental organizations and charities is seen as an opportunity to enhance their initiatives.	Collaborative efforts with external organizations expand the organization's capacity and knowledge base, contributing to the adoption of innovative approaches (influencing MI-20, MI-31).

	External Influences	The organization responds to government policies and aims to influence policy changes related to their objectives.	External factors such as government policies shape the organization's activities, and the organization seeks to align with and influence policies in line with their goals (influencing MI-23, MI-30).
	Influence of Institutional Factors	The interviewee mentioned that the organization is governed by charity regulations but doesn't perceive them as major constraints.	While regulatory factors exist, they are not perceived as significant barriers to innovation within the organization, allowing flexibility in adopting new management approaches (influencing MI-19, MI-27).
	Social Innovation	The organization applies innovation within their campaigns, using catchy titles and diverse communication methods.	The organization's emphasis on social innovation influences how they approach campaigns and interventions, focusing on changing behaviors through innovative methods (influencing MI-21, MI-30).
Interviewee3	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Clear Communication as an Influence	Clear communication from the executive team and the board is an influential factor driving management innovation.	This clear communication (MI-35) from top leadership influences the understanding and alignment of management innovation concepts (MI-33) among the organization's members.
	Political Factors Shaping Innovation	Political factors, such as the climate emergency, have a significant impact on how charities operate and innovate.	The awareness of political factors (MI-36) prompts the charity to adapt its traditional funding-focused approach (MI-34) and engage in management innovations aligned with new challenges.
	External Networks Driving Collaboration	External networks, like partnerships with other charities and donors, foster collaboration and innovation.	Collaborative efforts through external networks (MI-37) can help charities leverage their size and resources (MI-38) more effectively for management innovation.
	Organizational Culture and Confidence Building	The organizational culture influences trust-building and the perception of the charity's capabilities.	A positive organizational culture (MI-40) that encourages confidence building addresses challenges related to skepticism and asserts the organization's value (MI-39) in management innovation.
	Hierarchy and Leadership Roles	Both hierarchy and leadership roles contribute uniquely to the innovation process.	The existence of a hierarchical structure (MI-41) ensures accountability and direction, while top management's intentionality (MI-42) drives a culture of innovation within the organization.

	External Involvement for Method Development	External actors like consultancies and academia significantly contribute to method development and innovation.	External involvement (MI-43) enhances the organization's capacity to adopt technological innovations (MI-44) and other management practices from a broader knowledge base.
	Shared Learning and Collaboration	Scottish charities have a culture of shared learning and collaboration, facilitating the diffusion of management innovations.	The culture of shared learning and collaboration (MI-45) among Scottish charities reduces barriers to adopting external innovations (MI-46) and encourages mutual growth.
	Adoption of External Innovations	The organization adopts external innovations and integrates them into its processes.	The adoption of external innovations (MI-47) contributes to a culture of clear communication (MI-35) and openness, fostering an environment conducive to management innovation.
Interviewee4	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Employee Open-Mindedness	A workforce that is generally open-minded and motivated.	This factor positively influences the organization's ability to adopt and implement management innovation (MI-53) smoothly.
	Motivated Workforce	Motivated employees and a progressive management team.	Motivated employees are crucial for the successful adoption of management innovations (MI-53). This factor contributes to a culture of openness and innovation within the organization (MI-60).
	Impact of Government Policies	Government decisions and policies affecting relationships with local authorities and communities.	Government policies can indirectly impact the organization's adoption of management innovations, especially in areas related to environmental and social issues (MI-57).
	Influence on External Stakeholders	The organization's work influencing discussions, policies, and actions in various domains.	The organization's influence on external stakeholders highlights the importance of aligning management innovation with societal expectations and values (MI-59).
	Influence of Organizational Size	Acknowledgment of the impact of organizational size on the complexity of innovation adoption.	While organizational size can pose challenges, it is not viewed as a hindrance to innovation adoption (MI-58).
	Impact of Social Culture	The significant role of social culture in shaping expectations and perceptions.	Social culture is a key driver for the organization's need to align with societal values and expectations (MI-59).

	Flat Organizational Structure	The organization's flat structure, teamwork, and communication emphasis.	The flat organizational structure fosters a culture of openness and collaboration, making it conducive to the adoption of management innovations (MI-60).
	Role of Champions	The importance of change agents, particularly champions, in driving awareness and support.	Champions play a vital role in facilitating the successful adoption and diffusion of management innovations within the organization (MI-61).
Interviewee5	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Challenges Drive Innovation	Challenges and problems within the organization act as catalysts for management innovation.	This factor influences the organization to actively seek innovative solutions to overcome challenges and improve processes (MI-64, MI-65).
	Passionate Workforce Fosters Innovation	An engaged and passionate workforce is a crucial internal factor that enables and fosters management innovation.	The enthusiasm and commitment of employees contribute to a culture of innovation (MI-67.MI-66).
	Inclusive Organizational Culture Promotes Innovation	An inclusive culture that values the input of all team members encourages innovation by making everyone feel heard.	This culture promotes an open environment where ideas are actively shared and considered (MI-76, MI-67).
	Political Changes Impact Strategies	Political changes, including shifts in party regimes and policy alterations, influence the organization's strategic direction.	The organization adapts its strategies and governance to align with changing policies and political landscapes (MI-7, MI-69).
	Collaboration with Other Charities Drives Innovation	Collaborating with other charities and organizations provides opportunities for knowledge sharing and innovation.	Learning from peers and adopting successful strategies from other organizations fosters a culture of continuous improvement (MI-78, MI-70).
	Organizational Size Affects Innovation	The size of the organization plays a role in innovation, with moderate-sized organizations often being more conducive to innovation.	The organization's size influences its ability to maintain an inclusive culture and encourage bottom-up innovation (MI-75, MI-71).

	Social and Cultural Influences Impact Innovation	Social and cultural factors, including national traits and values, influence the organization's approach to innovation.	Cultural traits may affect how achievements are recognized and how innovation is perceived within the organization (MI-75,MI-72).
	Technology and Management Innovation Are Interconnected	Technological innovation and management innovation are closely linked, with technology enabling new ways of communication and collaboration.	Technology drives the organization to embrace new management approaches that harness the potential of technology (MI-74,MI-73).
Interviewee6	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Resource Constraints	Limited financial resources act as a significant barrier to management innovation, restricting investments in innovative practices and technologies.	Insufficient funding hampers the organization's ability to adapt and evolve, hindering innovation efforts (MI-83).
	Technological Advancements	The rapid pace of technological advancements necessitates embracing digital transformation to keep pace with changing technologies	Failure to adapt to technological changes may result in obsolescence and an inability to effectively engage with stakeholders (MI-84).
	Cultural Factors	Organizational culture plays a pivotal role in fostering or impeding management innovation. A culture that encourages experimentation and risk-taking can provide fertile ground for innovation.	A culture that supports innovation encourages creative thinking and fosters an environment where new ideas are valued (MI-85).
	External Regulation	External regulations, such as GDPR, drive the need for management innovation to ensure compliance with legal requirements.	Charities must innovate to meet regulatory demands, including implementing data protection practices and adopting secure technologies (MI-91).
	Peer Collaboration	Collaborating with peer charities fosters a culture of innovation through knowledge sharing and joint problem-solving.	Collaborative efforts inspire new ideas and practices, driving management innovation by learning from each other's successes and failures (MI-93).
	Top Manager Leadership	Top manager leadership significantly influences management innovation by championing innovation efforts and creating an environment where new ideas are	Visionary top managers inspire staff and provide support, fostering an environment where innovation is embraced and celebrated (MI-88).

		encouraged.	
	External Entitie	Engaging with external entities, such as academia and consulting agencies, provides valuable resources and expertise for management innovation.	These external entities offer fresh perspectives and guidance, enabling charities to explore new approaches and solutions (MI-94).
	Frontline Staff Involvement	Frontline staff play a crucial role in driving management innovation by generating ideas, participating in change implementation, and taking responsibility for their skill development.	Their involvement brings valuable insights from direct interactions with clients and beneficiaries, enhancing innovation efforts (MI-96).
	Public Attitudes	The evolving attitudes and expectations of the public influence management innovation, prompting organizations to adopt innovative communication and fundraising methods.	Meeting the public's expectations for tech-savvy and transparent organizations shapes innovation efforts (MI-92).
	Middle Managers' Roles	Middle managers promote management innovation by identifying emerging practices, collaborating with other organizations, and ensuring skill development.	Their actions influence the overall innovation climate within the organization, fostering a culture of continuous improvement (MI-89).
Interviewee7	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Funding Challenges	The interviewee identifies securing regular funding as a major challenge	Funding challenges influence the organization's ability to invest in innovative management practices (MI-98, MI-104).
	Shift in Funding Patterns	The interviewee notes a shift in the Scottish charity sector from three-year funding to project-specific funding.	Changes in funding patterns affect the organization's financial stability and its approach to management practices (MI-98, MI-104)
	Response to Funding Changes	The organization seeks funders recognizing strategic importance and providing unrestricted funds.	The response to funding changes demonstrates adaptability and resourcefulness in addressing financial constraints (MI-102)

	Lack of Explicit Focus on Management Innovation	The interviewee mentions that management innovation is not a focal point for the organization.	This lack of focus suggests that management innovation is not currently a priority or actively pursued (MI-98).
	Internal Challenges	The interviewee highlights internal obstacles such as a lack of resources and capacity.	Internal challenges hinder the organization's ability to implement innovative management practices effectively (MI-98).
	Role of Diversity	The interviewee acknowledges the importance of diversity within the workforce.	While diversity may not directly impact management innovation, it contributes to the organization's dynamism and representation of the communities served (MI-100).
	External Factors and Compliance	The organization must ensure compliance with political, legal, and charity frameworks.	External factors, including legal and regulatory requirements, shape the organization's operational context and decision-making (MI-100).
	Use of External Consultants	The organization engages external consultants for various purposes, including reviewing activities and facilitating discussions.	External consultants play a role in shaping the organization's strategies and potentially introducing innovative management models (MI-105).
	Volunteer Involvement	The board of the organization consists entirely of volunteers.	Volunteers, as board members, contribute to decision-making and the adoption of management models (MI-99).
	Uncertainty About Technological Innovation	The interviewee expresses uncertainty about any direct relationship between technological innovation and management innovation.	The organization may not prioritize technological innovation as a driver of management innovation (MI-105).
Interviewee8	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Supportive Work Culture	A supportive work culture encourages employees to innovate by providing a safe and open environment for expressing ideas.	This factor fosters innovation (MI-122) and contributes to a positive workplace environment (MI-125).
	No-Blame Culture	A no-blame culture ensures that employees are not penalized for failures, which encourages them to take risks and explore innovative solutions.	It encourages innovation (MI-122) by reducing the fear of failure and allows for experimentation.

	Lack of Direction	A lack of clear direction within the organization can hinder innovation, as employees may be unsure of where to focus their efforts.	It hinders innovation (MI-122) and can contribute to challenges in achieving organizational goals (MI-117).
	Exclusion	When certain individuals or groups are excluded from the innovation process, it can lead to missed opportunities and hinder creativity.	Exclusion hinders innovation (MI-122) and can create a negative work culture (MI-125).
	Insufficient Support	A lack of resources and support for innovative initiatives can impede their development and implementation.	Insufficient support is a barrier to innovation (MI-122) and can contribute to challenges in achieving organizational goals (MI-117).
	Role of Top Managers	Top managers play a crucial role in promoting innovation by setting the tone, culture, and priorities within the organization.	Effective top management encourages innovation (MI-126) and contributes to a positive work culture (MI-125).
	Role of Middle Managers	Middle managers can either facilitate or hinder innovation, depending on their willingness to embrace and support innovative ideas.	Middle managers' support or resistance affects innovation (MI-127) and overall organizational adaptability.
	Impact of Political and Legal Factors	Political and legal environments can shape the conditions under which innovation occurs, either enabling or constraining it.	Political and legal factors influence the external environment for innovation (MI-129) and may affect funding challenges (MI-117).
	Resource Constraints	Resource constraints, such as limited time and space, can hinder the organization's ability to allocate resources for innovation.	Resource constraints negatively affect innovation (MI-135) and may contribute to funding challenges (MI-117).
	Public Perception of Charity Innovation	Public perception of innovation in charities can impact their willingness to support innovative initiatives, making charities risk-averse.	Public perception influences the charity's risk aversion (MI-130), which, in turn, affects the organization's approach to innovation.
Interviewee9	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Role of Communication	Effective communication with Trustees is vital for either	Effective communication (MI-143) can facilitate or hinder the

		facilitating or hindering innovation.	introduction and adoption of management innovation (MI-141).
	Innovation in Smaller Charities	Smaller charities are considered more adaptable to innovation due to less bureaucracy.	Smaller size (MI-144) contributes to a more favorable environment for innovation within the charity (MI-141).
	Diverse Workforce's Role	A diverse workforce is seen as important for maintaining an open and well-rounded approach to innovation.	Diversity (MI-145) in the workforce positively impacts the organization's innovation efforts (MI-141).
	External Factors - Local Authority	Collaboration with the Local Authority involves local councillors who can impact innovation and partnership efforts.	Collaboration with the Local Authority (MI-149) can affect the organization's ability to introduce and adopt management innovation (MI-141).
	Public Support and Innovation	Public support is vital for charities, and lack of innovation may affect their support.	Public support (MI-150) is closely tied to the organization's innovation efforts (MI-141) and its ability to adapt to change.
	Collaboration with Peers	The charity collaborates with other local organizations to develop innovative projects.	Collaboration with peers (MI-151) enhances the organization's potential to introduce and adopt management innovation (MI-141).
	Role of Volunteers in Innovation	Volunteers play a significant role in introducing and promoting management innovation.	Volunteers (MI-152) act as champions and contribute to the successful introduction and adoption of management innovation (MI-141).
	Impact of COVID-19	The ongoing pandemic has posed significant challenges to Scottish charities and reduced local government funding availability.	The impact of COVID-19 (MI-139) has forced the organization to innovate and adapt its practices, such as introducing emergency grants (MI-142).
	Grant-Giving Organization	The charity primarily operates as a grant-giving organization and provides support to local charities and community groups.	The organization's grant-giving approach (MI-140) influences its innovation strategy and how it supports other charities in their innovation efforts.
	Middle Managers' Role	Middle managers do not have a specific role in innovation within this organization.	The absence of a designated role for middle managers (MI-147) implies that innovation is primarily driven from the top (MI-146) and by frontline staff (MI-148).
Interviewee10	Themes (Second codes)	Descriptions	Influences with initial codes referred

	Resource Constraints	Limited resources, including funding, time, and properties, significantly impact the introduction and adoption of management innovation within Scottish charities.	Resource constraints hinder the organization's ability to invest in innovative practices, affecting its capacity for change (MI-157, MI-166).
	Regulatory Framework	The regulatory framework for charities in Scotland, including the Office of Scottish Charity Regulator (OSCR), plays a role in influencing management innovation.	Improved regulatory frameworks enhance public confidence in charities but can also introduce compliance challenges that affect innovation (MI-159).
	Impact of COVID-19	The COVID-19 crisis has highlighted the importance of youth groups in community empowerment, impacting the charity's approach to innovation.	The crisis led to a recognition of the vital role of youth groups, potentially increasing the organization's influence in advocating for innovation (MI-158).
	External Consultants	External consultants, advisers, and inspectors have been involved over the years to improve practices and promote innovation within the organization.	External consultants bring expertise and fresh perspectives, driving innovation by introducing new ideas and best practices (MI-163).
	Public Perception	Public confidence in the charity sector in Scotland is important, and the public generally views innovations positively.	Positive public perception of charity innovation can facilitate support, funding, and acceptance of new management practices (MI-167).
	Middle Management Role	Middle managers play a key role in supporting innovation within the charity, either by generating or supporting new ideas to enhance best practices and innovation	Middle managers act as change agents, facilitating the implementation of innovative practices proposed by senior leadership (MI-162).
	Technological Innovation	The organization introduced technological innovations to improve communications, benefiting from the skills of a middle manager with expertise in technology.	Technology-driven innovations enhance communication and efficiency, influencing overall management practices and strategies (MI-165).

		Volunteer Trustees primarily serve as strategic decision-makers, responsible for ensuring compliance with legal and regulatory frameworks, enabling the organization to innovate and stay updated with best practices.	Volunteer Trustees provide governance and oversight, shaping the direction of innovation within the organization (MI-164).
Interviewee11	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Insecurity of Funding	Uncertain and unstable funding affects the charity's ability to plan long-term and may result in staff layoffs.	This factor hinders the charity's capacity for long-term innovation and planning (MI-174, MI-172).
	Trustee Engagement	The willingness of trustees to actively participate in innovation is crucial for driving change.	Trustee engagement plays a pivotal role in fostering innovation within the organization (MI-175,MI-176).
	Political and Regulatory Impact	Political decisions and regulatory changes often necessitate adjustments in policies, procedures, and service delivery.	External factors can trigger the need for innovation to comply with new regulations and adapt to changing environments (MI-174).
	Public Attitudes	The public's primary concern is receiving expected services, with less emphasis on expecting innovation.	Public expectations may drive charities to prioritize service delivery over innovation (MI-171,MI-184).
	Collaboration with External Partners	Collaborating with external partners like corporate entities can provide valuable insights and expertise on innovation.	Such collaborations can introduce new perspectives and approaches to management innovation (MI-180, MI-185).
	Role of Middle Managers	Middle managers bridge the gap between top management and frontline staff, influencing the adoption of innovation.	Their role is pivotal in convincing staff of the benefits and feasibility of innovations (MI-176, MI-181).
	Frontline Staff Feedback	Frontline staff play a crucial role by providing feedback on innovations during team meetings.	Their input contributes to the implementation of changes and the acceptance of innovations (MI-171, MI-182).
	Size and Innovation	The interviewee disagreed with the notion that smaller charities find it easier to adopt innovations.	Emphasizes that innovation depends more on the engagement and willingness of trustees rather than the size of the charity (MI-176, MI-178).

	Diversity Impact	Diversity within the workforce was not seen as a significant enabler for innovation.	Suggests that diversity may not directly drive innovation within this specific charity (MI-178).
	Volunteer Role in Innovation	Volunteers, particularly trustees, are critical contributors to innovation through their expertise.	Highlights the importance of trustees in fostering and driving innovation within the organization (MI-180, MI-186).
Interviewee12	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Funding Constraints	Limited funding continuity poses a significant challenge.	Funding constraints (MI-190) can hinder innovative initiatives and necessitate resource optimization (MI-192).
	Competition for Funding	Increased competition for diminishing funding in the Scottish charity sector.	Intensified competition for funding (MI-191) necessitates resource diversification and adaptation strategies (MI-192).
	Size and Agility	Smaller charities are perceived as more agile.	Smaller size (MI-199) may facilitate innovation but also presents time constraints that can hinder change.
	Diverse Workforce	Diversity in the workforce is seen as an enabler for innovation.	A diverse workforce (MI-200) brings varied perspectives and experiences, encouraging innovative risk-taking (MI-193).
	Role of Top Managers	Top managers are responsible for securing resources and space.	Top managers' roles (MI-201) include finding resources to support innovative initiatives (MI-193).
	Middle Managers' Importance	Middle managers play a crucial role in maintaining new approaches.	Middle managers (MI-202) ensure that innovative approaches aren't abandoned due to initial difficulties (MI-193).
	Political Environment	Political changes impact the charity's approach.	Political environment (MI-204) can force shifts in the organization's strategies, from service delivery to advocacy (MI-192).
	External Consultants	External consultants, such as fundraising experts, have influenced the organization.	External consultants (MI-205) have guided changes in fundraising strategies (MI-194).
	Volunteer Trustees	Volunteer trustees play a vital role in keeping the charity updated.	Volunteer trustees (MI-207) contribute to the charity's relevance and adaptation in a changing landscape (MI-192).
	Technology Utilization	The charity leverages technology for cost-effective communication.	Technology utilization (MI-194) is a part of management innovation efforts to optimize resource usage (MI-193).
Interviewee13	Themes (Second codes)	Descriptions	Influences with initial codes referred

	Internal Communication	Effective internal communication fosters trust, transparency, and a culture of collaboration within the organization.	It contributes to the facilitation of internal innovation (MI-214) and ensures that innovation does not come as a surprise (MI-215).
	Diversity in Workforce	A diverse workforce brings varied perspectives and creativity, enhancing the organization's capacity for innovation.	Diversity is an enabler of internal innovation (MI-217) and contributes to more comprehensive responses to changes (MI-216).
	Role of Peer Charities	Collaboration and learning from peer charities positively impact the organization's innovation efforts.	Peer charities' roles include sharing best practices, fostering a culture of learning, and potentially influencing funding competition (MI-220).
	Finance as a Resource	Adequate funding allows for the development and implementation of innovative tools and program	Finance directly affects the organization's ability to address challenges (MI-209) and introduce management innovations (MI-213).
	Political Environment	Political preferences for larger organizations can impact collaboration opportunities and resource allocation.	The political environment influences collaboration dynamics with larger agencies (MI-210) and can shape funding priorities (MI-209).
	Legal Environment	Changes in governance and charity laws necessitate adjustments and the development of training programs.	The legal environment directly impacts the organization's response to regulatory changes (MI-211) and its ability to comply with evolving legal requirements (MI-218).
	Role of Volunteer Board Members	Volunteer board members contribute valuable experience and innovative insights from their workplaces.	Volunteer board members play a crucial role in driving innovation (MI-214) and influence the organization's ability to respond to changes (MI-209).
	Challenges	Funding challenges and the shift to online operations pose significant obstacles to the organization's innovation efforts.	Challenges, particularly funding constraints, impact the organization's resources and staff availability (MI-209) and require adaptive responses (MI-211).
	Response to Changes	The organization's adaptability and responsiveness to external changes, such as the pandemic, are essential for	The organization's response to changes (MI-211) includes adjustments to operations, such as moving online (MI-211), and

		overcoming challenges.	embracing shifts in attitudes (MI-211).
	Management Innovation Definition	A clear understanding of management innovation as being responsive, flexible, and focused on client needs influences the organization's approach to innovation.	A shared understanding of management innovation (MI-212) guides the organization's innovation efforts, ensuring alignment with core values and purposes (MI-207).
Interviewee14	Themes (Second codes)	Descriptions	Influences with initial codes referred
	Management Innovation Interpretation	Management innovation in the Scottish charity sector involves new services, strategic technology use, partnerships, staff and volunteer development, cohesive collaboration, and diversifying funding sources.	This sets the stage for understanding what management innovation means in the context of Scottish charities (MI-230).
	Responses to External Changes	Responses include refocusing core services, reviewing governance arrangements, and recruiting a new Executive Team.	These responses indicate how external factors (MI-227) have prompted management innovation measures.
	Internal Facilitators of Innovation	Internal factors facilitating innovation include evidence of unmet needs, capable staff, and a culture of improvement.	These internal facilitators (MI-232) drive the organization's ability to innovate effectively.
	Diversity and Innovation	The impact of diversity on innovation depends on the organizational culture and the ability to harness diverse perspectives.	Diversity (MI-235) can influence how the organization approaches management innovation through varied viewpoints.
	Top Management's Role in Innovation	Top management plays a vital role in promoting change, gaining stakeholder support, and encouraging staff to embrace innovation.	Top management's involvement (MI-236) is essential in driving and leading management innovation efforts.
	Frontline Staff's Functions in Innovation	Frontline staff contribute by suggesting ideas, engaging in consultations, learning and adapting to innovations, and executing changes.	Frontline staff's functions (MI-238) demonstrate their role in the innovation process.

	Size and Innovation	The interviewee disagrees with the notion that smaller charities find it easier to innovate, highlighting the importance of resources.	Resource considerations (MI-234) can significantly impact the ability to engage in management innovation.
	External Factors and Regulations	Political, legal, and industrial environments, along with regulations, impact the organization, requiring adherence to charity laws and regulatory frameworks.	External factors and regulations (MI-239) create constraints and guidelines that influence management innovation approaches.

Appendix 5 Factors affecting management innovation at individual level

Interviewee 1	**Enablers for Management Innovation:**
	Organizational Culture
	Enabler: A culture that encourages openness, creativity, and adaptability within the organization can facilitate management innovation.
	Leadership
	Enabler: Supportive and forward-thinking senior leadership fosters an environment where management innovation is valued and promoted.
	Learning from Peers
	Enabler: Learning from innovative peer organizations provides inspiration and best practices that can be applied within the charity.
	Innovation Drivers
	Enabler: A rapidly changing external environment and competition serve as strong drivers for the adoption of management innovation.
	Middle Management
	Enabler: Empowering middle management to question existing practices and encouraging innovation within their teams can drive management innovation.
	Top Management's Intentionality
	Enabler: The commitment and intentionality of top management toward innovation set the tone for the entire organization.
	Constraints on Management Innovation:
	External Environment
	Constraint: A stable external environment may reduce the perceived urgency for innovation within the charity.
	Organizational Size (OS)
	Constraint: Larger organizations may face constraints related to bureaucracy and processes that hinder the agility needed for rapid management innovation.

	Social Culture (SC)
	Constraint: Individuals who are resistant to change due to societal factors such as age or personality can impede the adoption of management innovation.
Interviewee 2	**Enablers for Management Innovation:**
	Organizational Culture
	Description: A culture of openness and creativity encourages innovation.
	Influences: Fosters an environment where employees feel empowered to contribute innovative solutions (influencing MI-28, MI-29).
	Collaboration with External Organizations (MI-25):
	Description: Collaborating with other NGOs and charities enhances the organization's initiatives.
	Influences: Expands capacity and knowledge base, contributing to the adoption of innovative approaches (influencing MI-20, MI-31).
	Leadership Structure (MI-29):
	Description: A flatter and more open leadership structure encourages innovation.
	Influences: Empowers employees to contribute ideas and fosters an environment where innovation can thrive (influencing MI-28, MI-30).
	External Influences (MI-24):
	Description: Responding to government policies and seeking to influence policy changes related to their objectives.
	Influences: External factors shape the organization's activities and can drive innovative responses (influencing MI-23, MI-30).
	Social Innovation (MI-20):
	Description: Applying innovation within campaigns, using catchy titles and diverse communication methods.
	Influences: Emphasis on innovative methods for changing behaviors in campaigns and interventions (influencing MI-21, MI-30).
	Constraints on Management Innovation:

	Lack of Familiarity with Management Innovation (MI-18):
	Description: The interviewee expressed unfamiliarity with the concept of management innovation.
	Influences: Limited awareness can hinder the organization's ability to explore innovative management approaches.
	Size Impact on Agility (MI-26):
	Description: Larger organizations like the interviewee's may have more formal decision-making processes.
	Influences: Slower response times can hinder agility in adopting management innovations.
	Institutional Factors (MI-23):
	Description: The organization is governed by charity regulations, although not seen as major constraints.
	Influences: While not significant barriers, institutional factors can influence the organization's approach to innovation.
	Cultural and Societal Shifts (MI-27):
	Description: Social and cultural factors have a significant impact on the organization's work.
	Influences: Shifts in societal attitudes can both create opportunities and risks for innovation efforts.
Interviewee 3	**Enablers:**
	Clear Communication (Enabler): Effective communication from the executive team and the board (MI-35) serves as a key enabler for management innovation. It ensures that the organization understands and aligns with innovative concepts (MI-33).
	Political Awareness (Enabler): The awareness of political factors, such as the climate emergency (MI-36), encourages charities to adapt and innovate in response to external challenges.
	External Networks and Collaboration (Enabler): Engaging in external networks, partnerships, and collaborations (MI-37) facilitates knowledge sharing and the adoption of innovative practices from other organizations.

	Positive Organizational Culture (Enabler): A culture that fosters confidence building (MI-39) and promotes trust within the organization (MI-40) is conducive to management innovation.
	Hierarchical Structure (Enabler): A hierarchical structure (MI-41) ensures accountability and provides direction. It allows for clear leadership roles (MI-42), driving a culture of intentionality in innovation.
	External Involvement (Enabler): Engagement with external actors like consultancies and academia (MI-43) enriches the organization's knowledge base and supports method development.
	Shared Learning and Collaboration (Enabler): A culture of shared learning and collaboration (MI-45) among Scottish charities reduces barriers to adopting external innovations (MI-46) and encourages mutual growth.
	Adoption of External Innovations (Enabler): The willingness to adopt external innovations (MI-47) and integrate them into organizational processes promotes openness and innovation.
	Constraints:
	Skepticism and Lack of Confidence (Constraint): In some cases, skepticism within the social culture (MI-39) can impede the organization's confidence in asserting its capabilities, hindering management innovation.
	Competitive Pressures (Constraint): While external networks and collaborations (MI-37) can be enablers, they may also introduce competitive pressures and challenges for charities.
	Resource Constraints (Constraint): Resource limitations can constrain the ability to invest in innovative practices and technologies (MI-44) that support management innovation.

		Cultural Resistance (Constraint): The organization may face cultural resistance when attempting to introduce new management practices (MI-34), especially when moving away from traditional approaches.
		Limited Diverse Experiences (Constraint): Limited exposure to diverse experiences (MI-42) at top management levels may hinder the evaluation of external innovations and their fit within the organization.
		Lack of Formal Structure (Constraint): Some organizations may lack a formal structure for adopting and disseminating innovations (MI-45), making it harder to implement new management methods.
		Institutional Inertia (Constraint): Resistance to change due to institutional inertia (MI-36) or adherence to established norms can slow down the adoption of management innovation.
		Lack of Technological Expertise (Constraint): Limited technological expertise (MI-44) can constrain the organization's ability to fully leverage technological innovations for management purposes.
Interviewee 4		**Enablers**
		Employee Open-Mindedness: An open-minded and motivated workforce facilitates the adoption of management innovation (MI-53) by embracing new ideas and approaches.
		Motivated Workforce: A motivated workforce, including both employees and management, is a driving force for successful management innovation. Motivation aligns with the organization's goals and encourages innovation (MI-53).

	Flat Organizational Structure: A flat organizational structure, emphasizing teamwork and open communication, promotes a culture conducive to management innovation. It allows for the free flow of ideas and collaboration (MI-60).
	Role of Champions: Change agents, particularly champions within the organization, play a crucial role in driving awareness, support, and the successful implementation of management innovations (MI-61).
	Alignment with Social Culture: Aligning management innovation with societal values and expectations ensures that innovations resonate with external stakeholders and are perceived positively (MI-59).
	Constraints
	Impact of Government Policies: Government decisions and policies can act as constraints by influencing the organization's operations and relationships with external stakeholders. This impact may necessitate adjustments in innovation adoption (MI-56).
	Influence of Organizational Size: While not viewed as a significant hindrance, organizational size can introduce complexity in managing innovations. Larger organizations may face challenges in coordinating and implementing changes across teams and departments (MI-58).
	Technology-Driven Approaches: A technology-first approach to innovation can be a constraint if it overlooks the primary focus on problem-solving and organizational needs. Starting with technology may lead to ineffective or unnecessary innovations (MI-62).
Interviewee 5	**Enablers**
	Challenges Drive Innovation:
	Enabler: Challenges and problems within the organization act as catalysts for management innovation.
	Influence: They drive the organization to actively seek innovative solutions to address these challenges (MI-64).
	Passionate Workforce Fosters Innovation:

	Enabler: An engaged and passionate workforce is a crucial internal factor that enables and fosters management innovation.
	Influence: Employee enthusiasm and commitment contribute to a culture of innovation, as they actively generate and implement new ideas (MI-66).
	Inclusive Organizational Culture Promotes Innovation:
	Enabler: An inclusive culture that values input from all team members encourages innovation by making everyone feel heard.
	Influence: This culture fosters an open environment where ideas are actively shared, discussed, and considered (MI-67).
	Collaboration with Other Charities Drives Innovation:
	Enabler: Collaborating with other charities and organizations provides opportunities for knowledge sharing and innovation.
	Influence: Learning from peers and adopting successful strategies from other organizations fosters a culture of continuous improvement and innovation (MI-78).
	Technology and Management Innovation Are Interconnected:
	Enabler: Technological innovation and management innovation are closely linked, with technology enabling new ways of communication and collaboration.
	Influence: Technology encourages the organization to embrace new management approaches that harness the potential of technology (MI-74).
	Alignment with Government Policy:
	Enabler: The organization aligns its efforts with government policies and sometimes advocates for new policies.
	Influence: The alignment with government policies drives the organization to innovate its strategies and activities to meet policy objectives (MI-77).
	Learning from Other Organizations:
	Enabler: Collaboration with other charities and organizations facilitates learning and the adoption of successful strategies.
	Influence: The organization gains insights and best practices from others, promoting a culture of continuous improvement and innovation (MI-78).
	Younger Workforce Attraction:
	Enabler: The organization's mission in the environmental sector naturally attracts younger individuals.

	Influence: The presence of a younger workforce brings new perspectives and enthusiasm for innovative ideas and approaches (MI-68).
	Constraint:
	Impact of Organizational Size:
	Constraint: The size of the organization may affect its ability to foster innovation.
	Influence: Smaller organizations may struggle to make employees feel heard, while larger ones may face challenges in promoting bottom-up innovation (MI-71).
	Social and Cultural Influences Impact Innovation:
	Constraint: Social and cultural factors, including national traits and values, can impact the organization's approach to innovation.
	Influence: Cultural traits may hinder the recognition of achievements and the perception of innovation within the organization (MI-75).
	Political Changes Impact Strategies:
	Constraint: Changes in political regimes and policies can influence the organization's strategic direction.
	Influence: The organization must adapt its strategies and governance to align with evolving policies and political landscapes (MI-77).
	Cultural Humility and Self-Criticism:
	Constraint: The culture may lack self-confidence in recognizing and promoting its innovations.
	Influence: This cultural trait may inhibit the organization from effectively showcasing its innovative initiatives (MI-75).
	Technology Implementation Challenges:
	Constraint: While technology can enable innovation, its implementation may pose challenges.
	Influence: Technology-driven innovation may face obstacles related to resource allocation, training, and adoption (MI-73).
	These additional enablers and constraints provide a more comprehensive view of the factors that influence management innovation within the organization. They highlight the dynamic interplay between internal and external factors that drive or hinder innovation efforts.
Interviewee 6	**Enablers for Management Innovation:**

	External Consultants (MI-163): External consultants, advisers, and inspectors contribute to innovation by introducing new ideas and best practices.
	Middle Management Role (MI-162): Middle managers play a vital role in supporting innovation by generating or supporting new ideas to enhance best practices and innovation.
	Technological Innovation (MI-165): Introduction of technological innovations improves communication and efficiency, influencing overall management practices and strategies.
	Volunteer Trustees (MI-164): Volunteer Trustees, serving as strategic decision-makers, enable innovation by providing governance and oversight.
	Public Perception (MI-167): Positive public perception of charity innovation can facilitate support, funding, and acceptance of new management practices.
	Impact of COVID-19 (MI-158): The recognition of the vital role of youth groups during the COVID-19 crisis may increase the organization's influence in advocating for innovation.
	Constraints on Management Innovation:
	Resource Constraints (MI-166): Limited resources, including funding, time, and properties, constrain the organization's ability to invest in innovative practices, affecting its capacity for change.
	Regulatory Framework (MI-159): While improved regulatory frameworks enhance public confidence in charities, they can also introduce compliance challenges that affect innovation.
	Challenges Faced (MI-157): Challenges related to equitable treatment in comparison to statutory sector providers and short-term funding arrangements hinder the organization's capacity for innovation.
Interviewee 7	**Enablers for Management Innovation:**
	Adaptive Funding Strategies (Enabler): The organization's ability to seek funders recognizing its strategic importance and providing unrestricted funds (MI-104) enables it to explore and implement innovative management practices.

	External Expertise (Enabler): Engaging external consultants for reviewing activities and facilitating discussions (MI-111) can bring fresh perspectives and ideas, potentially leading to the adoption of innovative management models.	
	Diversity and Representation (Enabler): While diversity may not directly impact management innovation (MI-108), it contributes to the organization's dynamism and representation of the communities served, which can foster a more innovative culture.	
	Volunteer Engagement (Enabler): The presence of an all-volunteer board (MI-112) provides an opportunity for individuals with diverse backgrounds and expertise to contribute to decision-making and the adoption of management models.	
	Constraints on Management Innovation:	
	Funding Challenges (Constraint): The difficulty in securing regular funding and reliance on project-based funding (MI-102) constrains the organization's ability to invest in innovative management practices, as it often lacks core funding.	
	Lack of Explicit Focus (Constraint): The organization's lack of explicit focus on management innovation (MI-105) suggests that it may not actively prioritize or pursue innovative management practices.	
	Internal Resource Limitations (Constraint): Internal challenges, such as a lack of resources and capacity (MI-107), hinder the organization's ability to effectively implement innovative management practices.	
	Uncertainty About Technological Innovation (Constraint): The interviewee's uncertainty about the relationship between technological innovation and management innovation (MI-113) may result in a limited exploration of technological solutions as drivers of management innovation.	
	Regulatory Compliance: The need to comply with political, legal, and charity frameworks can impose constraints on the organization's ability to innovate in management, as compliance often takes precedence (MI-100).	
Interviewee 8	**Enablers for Management Innovation:**	
	Supportive Work Culture: A culture that encourages and supports innovation provides employees with the freedom to explore new ideas and experiment.	

	No-Blame Culture (MI-122): A culture that doesn't penalize failures fosters risk-taking and encourages employees to innovate without fear of repercussions.
	Role of Top Managers (MI-126): Effective top managers who champion innovation and set the tone for an innovative culture can greatly enable management innovation.
	Role of Middle Managers (MI-127): Supportive middle managers who embrace innovation and provide guidance can facilitate the adoption of innovative practices.
	Diverse Workforce (MI-125): A diverse workforce brings different perspectives and experiences, which can lead to creative thinking and the generation of new ideas.
	Technology (MI-134): Technological advancements can streamline operations and enable innovative management practices, especially in response to changing circumstances.
	Resource Allocation (MI-135): Adequate resources, including time and space, facilitate the development and implementation of innovative initiatives.
	External Collaboration (MI-132): Collaborations with external agencies or academic institutions can provide access to expertise and resources that drive innovation.
	Positive Public Perception (MI-130): A positive image of the charity and its innovative initiatives can encourage public support and funding for further innovations.
	Constraints on Management Innovation:
	Lack of Direction (MI-122): Ambiguity or a lack of clear organizational direction can hinder employees' understanding of where to focus their innovative efforts.
	Exclusion (MI-122): Excluding certain individuals or groups from the innovation process can result in missed opportunities and hinder creativity.
	Insufficient Support (MI-122): A lack of resources and support for innovative initiatives can impede their development and implementation.
	Political and Legal Factors (MI-129): The external political and legal environment can create constraints or opportunities for innovation, depending on the regulatory framework.
	Resource Constraints (MI-135): Limited resources, such as time and space, can hinder the organization's ability to allocate resources for innovation.

	Risk Aversion (MI-130): A fear of negative consequences or reputational damage from failed innovations can make charities risk-averse and less willing to experiment.
	Size of the Organization (MI-124): Larger organizations may face more bureaucracy, which can slow down decision-making and impede innovation.
	Public Perception of Failure (MI-130): Concerns about how the public perceives failed innovations can discourage organizations from taking risks.
	Competitive Dynamics (MI-131): In a competitive fundraising environment, organizations may be hesitant to share or learn from peer charities, limiting the exchange of innovative ideas.
Interviewee 9	**Enablers for Management Innovation:**
	Effective Communication (MI-143): Clear and effective communication with Trustees and stakeholders can facilitate the introduction and adoption of management innovation (MI-141).
	Smaller Size (MI-144): Smaller charities are more adaptable to innovation due to less bureaucracy, which can be an enabler for management innovation.
	Diverse Workforce (MI-145): A diverse workforce brings different perspectives and skills, fostering a well-rounded approach to innovation (MI-141).
	Collaboration with Peers (MI-151): Collaborating with other organizations can bring in new ideas and resources, enabling innovative projects and management practices.
	Role of Volunteers (MI-152): Volunteers serve as champions and advocates for innovative ideas, playing a crucial role in promoting and implementing management innovation.
	Technological Innovation (MI-153): Embracing technological innovation, such as through social media, can facilitate the implementation of innovative management practices.
	Impact of COVID-19 (MI-139): The challenges posed by the pandemic have forced the organization to innovate and adapt its practices, leading to the introduction of emergency grants (MI-142).
	Public Support (MI-150): Maintaining public support is vital for charities, and innovation can help keep public trust and engagement.

	Constraints on Management Innovation:
	Lack of Awareness (MI-138): Raising awareness about the charity's purpose and criteria is a significant constraint on management innovation.
	Limited Local Government Funding (MI-139): Reduced availability of local government funding, especially during the COVID-19 pandemic, constrains the organization's financial capacity for innovation.
	Absence of Middle Managers' Role (MI-147): The lack of a specific role for middle managers in innovation implies a potential constraint in driving innovation throughout the organization.
	Maintaining Legacy (MI-141): Balancing the need for innovation with preserving the legacy of the organization can be a constraint, as the organization aims to respect its historical purpose and values.
Interviewee 10	**Enablers for Management Innovation:**
	External Consultants (MI-163): External consultants, advisers, and inspectors contribute to innovation by introducing new ideas and best practices.
	Middle Management Role (MI-162): Middle managers play a vital role in supporting innovation by generating or supporting new ideas to enhance best practices and innovation.
	Technological Innovation (MI-165): Introduction of technological innovations improves communication and efficiency, influencing overall management practices and strategies.
	Volunteer Trustees (MI-164): Volunteer Trustees, serving as strategic decision-makers, enable innovation by providing governance and oversight.
	Public Perception (MI-167): Positive public perception of charity innovation can facilitate support, funding, and acceptance of new management practices.
	Impact of COVID-19 (MI-158): The recognition of the vital role of youth groups during the COVID-19 crisis may increase the organization's influence in advocating for innovation.
	Constraints on Management Innovation:

	Resource Constraints (MI-166): Limited resources, including funding, time, and properties, constrain the organization's ability to invest in innovative practices, affecting its capacity for change.
	Regulatory Framework (MI-159): While improved regulatory frameworks enhance public confidence in charities, they can also introduce compliance challenges that affect innovation.
	Challenges Faced (MI-157): Challenges related to equitable treatment in comparison to statutory sector providers and short-term funding arrangements hinder the organization's capacity for innovation.
Interviewee 11	**Enablers for Management Innovation:**
	Internal Facilitators (MI-232): Factors such as capable staff, a culture of improvement, and evidence of unmet needs within the organization facilitate management innovation.
	Top Management Support (MI-236): Strong support and leadership from top management are essential enablers for driving and promoting management innovation initiatives.
	Diversity (MI-235): Embracing diverse perspectives and harnessing the strengths of a diverse workforce can stimulate innovative thinking and approaches.
	Peer Influence (MI-241): Learning from peer charities and participating in sector forums enable organizations to adopt best practices and innovative strategies.
	Effective Internal Communication (MI-233): Clear and tailored internal communication helps in conveying innovation objectives, fostering collaboration, and receiving feedback for successful implementation.
	Resource Availability (MI-234): Adequate resources, including finances, time, and technology, are crucial enablers for implementing technological and process-related innovations.
	Constraints on Management Innovation:
	External Factors and Regulations (MI-239): External factors such as political, legal, and industrial environments, along with regulations, can impose constraints on management innovation by setting boundaries and requirements.
	Resource Limitations (MI-234): Insufficient resources, including financial constraints and limited staff time, can hinder the organization's ability to invest in

	innovation.
	Governance Issues (MI-227): Challenges related to governance, as mentioned in the interview, can act as constraints on management innovation efforts.
	Competition with Other Charities (MI-227): Competition with other charities for resources and attention can limit the capacity for innovation.
	Vested Interests (MI-232): Vested interests within the organization may resist change, creating barriers to the adoption of innovative practices.
	Lack of Evidence (MI-232): Without evidence of unmet needs or the potential benefits of innovation, it can be challenging to justify and implement new management practices.
	Size (MI-234): Contrary to the belief that smaller charities may find it easier to innovate, limitations in resources and scalability may hinder management innovation in smaller organizations.
	Public Perception (MI-240): Public perception that favors larger charities may limit recognition and support for innovative practices in smaller or niche organizations.
Interviewee 12	**Enablers for Management Innovation:**
	Diverse Workforce (MI-200): Having a diverse workforce with varied perspectives and experiences can encourage innovative thinking.
	Technology Utilization (MI-194): Leveraging technology can enable cost-effective communication and resource optimization.
	External Consultants (MI-205): External expertise, such as fundraising consultants, can guide and facilitate innovative changes.
	Volunteer Trustees (MI-207): Volunteer trustees play a vital role in keeping the charity updated and relevant, fostering adaptability.
	Middle Managers (MI-202): Middle managers ensure that new approaches are not abandoned due to initial difficulties, facilitating the implementation of innovations.
	Constraints for Management Innovation:

	Funding Constraints (MI-190): Limited funding continuity poses a significant constraint on innovation efforts.
	Competition for Funding (MI-191): Increased competition for diminishing funding can constrain the organization's ability to innovate.
	Size and Agility (MI-199): While smaller charities may be more agile, their size can also lead to time constraints that hinder innovation.
	Political Environment (MI-204): Changes in the political environment can force shifts in the organization's strategies, which may limit innovation opportunities.
Interviewee 13	**Enablers for Management Innovation:**
	Effective Internal Communication (MI-215): Open and transparent communication within the organization fosters trust and collaboration, creating a conducive environment for innovative ideas to surface and be implemented.
	Diversity in Workforce (MI-217): Having a diverse workforce with varied perspectives and skills enhances creativity and the organization's capacity for innovative thinking.
	Role of Peer Charities (MI-220): Collaborating and learning from peer charities allows the organization to leverage external knowledge and best practices, facilitating innovation.
	Finance as a Resource (MI-23): Adequate funding provides the necessary resources for developing and implementing innovative tools, programs, and initiatives.
	Role of Volunteer Board Members (MI-222): Engaging volunteer board members with valuable experience and innovative insights contributes to a culture of innovation within the organization.
	Constraints on Management Innovation:
	Challenges (MI-209): Funding challenges, as well as the shift to online operations in response to the pandemic, can hinder the organization's ability to invest in innovative solutions and initiatives.
	Political Environment (MI-218): Political preferences that favor larger organizations may limit collaboration opportunities with grassroots organizations, potentially constraining innovation.
	Legal Environment (MI-218): Changes in governance and charity laws may necessitate compliance efforts and resource allocation, diverting resources away from

	innovation initiatives.
	Response to Changes (MI-211): While adaptability is an enabler, the need to continuously respond to external changes, such as the pandemic, can consume resources and divert focus from innovation.
	Management Innovation Definition (MI-212): A lack of clarity or shared understanding of what management innovation entails may hinder the organization's ability to formulate and implement innovative practices.
Interviewee 14	**Enablers for Management Innovation:**
	Internal Facilitators (MI-232): Factors such as capable staff, a culture of improvement, and evidence of unmet needs within the organization facilitate management innovation.
	Top Management Support (MI-236): Strong support and leadership from top management are essential enablers for driving and promoting management innovation initiatives.
	Diversity (MI-235): Embracing diverse perspectives and harnessing the strengths of a diverse workforce can stimulate innovative thinking and approaches.
	Peer Influence (MI-241): Learning from peer charities and participating in sector forums enable organizations to adopt best practices and innovative strategies.
	Effective Internal Communication (MI-233): Clear and tailored internal communication helps in conveying innovation objectives, fostering collaboration, and receiving feedback for successful implementation.
	Resource Availability (MI-234): Adequate resources, including finances, time, and technology, are crucial enablers for implementing technological and process-related innovations.
	Constraints on Management Innovation:
	External Factors and Regulations (MI-239): External factors such as political, legal, and industrial environments, along with regulations, can impose constraints on management innovation by setting boundaries and requirements.
	Resource Limitations (MI-234): Insufficient resources, including financial constraints and limited staff time, can hinder the organization's ability to invest in innovation.

	Governance Issues (MI-227): Challenges related to governance, as mentioned in the interview, can act as constraints on management innovation efforts.
	Competition with Other Charities (MI-227): Competition with other charities for resources and attention can limit the capacity for innovation.
	Vested Interests (MI-232): Vested interests within the organization may resist change, creating barriers to the adoption of innovative practices.
	Lack of Evidence (MI-232): Without evidence of unmet needs or the potential benefits of innovation, it can be challenging to justify and implement new management practices.
	Size (MI-234): Contrary to the belief that smaller charities may find it easier to innovate, limitations in resources and scalability may hinder management innovation in smaller organizations.
	Public Perception (MI-240): Public perception that favors larger charities may limit recognition and support for innovative practices in smaller or niche organizations.

Interviewee 1	**Boundaries**
	Resource Constraints:
	Evidence from Interview: Interviewee mentioned resource constraints when he stated, "Because I felt that we could use our resource better. So we could use our time better..."
	Regulatory and Compliance Boundaries:
	Evidence from Interview: The mention of government funding and processes in the interview suggests the presence of regulatory and compliance frameworks that charities must adhere to.
	Cultural Resistance:
	Evidence from Interview: The interview highlighted that some team members were initially hesitant to change, which can be indicative of cultural resistance.
	Organizational Size and Structure:
	Evidence from Interview: Alastair Seaman indicated that larger organizations like the one he joined may have more complex processes: "If I have an idea, I need to fill in a form, talk to these people, take it to the director, then it goes to the board..."
	Lack of Innovation Culture:
	Evidence from Interview: When discussing middle management's role in innovation, the interview implied that some organizations may not have a preexisting culture of innovation: "I think very important. A lot depends on the culture of the organization, how much freedom to those middle managers have..."
	Risk Aversion:
	Evidence from Interview: The concept of risk aversion is not explicitly mentioned but can be inferred from Alastair Seaman's emphasis on the need to create an environment that embraces change and experimentation.
	Lack of External Support:
	Evidence from Interview: There is no direct mention of external support, but the interview emphasized the role of learning from peer organizations and collaboration with other organizations, suggesting the importance of external perspectives.
Interviewee 2	Boundaries

	Cultural Resistance (MI-22):
	Evidence: While the organization values an innovative culture, there is acknowledgment that it may not have fully achieved it. The interviewee mentioned that they could "do better."
	Influence: Cultural resistance or a lack of a fully innovative culture can be a significant boundary to introducing and adopting management innovation.
	Regulatory Constraints (MI-23):
	Evidence: The organization is governed by charity regulations, which are not seen as major constraints but are nevertheless acknowledged.
	Influence: Regulatory constraints, even if not perceived as significant, can impose limits on the flexibility and scope of management innovation efforts.
	Size-Related Challenges (MI-26):
	Evidence: The interviewee highlighted that larger organizations like theirs may have more formal decision-making processes, potentially slowing down their ability to respond quickly.
	Influence: Size-related challenges, including bureaucratic processes in larger organizations, can create boundaries for the swift introduction and adoption of management innovation.
	Resource Limitations (MI-31):
	Evidence: The organization collaborates with external entities like research organizations and universities to apply research findings but does not have a formal financial transaction in place.
	Influence: Resource limitations can act as a boundary, limiting the extent to which external research and innovations can be adopted and implemented.
	External Factors (MI-27):
	Evidence: The interviewee noted that shifts in societal attitudes, while presenting opportunities, can also pose risks to the organization's innovation efforts.
	Influence: External factors, such as shifts in societal attitudes, can create both opportunities and risks, serving as boundaries to the predictability and control of innovation outcomes.
	Institutional Constraints (MI-24):
	Evidence: The organization responds to government policies and aims to influence policy changes related to their objectives.

	Influence: While the organization seeks to influence policies, it also must align with them. This alignment can create boundaries in terms of the extent to which management innovation can deviate from established policies and regulations.
Interviewee 3	Boundaries
	Resource Constraints: Evidence from the interview indicates that resource limitations can be a significant boundary. Scottish charities may lack the financial and human resources necessary to invest in innovative practices and technologies (MI-44) that support management innovation (MI-38).
	Evidence: "Resource limitations can be a challenge for us... we need to operate like a business, but we can't rely on traditional forms of funding."
	Cultural Resistance: Cultural resistance within the organization can be a significant boundary when introducing new management practices. This resistance may stem from a historical reliance on traditional approaches to fundraising and a lack of confidence in asserting the organization's capabilities (MI-34, MI-40).
	Evidence: "We've had to merge teams with different cultural backgrounds... it's been challenging... not necessarily confident enough to talk about our achievements."
	Competitive Pressures: While external networks and collaborations can be enablers, they can also introduce competitive pressures and challenges for Scottish charities (MI-37).
	Evidence: "External organizations are approaching us... it's about competition... who can help more effectively."
	Lack of Formal Structure: Some organizations may lack a formal structure for adopting and disseminating innovations. This absence of a structured approach can be a boundary, making it harder to implement new management methods (MI-45).
	Evidence: "We're looking at how to formalize our partnerships... it's not as structured as it should be."

	Institutional Inertia: Resistance to change due to institutional inertia or adherence to established norms is a potential boundary to the introduction of management innovation (MI-36).	
	Evidence: "There's a culture... to operate traditionally... it's been a challenge to change that mindset."	
	Limited Technological Expertise: Limited technological expertise can constrain the organization's ability to fully leverage technological innovations for management purposes (MI-44).	
	Evidence: "Technology, like social media, has influenced us... but we still have limitations in terms of technological expertise."	
	Skepticism and Lack of Confidence: Skepticism within the social culture can hinder the organization's confidence in asserting its capabilities and may act as a boundary to innovation (MI-39).	
	Evidence: "It's quite difficult to break into any charity... about trust... we still don't give ourselves enough credit."	
Interviewee 4	Boundaries	
	Organizational Size: While the interviewee does not view organizational size as a significant hindrance to innovation, it can be inferred that larger organizations may face challenges in coordinating and implementing management innovations due to the complexities associated with size.	
	Impact of Government Policies: The interviewee acknowledges that government decisions and policies influence the organization's operations. This suggests that changes in government policies could create boundaries or limitations for certain types of management innovations, particularly in areas linked to political decisions or regulations.	
	Technology-Driven Approaches: The interviewee emphasizes the importance of technology being a tool to enhance operations, not the starting point for innovation. This implies that a technology-first approach, without a clear problem-solving focus, could be a boundary for effective management innovation.	

	Resource Limitations: Although not directly mentioned in the codes, resource constraints, especially financial limitations, can serve as a boundary for the introduction and adoption of management innovation. Charities may be restricted by their budget when considering and implementing innovative solutions.
	Societal and Stakeholder Expectations: While societal and stakeholder expectations can be enablers for innovation, they can also serve as boundaries when innovations do not align with these expectations. Charities must consider the potential misalignment between their innovations and what stakeholders and society expect from them.
	Cultural Barriers: While the organizational culture is generally conducive to innovation, cultural resistance within the organization could serve as a boundary. Resistance to change or a reluctance to depart from established practices may slow down or hinder the adoption of new management approaches.
Interviewee 5	Boundaries
	Organizational Size (MI-71):
	Boundary: The size of the organization can be a limitation to management innovation.
	Evidence: Smaller organizations may struggle to make employees feel heard, while larger ones may face challenges in promoting bottom-up innovation.
	Cultural Factors (MI-72):
	Boundary: Cultural factors, including national traits and values, can impact the organization's approach to innovation.
	Evidence: Cultural traits may hinder the recognition of achievements and the perception of innovation within the organization.
	Technology Implementation Challenges (MI-73):
	Boundary: While technology can enable innovation, its implementation may pose challenges.
	Evidence: Technology-driven innovation may face obstacles related to resource allocation, training, and adoption.
	Top-Down Innovation (MI-74):

	Boundary: The interviewee notes that top-down innovation can sometimes be a constraint.
	Evidence: The best ideas are often generated by employees who directly engage with the issues, emphasizing the importance of bottom-up innovation
Interviewee 6	Boundaries
	Resource Limitations:
	Evidence: Codes MI-83 and MI-97 highlight resource constraints, including funding limitations and challenges related to physical premises. These resource limitations can restrict the capacity of charities to invest in and adopt management innovations.
	Regulatory Compliance:
	Evidence: Code MI-85 mentions that legal changes, such as GDPR, require adaptation. Compliance with external regulations can divert resources and attention away from management innovation.
	Risk Aversion:
	Evidence: Code MI-90 indicates that risk aversion among governing boards can hinder change and innovation within charities. Organizations may be cautious about experimenting with new management practices.
	Public Perceptions:
	Evidence: Code MI-88 suggests that public expectations for charities to operate with minimal expenses can limit investments in innovative initiatives. This perception may influence charities to prioritize cost-efficiency over innovation.
	Political and Legal Environments:
	Evidence: Code MI-77 highlights that political changes and policy alterations influence the strategic direction of charities. These changes may necessitate adaptations that divert resources from innovation to compliance efforts.
	Limited Digital Proficiency:
	Evidence: Code MI-84 mentions the digital proficiency of an aging workforce as a factor influencing innovation. Limited technical skills among staff can serve as a boundary to adopting digital management innovations.
	Funding Constraints:

		Evidence: Code MI-83 identifies securing adequate funding as a significant challenge for charities. Limited financial resources can constrain the ability to invest in innovative management practices.
		Competition for Resources:
		Evidence: Code MI-93 notes competition for limited resources among charities. This competition can limit the capacity of charities to allocate resources to management innovation initiatives.
Interviewee 7		Boundaries
		Funding Limitations (MI-102, MI-104): The primary boundary is the challenge in securing regular funding. The organization heavily relies on project-based funding and lacks sufficient core funding. This financial constraint limits the ability to invest in and experiment with innovative management practices (MI-102).
		Lack of Explicit Focus (MI-105): The organization's lack of explicit focus on management innovation suggests that it may not actively prioritize or invest in innovative management approaches (MI-105).
		Resource Constraints (MI-107): Internal obstacles, including a lack of resources and capacity, hinder the organization's ability to effectively implement and sustain innovative management practices (MI-107).
		Uncertainty About Technological Innovation (MI-113): The interviewee's uncertainty about the relationship between technological and management innovation suggests that the organization may not consider technological advancements as a significant driver for management innovation (MI-113).
		Regulatory Compliance (MI-109): The need to comply with political, legal, and charity frameworks can impose constraints on the organization's ability to innovate in management, as compliance often takes precedence (MI-109).
Interviewee 8		Boundaries
		Resource Limitations (MI-135): Evidence from the interviews indicates that resource constraints, such as limited time and space, can hinder the ability of Scottish charities to allocate resources for innovation (MI-135). This limitation may restrict the scope and scale of management innovations that organizations can pursue.

	Risk Aversion (MI-130): Interviews suggest that the fear of negative consequences or reputational damage from failed innovations can make Scottish charities risk-averse (MI-130). This risk aversion may deter organizations from taking bold or unconventional steps in introducing innovative management practices.
	Bureaucracy in Larger Organizations (MI-124): Larger charities, as indicated in the interviews, may face more bureaucracy (MI-124), which can slow down decision-making processes and impede the introduction and adoption of management innovations. Complex hierarchies and approval processes can act as barriers to innovation.
	Competitive Dynamics (MI-131): In a competitive fundraising environment, charities may be hesitant to share or learn from peer charities (MI-131). This reluctance to collaborate and share innovative practices can limit the exchange of ideas and innovative solutions.
	Public Perception of Failure (MI-130): Concerns about how the public perceives failed innovations (MI-130) can discourage Scottish charities from taking risks in introducing new management practices. The fear of negative publicity or a loss of public trust can be a significant boundary.
	Limited Direction (MI-122): A lack of clear direction within an organization (MI-122) can hinder employees' understanding of where to focus their innovative efforts. This lack of guidance can act as a boundary to effective management innovation.
	Insufficient Support (MI-122): The interviews reveal that insufficient support for innovative initiatives (MI-122) can impede their development and implementation. A lack of resources, encouragement, or managerial backing can act as a boundary to innovation.
	External Regulatory Environment (MI-129): The external political and legal environment can create boundaries for innovation in Scottish charities (MI-129). Regulatory constraints or requirements may limit the scope or types of innovations that can be introduced.
Interviewee 9	Boundaries
	Limited Local Government Funding (MI-139): The reduction in availability of local government funding, particularly in the context of the COVID-19 pandemic, serves as a significant financial constraint (boundary) on the charity's ability to introduce and adopt management innovation. This constraint is evident from the interviewee's statement about the pandemic's impact on funding.
	Maintaining Legacy (MI-141): The desire to respect and preserve the legacy and historical values of the charity can serve as a boundary for introducing and adopting management innovation. Balancing the need for innovation with the commitment to heritage can limit the organization's ability to fully embrace new practices.

	Lack of Awareness (MI-138): The challenge of making people aware of the charity's purpose, criteria, and the legacy of Andrew Carnegie represents a significant boundary. This lack of awareness can hinder the organization's efforts to introduce new management practices and innovations effectively.
	Absence of Middle Managers' Role (MI-147): The absence of a designated role for middle managers in driving innovation within the organization implies a potential limitation. Middle managers often play a crucial role in implementing innovation, and their exclusion can restrict the diffusion of new management practices.
	Limited Budget for Innovation (MI-140, MI-142): While the organization operates as a grant-giving body, the financial resources allocated to innovation may be limited. This budget constraint can serve as a boundary for the introduction and adoption of more extensive management innovations.
Interviewee 10	Boundaries
	Resource Constraints (MI-166):
	Resource constraints can limit the organization's ability to invest in innovation, leading to challenges in adopting new management practices and technologies.
	Regulatory Framework (MI-159):
	Stringent regulatory requirements may act as a barrier to the introduction of certain management innovations, as organizations must ensure compliance with legal and regulatory standards.
	Challenges Faced (MI-157):
	The existing challenges, such as limited funding and equitable treatment, create obstacles for Scottish charities in pursuing and implementing management innovations effectively.
	Lack of Dedicated Resources for R&D
	Without dedicated resources allocated specifically for R&D and innovation, charities may struggle to invest adequately in developing and implementing new management practices.
	Management Capacity
	Smaller charities with limited management capacity may face challenges in exploring and adopting management innovations, as they may lack the necessary resources and expertise.

	Resistance to Change
	Internal resistance to change, whether from staff or leadership, can impede the introduction and adoption of management innovation, as it may be met with skepticism or reluctance.
	Uncertainty and Risk
	Charities may be hesitant to embrace new management practices due to uncertainties about their effectiveness and the potential risks involved.
Interviewee 11	Boundaries
	Insecurity of Funding (MI-172):
	Boundary: Unstable funding poses a significant challenge and limits the ability to plan long-term, potentially leading to staff layoffs.
	Size vs. Innovation (MI-178):
	Boundary: The belief that smaller charities do not necessarily find it easier to adopt innovations suggests that innovation depends more on trustee engagement and willingness rather than the size of the charity.
	Diversity Impact (MI-179):
	Boundary: Diversity within the workforce was not seen as a significant enabler for innovation, suggesting that diversity may not directly drive innovation within this specific charity.
	Public Attitudes (MI-184):
	Boundary: Public expectations primarily revolve around receiving expected services, with less emphasis on expecting innovation.
	Regulatory Impact (MI-183):
	Boundary: Changes in political decisions and regulations often necessitate adjustments, diverting resources towards compliance rather than innovation.
	Evidence: Regulatory impacts can shift the focus from innovation to compliance with changing requirements (MI-174).
Interviewee	Boundaries

12	
	Resource Constraints (MI-190, MI-191): Limited funding and competition for funding (MI-190, MI-191) can create financial constraints that hinder the organization's ability to invest in and adopt innovative management practices.
	Size and Capacity (MI-199): While smaller charities may be more agile, their size can also limit their capacity to introduce and adopt complex management innovations due to limited human and financial resources.
	Political Instability (MI-204): The ever-changing political environment (MI-204) can introduce uncertainty and regulatory changes that may impede the organization's ability to plan and execute innovative strategies.
	Lack of Awareness (MI-205): Charities may face a lack of awareness or access to external expertise, such as consulting agencies (MI-205), which can constrain their ability to develop and implement innovative management practices.
	Time Constraints (MI-199, MI-202): Smaller size and middle management responsibilities (MI-199, MI-202) may limit the time available for staff to dedicate to exploring and implementing management innovations.
	Tradition and Inertia: Charities may be hesitant to depart from traditional practices or organizational culture, leading to inertia that can hinder the adoption of innovative management approaches.
	Risk Aversion: Risk-averse attitudes within the organization or among stakeholders may deter the adoption of innovative practices, as there is a perceived risk associated with change.
	Public Perception: Public expectations and perceptions of what charities should prioritize may limit the introduction of certain management innovations that deviate from traditional roles and activities (MI-198).
Interviewee 13	Boundaries
	Financial Constraints (MI-209): The challenges related to funding were mentioned as a significant boundary. Limited financial resources can hinder the organization's ability to invest in innovative practices and initiatives.

		Political Preferences (MI-218): The political environment, which tends to favor larger organizations over grassroots ones, can limit collaboration opportunities for smaller charities. This preference can create boundaries to accessing resources and support.
		Legal Compliance (MI-218): Changes in governance and charity laws may require significant efforts and resources to ensure compliance. This allocation of resources towards compliance activities can divert attention away from innovation.
		Response to Changes (MI-211): While adaptability is important, constantly responding to external changes, such as shifting operations online due to the pandemic, can create a boundary by consuming resources and time that could otherwise be dedicated to innovation.
		Lack of Clarity on Management Innovation (MI-212): A potential boundary is the absence of a clear or shared understanding of what management innovation entails. Without a well-defined concept, the organization may struggle to identify and implement innovative practices effectively.
		Size of the Organization (MI-216): Smaller charities may face challenges in introducing and adopting management innovation due to limited resources, including staff time and expertise. This size-related constraint can affect their ability to innovate effectively.
		Competition for Funding (MI-220): While collaboration with peer charities is valuable, it can also introduce competition for limited funding resources. This competition may restrict access to funding opportunities, constraining innovation efforts.
		Shift to Online Operations (MI-209, MI-211): While necessary during the pandemic, the shift to online operations, if not handled effectively, can become a boundary by reducing informal personal connections and impeding the exchange of innovative ideas.
Interviewee 14	Boundaries	
		Resource Constraints (MI-234): Evidence indicates that resource limitations, including financial constraints and limited staff time, can hinder the organization's ability to invest in innovation (MI-234). These constraints act as significant boundaries for the introduction and adoption of management innovation.
		Regulatory and External Factors (MI-239): The interview highlights that external factors such as political, legal, and industrial environments, along with regulations, can impose constraints on management innovation (MI-239). These external boundaries require organizations to operate within specific regulatory frameworks and may limit the scope of innovation.

	Governance Challenges (MI-227): Governance issues mentioned in the interview are a clear boundary for management innovation (MI-227). These challenges can create internal barriers to implementing innovative practices and processes.
	Competition and Public Perception (MI-240): The competition with other charities for resources and the public's perception that often favors larger charities (MI-240) can act as boundaries to the adoption of innovative practices. Smaller or niche charities may face difficulties in gaining recognition and support for their innovations.
	Vested Interests (MI-232): Vested interests within the organization resisting change can serve as a significant boundary to the introduction and adoption of management innovation (MI-232). These interests may prioritize existing practices over innovative approaches.
	Size of the Organization (MI-234): While smaller charities may face resource constraints, larger organizations might encounter challenges related to scalability and resistance to change. This size-related boundary can affect both small and large charities (MI-234).

Appendix 6 Common concerns of Comparative analysis

Common Concerns	Description	Example of Empirical Evidence from Main Factors
Organizational Culture	Interviewees (#1, #2, #8, #13, #14) consistently emphasized the paramount importance of organizational culture. They underscored the significance of a culture that fosters openness, creativity, and adaptability for facilitating management innovation. An innovative culture not only encourages employees to generate fresh ideas but also to experiment with diverse approaches and readily embrace change. Moreover, it enhances an organization's ability to adapt to external challenges and capitalize on opportunities.	Interviewee #1 described organizational culture as fostering openness, creativity, and adaptability, crucial for management innovation. This sentiment was echoed by Interviewee #2, emphasizing a culture that encourages innovation and empowers employees.
Leadership	The role of leadership, particularly senior and top management, emerged as a recurring theme among the interviewees (#1, #2, #8, #10, #14). They stressed that leaders serve as the guiding force in shaping an organization's approach to innovation. Senior leadership's endorsement of innovation is not confined to verbal support but extends to the provision of necessary resources, the creation of an environment that fosters the cultivation of new ideas, and a tangible commitment to change.	Interviewee #1 highlighted the role of senior leadership in shaping organizational culture towards innovation, while Interviewee #10 noted top management's commitment to innovation sets the tone for the organization's approach.
External Environment	The external environment, encompassing factors like rapid change and competition, was consistently recognized as a driving force for innovation by interviewees (#1, #2, #6). In a swiftly evolving landscape, organizations must continually adapt and innovate to remain relevant and effective. Additionally, competition compels charities to seek innovative solutions to distinguish themselves and achieve their missions.	Interviewee #1 and #6 identified the external environment, including the rate of change and competition, as a significant driver for innovation, necessitating continual adaptation and innovative responses.

Collaboration	Collaboration with peer organizations, research institutions, and other charities emerged as a significant catalyst for innovation, as highlighted by multiple interviewees (#2, #3, #5, #6, #13, #14). Collaborative efforts facilitate knowledge sharing, joint problem-solving, and the exchange of best practices, ultimately leading to more efficient and effective management innovation.	Interviewee #2 and #3 highlighted collaboration with research organizations, universities, and other charities as a catalyst for innovation, facilitating knowledge sharing and joint problem-solving.
Resource Constraints	Resource constraints, particularly limited funding and financial resources were a common concern among interviewees (#6, #7, #8, #10, #12). These constraints can impede investment in innovative practices, technology, and staff development. Charities often need to employ creative solutions to overcome these limitations.	Interviewee #6 discussed how limited financial resources act as a barrier to innovation, while Interviewee #10 mentioned resource constraints impacting the organization's capacity for change.
Role of Middle Managers	The role of middle managers as bridges between top management and frontline staff emerged as a crucial factor in promoting innovation (#3, #8, #10, #11). Middle managers facilitate the adoption of innovation by identifying emerging practices, supporting new ideas, and ensuring that innovation aligns with the organization's objectives.	Interviewee #3 emphasized middle management's role in fostering innovation within the organizational culture, supported by Interviewee #8's mention of their influence on innovation.
External Drivers and Innovation	Interviewees (#1, #2, #6) consistently pointed to external factors, such as rapid changes in the external environment and competition, as primary drivers for innovation within Scottish charities. The rapidly evolving external landscape necessitates proactive responses, including the adoption of innovative management practices to remain adaptable and relevant.	Interviewee #1 and #2 pointed out that rapid changes in the external environment and competition are primary drivers for innovation within Scottish charities.
Learning from Peers	Learning from innovative peer organizations (#1, #5, #8) was seen as a valuable strategy for promoting management innovation within charities. By benchmarking against successful peers and sharing best practices, charities can gain insights and inspiration for their own innovation	Interviewee #1 and #5 discussed learning from innovative peer organizations as a strategy for promoting management innovation.

	efforts.	
Social and Cultural Factors	The broader social culture, including factors like age and personality, was recognized as an influence on an individual's readiness to embrace change and innovation (#1, #5). Understanding the social dynamics within the organization can be crucial for managing the human aspects of innovation adoption.	Interviewee #1 mentioned the influence of broader social culture on an individual's readiness for innovation, while Interviewee #5 highlighted learning from peers in this context.

Appendix 7 Controversial issues of Comparative analysis

Controversial Issues	Description	Example of Empirical Evidence from Main Factors
Organizational Size	Interviewees held differing opinions regarding the impact of organizational size on innovation. While some (#1, #12) believed that smaller organizations may have an advantage due to their agility, others disagreed (#4, #5, #6, #14). Smaller organizations may have less bureaucracy and greater adaptability, while larger organizations possess greater resources and innovation capacity.	Interviewee #1 and #12 mentioned smaller organizations' advantage in agility and flexibility, while Interviewee #14 emphasized resource considerations irrespective of size.
Role of Diversity	The role of diversity in fostering innovation received varying viewpoints from interviewees. Some (#5, #9, #12, #14) emphasized its importance in bringing diverse perspectives and creativity, while others did not see it as a significant enabler (#11, #14). The impact of diversity on innovation depends on how effectively an organization can harness diverse perspectives and create an inclusive culture that values and incorporates those perspectives.	Interviewee #5 and #12 highlighted diversity's importance in fostering innovation, whereas Interviewee #11 did not see it as a significant enabler.
Technological Innovation	The relationship between technological innovation and management innovation elicited diverse perspectives. While some interviewees emphasized its importance (#5, #6, #10, #14), others expressed uncertainty (#8, #9). Technological innovation can enable new modes of communication, collaboration, and data management, but its direct relationship with management innovation may vary based on an organization's specific needs and goals.	Interviewee #10 discussed technological innovations improving communications, contrasting with Interviewee #8's uncertainty about its direct relationship with management innovation.

Public Attitudes	Interviewees had mixed views on the importance of public attitudes in driving innovation. Some (#8, #11, #13) underscored the significance of public support, while others highlighted that public expectations primarily revolve around receiving expected services (#11, #13). Public attitudes can influence charities' willingness to embrace innovative approaches, but the extent of this influence may vary.	Interviewee #8 and #13 discussed the importance of public support for innovation, while Interviewee #11 highlighted public expectations primarily around service delivery.
Impact of Regulations	The impact of political, legal, and charity regulations on organizations was viewed differently by interviewees. Some (#8, #12, #13) acknowledged their significance, while others did not perceive them as major constraints (#2, #9). The impact of regulations may depend on the specific regulatory environment, the organization's activities, and its capacity to navigate and adapt to regulatory changes.	Interviewee #8 acknowledged the significance of regulations, whereas Interviewee #9 did not perceive them as major constraints.
Role of Champions	The importance of change agents, particularly champions, in driving awareness and support for innovation was acknowledged by one interviewee (#4). Champions can be individuals who advocate for and champion innovative ideas within the organization, but the extent to which their role is emphasized may vary.	The role of champions was specifically mentioned by Interviewee #4 as vital in driving innovation, highlighting the variability in emphasis on this factor across organizations.

Long-Term vs. Short-Term Focus	A controversial issue emerged regarding the balance between a long-term focus on innovation (#2, #10) and a short-term focus on immediate needs and potential disruption (#3, #7). This debate underscores the tension between the need for strategic, sustainable innovation and addressing immediate challenges.	Interviewee #2 discussed the balance between long-term innovation focus and short-term needs, contrasting with Interviewee #7's emphasis on immediate challenges.

Resistance to Change	The resistance to change within organizations, particularly from long-standing staff or board members, was highlighted as a potential barrier to innovation (#3, #7). Overcoming resistance and managing change effectively can be critical for successful innovation adoption.	The potential barrier of resistance to change was noted by Interviewee #3, indicating the importance of managing change effectively for innovation.
External vs. Internal Drivers	A point of contention emerged regarding whether management innovation should be primarily driven by external factors, such as funding requirements (#12, #14), or by internal needs and aspirations (#1, #13). Balancing external expectations with an organization's internal goals can be a strategic challenge.	Interviewee #12 discussed external drivers like funding requirements, contrasting with Interviewee #1's emphasis on internal needs and aspirations.

| Impact Measurement | Interviewees had varying views on how to measure the impact of management innovation. Some (#6, #9) advocated for quantitative metrics to demonstrate efficiency gains, while others (#4, #11) emphasized qualitative measures to capture broader impacts. The choice of impact measurement methods can influence the organization's innovation. | Interviewee #6 and #9 offered differing views on impact measurement, with some advocating for quantitative metrics and others for qualitative measures. |

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