Radboud University

Designing an innovative organizational concept

A qualitative in-depth case study into the design process of an innovative organizational nursing home concept in which various internal and external actors were involved

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Abstract

There is an increased interest in innovative organizational concept of providing nursing home care. Before such an innovative organizational concept can be used it first needs to be designed and subsequently be implemented. However, scientific insights into the design process of innovative organizational concepts are minimal. Further, a lot of actors are involved in the design process of innovative organizational concepts. In scientific literature, the focus is mainly on the views of only a small subset of these involved actors. Furthermore, these views are only independently assessed, without showing the differences and/or similarities (interplay) between the views of the various involved actors. These gaps were filled by this qualitative in-depth case study about a Dutch organization in which an innovative organizational nursing home concept was designed for one of their locations. Data was collected by documents and interviews with sixteen involved internal and external actors, which had various functions during the design process. In this way the differences, similarities and interplay between the individual views of various involved external and internal actors with regards to the design process of the innovative organizational concept could be assessed. This resulted in the identification of the design process of an innovative organizational concept for which an original organizational concept was used as inspiration, derived from the individual views of the various interviewed internal and external actors that were involved. Generally, elements of the original organizational concept were on the one hand incorporated in the innovative organizational concept with adaptations to fit the context. On the other hand, the involved actors deviated from some elements of the original organizational concept during the design process of their innovative organization concept. Further, the study showed the interplay between the various involved internal and external actors during this design process of the innovative organizational concept. To conclude, this study identified facilitators and barriers that can occur during the design process of an innovative organizational concept in an organization.

Table of contents

1. Introduction **1**

2. Theoretical background **6**

2.1 Adaptations during the design process *6*
2.1.1 Interpretative viability 7
2.1.2 Contextual adaptations 8

2.2 Involvement of actors during the design process *11*
2.2.1 Potential involved actors during the design process 12
2.2.2 Potential roles of actors during the design process 15

2.3 Conceptual model *19*

3. Methodology **21**

3.1 Research design *21*

3.2 Empirical setting *22*

3.3 Data collection *24*

3.3 Data analysis *27*

3.4 Research quality and research ethics *29*

4. Results **31**

4.1 Involvement of the actors during the design process *33*

4.2 Design process *35*
4.2.1 Interpretative viability: innovative deviating idea 37
4.2.2 Contextual adaptations 40
4.2.3 The innovative organizational concept for the Homestead 43

4.3 Facilitators and barriers during the design process *45*
4.3.1 Facilitators 45
4.3.2 Barriers 49

5. Discussion **53**

6. Conclusions **58**

6.1 Limitations *58*

6.2 Recommendations *60*

References **62**

Appendix A: Interview guide **67**

Appendix B: Accompanying letter and informed consent form **73**

Appendix C: Code structure **83**

1. Introduction

The Dutch population is ageing (CBS, 2020; Stoeldraijer, van Duin, & Huisman, 2017). The aging population increases the amount of people with dementia, which will double in the coming 25 years (Alzheimer Nederland, 2019). Caring for people with dementia is more complex (Maurits, de Veer, & Francke, 2016). Therefore, there is an increased interest in innovative organizational concepts of providing nursing home care that might be better able to cope with this increased complexity (Ausserhofer et al., 2016; De Boer et al., 2017a; Verbeek, Van Rossum, Zwakhalen, Kempen, & Hamers, 2009). Before such innovative organizational concepts can be used, they first need to be designed and subsequently be implemented (Bailey & Barley, 2020). However, scientific research into the design process of an innovative organizational concept is still minimal. Nonetheless, there is scientific literature with regards to the implementation of innovative organizational concept in organizations. Ansari, Fiss, and Zajac (2010) describe that when organizations implement an original organizational concept in their organization, they implement an adapted version of this original organizational concept. In other words, they implement an innovative organizational concept that is innovative for the organization but not innovative to the state of art (Birkinshaw, Hamel, & Mol, 2008). Two reasons can explain why adapted versions of original organizational concepts are implemented in organizations. First, the build-in interpretative viability of original organizational concepts allows the involved actors to implement an innovative organizational concept that deviates from the original organizational to some degree (Ansari et al., 2010). Second, the unique contexts of organizations require the involved actors to implement an adapted version of the original organizational concept (Benders & Van Veen, 2001).

Further, to design innovative organizational concepts a lot of internal and external actors are involved (Caiazza & Volpe, 2017; De Boer et al., 2021; Kotter, 1995). Abrahamson (1996) shows that during the implementation of an innovative organizational concept, various external actors and various internal organizational actors are involved. These actors all have individual interpretative viability with regards to the original organizational concept, which might lead to the implementation of an innovative organizational concept that deviates from the original organizational concept. Furthermore, all actors have an individual influence on the adaptations to fit the unique context of the organization. However, often scientific literature focuses on the perspective of only one or a few external or internal involved actors in organizational processes related to innovative organizational concepts (Hasanpoor, Siraneh Belete, Janati, Hajebrahimi, & Haghgoshayie, 2019; Hirt, Karrer, Adlbrecht, Saxer, & Zeller, 2021). And these views are

often independently assessed, without showing the differences and/or similarities between the individual views of the various involved actors.

These theoretical insights about adapted implemented versions of original organizational concepts and the involvement of actors during implementation processes, can be used as a substitute theoretical basis to study the design process. Because it is likely that the actual adaptations and deviations are decided upon during the design process of the innovative organizational concept in the organization, and are done by the same actors as that eventually implement the innovative organizational concept. Therefore, the goal of this study is to assess how viable the theoretical insights about the implementation of innovative organizational concepts are, to map out the design process of an innovative organizational concept. To achieve this, all the different individual views of the various involved actors will be used and not only of one which is normally done. This study will answer the following research question by an in-depth case study: *How is an innovative organizational concept designed when various internal and external actors are involved according to these involved actors?*

As described above, scientific research into the design process of an innovative organizational concept is still minimal. Nonetheless, scientific theories about the implementation of an innovative organizational concept can be used as the theoretical basis to study the design process. These will be described in the rest of the introduction in more detail. Broadly, when the (individual) involved actors in organizations decide to implement an adapted version of an original organizational concept in their own organization, it is an innovative organizational concept only for the organization. Because it is new to the organization, but not new for the state of the art, as it is derived from an already existing original organizational concept (Birkinshaw et al., 2008). This implemented innovative organizational concept can differ compared to the original organizational concept in terms of fidelity. Fidelity refers to the extent to which an innovative organizational concept implemented into an organization, resembles (high fidelity) or differs (low fidelity) from the original organizational concept (Ansari et al., 2010; Fiss, Kennedy, & Davis, 2012). In scientific literature, it is described that during the implementation process of an innovative organizational concept in an organization, adapted versions can be implemented in the organization to have a better fit with the organization (Ansari et al., 2010). Theoretical insights about adapted implemented versions of original organizational concepts can be used as a substitute theoretical basis to study the design process. Because, it is likely that the actual adaptations and deviations are decided upon during the design process of the innovative organizational concept for the organization.

Two general reasons can be distinguished in the implementation literature why innovative organizational concepts implemented in the organization by various involved actors, have differing degrees of fidelity (changes or adaptations to the original organization concept) with regards to the original organizational concept. First, original organizational concepts have a build-in interpretative viability (Ansari et al., 2010; Benders, Van Grinsven, & Ingvaldsen, 2019; Benders & Van Veen, 2001). This interpretative viability applies to all the involved actors in the implementation process, meaning that all the individual involved actors can look at the original organizational concept in different ways, and want to implement it in different ways. In this way, it can be that the implemented innovative organizational concept deviates from the original organizational concept to meet the requirements or wants of the specific organization or the involved actors. It is likely that the actual decisions by the involved actors about these deviations actually happen during the design process that precedes the implementation process. The second reason is that there might be a lack of fit between the original organizational concept and the local and/or cultural context of the organization that implements the concept as their innovative organizational concept (Ansari et al., 2010). This may lead to the implementation of adapted versions of the original organizational concept in practice by the involved actors. Here, it is also likely that the actual decisions by the involved actors about these adaptations to fit the organizational context, actually happen during the design process that precedes the implementation process.

Further, research shows that in practice the involvement of a diverse pallet of actors occurs in during the design process of an innovative organizational concept (Caiazza & Volpe, 2017; De Boer et al., 2021; Kotter, 1995). However, again there is not much theoretical insights available about what actors are involved and how during the design process of an innovative organizational concept. Therefore, theoretical insights about the involvement of actors in the implementation process of an innovative organizational concept for the organization can also be used to study the design process. Because it is likely that the same actors that make the decisions about deviations and adaptation to the context during the design process of an innovative organizational concept are also involved in the subsequent implementation of it. The study of Abrahamson (1996) gives insights into what actors can be involved during the implementation process of an innovative organizational concept, and how. He describes how various external individual actors on the supply side (gurus, mass media organizations, business schools or consulting firms) of the original organizational concept try to convince internal individual actors on the demand side, that the original organizational concept (managers and employees of the organization) fulfils an unmet demand. This by fitting the original

organizational concept to the specific context of the organization. Further, various scholars have suggested that Abrahamson (1996) should reformulate his theory, because actors on the demand side should be seen having an active role and not a passive role during this process (Sturdy, 2004; Van Veen, Bezemer, & Karsten, 2011).

Finally, translating this theory about actor involvement to the design process of an innovative organizational concept, this would suggest that the different involved internal actors on the demand side and the different involved external actors on the supply side, each individually can interpret the original organizational concept in differing ways. Therefore, these individual actors will give their own individual suggestions about deviations that need to be made with regards to the original organizational concept during the design process of the innovative organizational concept for the organization (interpretative viability). Further, they will also give their own individual suggestions about contextual adaptations that need to be made to the original organizational concept during the design process of the innovative organizational concept. Therefore, to study the design process of innovative organizational concept in an organization, it is useful to study the individual views of the whole pallet of involved actors as described by Abrahamson (1996). Because, this will provide a more complete overview about what adaptations and deviations with regards to the original organizational concept can be made, how, and by whom. Until now this is rarely done, because often scientific literature focused on processes related to innovative organizational concepts is mainly reviewed from the perspective of only one or a few internal and/or external involved actors such as experts or managers (Hasanpoor et al., 2019; Hirt et al., 2021).

Insights into the design process of an innovative organizational concept from the differing individual points of views of the various involved internal and external actors is practically relevant. This because research shows that failure rates of implementation of innovative organizational concepts in general and in healthcare are high (Chen, Law, & Yang, 2009; Jacobs et al., 2015; Nicolaou & Kentas, 2017; Secchi & Camuffo, 2019). More specifically, Ausserhofer et al. (2016) showed that the implementation of nursing home concepts is challenging. Insights in the design process of an innovative organizational concept, enables (nursing home) organizations to optimize the quality of the design of innovative organizational concepts during the design process. This will also increase the eventual success of the implementation and the usability of the innovative organizational concepts in practice. At the same time, it is scientifically relevant, as scientific research into the design process of an innovative organizational concept is still minimal. Furthermore, scientific literature focused on

processes related to innovative organizational concepts, is mostly focused on the view of only one or a few involved actors.

The data of this study will be collected at one nursing home location of a large care organization situated in the southern part of the Netherlands. The organization provides both home care (district nursing, domestic help) and residential care (nursing home care, revalidation, assisted living facilities). Nursing home care is provided at several locations in small-scale and large-scale nursing homes. The nursing home location of the organization assessed in this study, is the future location the Homestead (in Dutch: "de Hoeve") which is focused on providing residential care for people with dementia. This nursing home location (which is not yet in operation) is based on the "green care farms" concept of which the principles were translated to the specific organizational context during the design process, by co-creation with various actors (De Boer et al., 2021). Among others, scientists, future residents, families, care workers, management, design staff and an architect all worked together to create this new green care farm inspired nursing home location (De Boer et al., 2021).

The rest of this study will be structured as follows. Chapter two outlines the theoretical framework and conceptual model underlying this study. In this chapter the two main theoretical concepts of the study – The adaptation of an original organizational concepts during the design process of an innovative organizational concept; and the involvement of various actors in the design process – will be elaborated in more detail. How these concepts fit together will be visualized by a conceptual model. In the third chapter the methodology of the study will be elaborated. This chapter discusses the method that will be applied and why, and it indicates the sample, the data sources and the measures. Further it describes the data analysis procedure and the research ethics. Chapter four provides results of the study, and in chapter five these results will be discussed. Finally, in chapter six the conclusions of this study will be formulated.

2. Theoretical background

As stated in the introduction, this study will answer the following research question "*How is an innovative organizational concept designed when various internal and external actors are involved according to these involved actors?"* To be able to answer this research question, implementation literature will be used as the theoretical basis to study the design process of an innovative organizational concept. Two aspects of this implementation literature in relation to the design process of an innovative organizational concept need to be discussed in more detail. First, the adaptation of an original organizational concept during the design process of an innovative organizational concept for an organization, when various actors are involved (2.1). Second, the importance of the involvement of various actors when designing an innovative organizational concept, and the involvement of various actors during the design process of an innovative organizational concept (2.2).

2.1 Adaptations during the design process

Before an innovative organizational concept can be used, the innovative organizational concept first needs to be designed and subsequently be implemented (Bailey & Barley, 2020). It is useful to first define what an innovative organizational concept exactly is. An innovative organizational concept can be defined as "the generation and implementation of new practices, processes, structures, or techniques" (Birkinshaw et al., 2008, p. 828). However, what innovative entails with regards to an organizational concept can be interpreted in differing ways. Birkinshaw et al. (2008) describe that innovative organizational concepts can on the one hand be seen as completely new to the state of the art. This means, nothing like it has ever been seen before in other organizations. On the other hand, innovative organizational concepts can also be seen as new to the organization, meaning that some (original) organizational concepts implemented in other organizations look like the innovative organizational concept implemented in a specific organization. However, the specific organization itself has never implemented an organizational concept as such before.

As described earlier, the theory that exists about the implementation of innovative organizational concepts will be used as a theoretical foundation to study the design process of an innovative organizational concept. Ansari et al. (2010) provides some insights into how the implementation of an innovative organizational concept can occur. Namely, the involved internal and/or external actors in the implementation process of an innovative organizational concept, can implement an adapted version of the original organizational concept into their own

organization. This means that a unique version or adaptation of the original organizational concept is implemented, which makes it an innovative organizational concept for the specific organization but not to the state of art (Birkinshaw et al., 2008). The differing degrees in which organizations implement the original organizational concept results in different degrees of fidelity of the innovative organizational concept with regards to the original organizational concept (Palazzolo, Serb, She, Su, & Contractor, 2006; Yuan, Fulk, & Monge, 2007; Yuan, Monge, & Fulk, 2005). Fidelity refers to the extent to which the innovative organizational concept implemented in a specific organization, resembles or differs from the original organizational concept on which it was based (Ansari et al., 2010; Fiss et al., 2012). If an innovative organizational concept deviates from the original organizational concept to a great extent, it is called low fidelity. In contrast, when an innovative organizational concept deviates from the original organizational concept to a small extent it is called high fidelity.

Two theoretical insights explain the varying degrees of fidelity that can occur when different internal and/or actors implement an original concept into their organization, resulting in an innovative organizational for the specific organization. First, varying degrees of fidelity can be explained by the build-in interpretative viability of original organizational concepts (Ansari et al., 2010; Ansari, Reinecke, & Spaan, 2014; Benders et al., 2019; Benders & Van Veen, 2001). This is further explained in section 2.1.1. Second, varying degrees of fidelity can be explained by the contextual misfits of the organization with the original organizational concept (Ansari et al., 2010). This is further explained in section 2.1.2.

2.1.1 Interpretative viability

The first reason why varying degrees of fidelity of the innovative organizational concept occur with regards to the original organizational concept when it is implemented in another organization by various involved actors, is that original organizational concepts have a build-in interpretative viability (Ansari et al., 2010; Ansari et al., 2014; Benders et al., 2019; Benders & Van Veen, 2001). This interpretative viability applies to all the involved actors in the implementation process, meaning that all the individual involved actors can look at the original organizational concept in different ways, and want to implement it in different ways. In other words, organizational concepts are encouraged to diffuse to other organizations (or to be implemented in other organizations) because they are designed in such a way that they are able to be implemented in an adapted form, to meet the requirements that the specific organization or the (individual) involved actors find important.

Interpretative viability was first described by the study of Benders and Van Veen (2001) who described that organizational concepts have a certain degree of ambiguity about what they entail. It has interpretative viability, in that it can be interpreted by different organizations and actors in different ways, changing parts of it to their own needs or goals. Ansari et al. (2010) further elaborated on this idea originally described by Benders and Van Veen (2001). They linked the idea of interpretive viability in their article to the degree of fidelity of the adaptations of the organizational concept. Namely, they described that greater interpretative viability makes it easier for organizations and involved actors to interpret the original organizational concept in differing ways, and consequently to implement a version that is adapted it to their own agenda (Ansari et al., 2010). Therefore, according to Ansari et al. (2010), on the one hand, greater interpretative viability of an original organizational concept can lead to lower fidelity of the implemented innovative organizational concept with regards to the original organizational concept. On the other hand, lower interpretative viability of an original organizational concept can lead to higher fidelity of the implemented innovative organizational concept with regards to the original organizational concept.

The reasons why it is important that developers build in interpretative viability into organizational concepts are described by Ansari et al. (2014), Ansari, Reinmoeller, and Reinecke (2015) and Benders et al. (2019). Allowing for adaptations reduces the resistance with regards to the original organizational concept in a new organization, increases the (initial) acceptability of the original organizational concept, and leads to a more frequent implementation of elements of the original organizational concept (Ansari et al., 2010; Ansari et al., 2015). Because, in this way organizations can selectively implement elements of the original organizational concept that might be suitable for their own organization (Benders et al., 2019). Further, in order for the organizational concept to stay persistently relevant and viable to use in organizations through time, interpretative viability is needed. Because as organizations change and develop themselves through time, other elaborations of the organizational concept might be needed. Finally, interpretative viability of organizational concepts is needed because it facilitates to the implementation of field specific versions of an organizational concept leading to the persistent attractiveness of an organizational concept in different sectors (Benders et al., 2019).

2.1.2 Contextual adaptations

The second reason why varying degrees of fidelity of the innovative organizational concept occur with regards to the original organizational concept when it is implemented in another

organization by various involved actors, has to do with the unique context that every organization has (Ansari et al., 2010). Organizational concepts are likely to be implemented in an adapted form to fit the new and unique organizational context (Robertson, Swan, & Newell, 1996; Strang & Kim, 2004). In other words, an organization and the involved actors implement an adapted version of an original organizational concept because there was a lack of fit between the characteristics of the original organizational concept and the characteristics of the context of the organization that adopts the concept (Ansari et al., 2010). More specifically, organizational concepts developed in one context need to be altered to the unique local cultural and social contexts of an organization via co-construction with different actors, which may lead to a variability of the original organizational concept in practice (Johnson & Hagström, 2005; Westphal, Gulati, & Shortell, 1997). This means that it is very important to take into account the broad variety of involved internal and external actors when doing research to the implementation process of an original organizational concept resulting in an innovative organizational concept for the organization.

The importance of the context of organizations when implementing an original organizational concept into an organization is also supported by Sturdy, Heusinkveld, Reay, and Strang (2019) who describe that organizational concepts are dynamic and tightly connected to the context. Further, Ansari et al. (2014) show how organizations maintain a balance between allowing for adaptations of the original organizational concept to fit the context of the organization, while also standardizing some aspects of the original organizational concept because standardization is undesired for some aspects. Weick (2003) also supports this idea that adapted versions of original organizational concepts are implemented in organizations to fit the specific context of the organization. He describes that the implementation of an original organizational concept is never frozen. During the implementation process multiple versions of the organizational concept (of different actors) are combined. This means that the final version of the organizational concept (the innovative organizational concept for the organization) is a mix of fragments of different versions. Even after its implementation it can be changed.

The study of Ansari et al. (2010) goes into more detail about what contextual factors exactly require the organization and the involved actors to implement an adapted version of the original organizational concept as their innovative organizational concept. The article describes that political, cultural and technical contextual misfits that can all lead to the implementation of adapted versions. Technical fit means “the degree to which the characteristics of a practice are compatible with technologies already in use by potential adopters” (Ansari et al., 2010, p. 75). Further, cultural fit means “the degree to which the characteristics of a diffusing practice

are compatible with the cultural values, beliefs, and practices of potential adopters" (Ansari et al., 2010, p. 78). Finally, political fit refers to "the degree to which the implicit or explicit normative characteristics of a diffusing practice are compatible with the interests and agendas of potential adopters" (Ansari et al., 2010, p. 80). Further, elaborating on the study of Ansari et al. (2010), Fiss et al. (2012) show that organization-level factors (e.g., actor exposure) and population level factors (e.g., information contestation and information availability) both lead to considerable variations in the views about an organizational concept between organizations and between actors inside an organization. Therefore, adopters (employees in the organization from work floor to top management) have an active role in implementing variations of an original organizational concept.

As described earlier, there is not much known about the design process of an innovative organizational concept in the scientific literature. However, it is likely that the theoretical insights about interpretative viability and contextual adaptations also apply to the design phase of an innovative organizational concept. Because, it is probable that the actual adaptations and deviations are decided upon during the design process of an innovative organizational concept in a specific organization, and are done by the same actors as that eventually implement the innovative organizational concept. The case study of De Boer et al. (2021) showed that this might be the case. The study shows that an original organizational concept (green care farms) was used as inspiration when making an innovative organizational concept for a specific nursing home location. They described that the underlying principles of the "green care farms" concept were translated and changed to the specific setting in which this original organizational concept was being used for the design an innovative organizational concept. Various involved (individual) internal and external actors had an (individual) influence on this process. This resulted in an innovative organizational concept for a nursing home location that was very similar to the "green care farm" concept but not exactly the same. How this exactly occurred (the design process) was not elaborated on in detail, but it could be that the involved actors might have used the interpretative viability of the original "green care farms" concept to deviate from the original "green care farms" concept to fit the specific needs and requirements of the organization. Further, it could be that the involved actors adapted the "green care farms" concept to the specific context of the nursing home location. This study will assess the viability of these hypotheses, and therefore will fill the gap in the scientific literature with regards to the design process of an innovative organizational concept.

2.2 Involvement of actors during the design process

In the design process of an innovative organizational concept a lot of actors need to be involved (Caiazza & Volpe, 2017; De Boer et al., 2021; Kotter, 1995). First, the importance of the broad involvement of actors during the design process of an innovative organizational concept is described. Second, an overview will be provided of what actors can be involved and how, during the design process of an innovative organizational concept. All these theoretical insights about actor involvement will be connected to the theoretical foundation about the design process discussed in section 2.1.

First, the importance of the involvement of a broad pallet of actors during the design process of an innovative organizational concept in an organization can be illustrated by the article of Kotter (1995). This article describes eight steps to transform an organization, and the main reasons why organizational changes in an organization often fail. The fourth and fifth step are of particular importance with regards to the broad involvement of actors in the design process of an innovative organizational concept. The fourth step entails that the development of the vision of the innovative organizational concept by the leading actors, needs to be communicated in the organization to other uninvolved or partly involved actors that will need to work according to this vision in the future. A lack of frequent communication of (aspects of) the development of the vision to all the different employees in the organization, creates a lack of support for the vision. This might lead to a failure of the eventual implementation. Connecting this to the theory described in section 2.1, throughout the design process of an innovative organizational concept, the involved actors need to provide updates and explanations about the decisions they make during the design process to the employees in the organization. In other words, the involved leading actors need to inform the uninvolved or partly involved employees in the organization about deviations from the original organizational concept (interpretative viability), and explain them. Additionally, they also need to inform the uninvolved or partly involved employees about the adaptations in the innovative organizational concept with regards to the original organizational concept to fit the context, and explain that these were done to create a better fit with the context of the organization.

The fifth step in the article of Kotter (1995) proposes that employees in the organization need to be empowered to act on the vision developed by the actively involved actors. This means that as the vision of the innovative organizational concept progresses, a large number of different employees need to be (partly) involved, by giving them the opportunity to provide input about some obstacles they might see. In this way, the innovative organizational concept can be improved and finetuned. This also indicates that critical voices should not be silenced.

According to Ford, Ford, and D'Amelio (2008) critical voices or resisting persons in the organization can be potential contributors to change. This is further explained by McDermott, Fitzgerald, and Buchanan (2013). They describe that critical actors can adapt- and add to the innovative organizational concept that is being designed. Connecting this to the theory described in section 2.1, this means that the employees in the organization that do not have a leading role in the whole design process of the innovative organizational concept should be able to criticize the original organizational concept. Further, they should be able to bring in suggestions about possible adaptations with regards to the original organizational concept to make it fit better with the context of the organization in the innovative organizational concept. Finally, they should be able to criticize the original organizational concept and suggest possible deviations from the original organizational concept (interpretative viability) that should be incorporated into the innovative organizational concept.

Second, until now no scientific insights about what actors might be involved in design process of innovative organizational concepts (and how) are available. However, there is scientific knowledge about what actors are involved in the implementation process of innovative organizational concepts and how. These insights can be used as the theoretical foundation to do research to the involvement of various actors in the design process of innovative organizational concepts. Therefore, they act as a substitution for the missing scientific knowledge about the involvement of actors during the design process of an innovative organizational concept. Because it is likely that actors that designed the innovative organizational concept during the design process, also have an important role in the subsequent implementation process as experts of that innovative organizational concept. First, an overview will be provided of what actors can be involved during the design process of an innovative organizational concept described in 2.1, derived from the theoretical insights about the involvement of actors during the implementation process of an innovative organizational concept (see 2.2.1). Second, an overview will be provided of the potential roles of these involved these actors during the design process of an innovative organizational concept described in 2.1, derived from the scientific theory about the involvement about actors during the implementation process of an innovative organizational concept (3.2.2).

2.2.1 Potential involved actors during the design process

The study of Abrahamson (1996) provides insights into the actors involved in the implementation process of an innovative organizational concept. Abrahamson (1996) describes in his article the process of how an external fashion setting community (supply side) can make

a management fashion (what can be seen as an innovative organizational concept) in demand by internal management fashion users (demand side), when there exists an unmet demand for that type of management technique in the organization. Therefore, it provides insights into what actors inside and outside the organization might be involved in the implementation process of an innovative organizational concept and how.

More specifically, the developers or diffusers of the innovative organizational concept (the supply side) try to convince the potential users of the innovative organizational concept (the demand side) that the innovative organizational concept is the most rational or best fitting organizational concept available at that moment. They try to convince the actors in the organization (the demand side) to implement the innovative organizational concept because it fulfils an unmet demand. In other words, two main groups of actors are involved in the implementation process described by Abrahamson (1996). On the one side is the supply side of the innovative organizational concept who try to sell it. This group can exist of gurus, mass media organizations, business schools, scientists, and consultants, which are external actors to the organization. On the other side is the demand side who are the potential users of the innovative organizational concept, which consists of all the personnel (from employees on the work floor to the board of directors) of the organization that potentially implement the organizational concept. Therefore, these actors are the internal actors of the organization.

This theory about the involvement of actors in the implementation process of an innovative organizational concept can be translated to the theory described in 2.1 that forms the theoretical basis for the design process of an innovative organizational concept. Namely, it would mean that in the design process, various external actors on the supply side of the original organizational concept (such as gurus, mass media organizations, business schools, scientists, and consultants) individually or together try to convince the (individual) actors on the demand side (all personnel from employees on the work floor to board of directors of an organization) to use their original organizational concept into the design of the innovative organizational concept for the organization. This would mean that the various (individual) actors of the supply and demand sides can interpret the original organizational concept in varying ways (interpretative viability) which can result in different (individual) suggestions for deviations. Furthermore, this would also mean that the various (individual) actors of the supply and demand sides, can make (individual) suggestions for adaptations with regards to the original organizational concept in the innovative organizational concept. In order to make it fit with the unique context of the organization. This eventually leads to an innovative organizational

concept that can be implemented in the organization, which is new to the organization but not completely new to the state of the art, because it is based on an existing organizational concept.

As described above, until now no scientific insights into what actors might be involved in the design process of innovative organizational concepts are available. However as shown by the theory of Abrahamson (1996), there are insights into what actors are involved into the implementation process of an innovative organizational concept. Nonetheless, studies that review the implementation process of innovative organizational concepts, mainly focus on the view of only one or a few types of actors on the implementation process described by Abrahamson (1996), and not the whole pallet of actors that are involved. For example, the study of Hasanpoor et al. (2019) reviewed the implementation process of Evidence-Based Management in hospitals only from the point of view of the involved nursing managers. Further, Hirt et al. (2021) looked at the implementation of nurse-led interventions in nursing homes from the point of view of only nursing experts and nursing home managers. Therefore, studies that take into account all the differing views of the many involved (individual) actors described by Abrahamson (1996) in implementation of innovative organizational concepts are scarce. This is also the case for literature on the design process, because not much literature is written about the design process until now.

The importance to look at all the various involved (individual) actors when studying the design process of an innovative organizational concept, is illustrated by the case study of De Boer et al. (2021) who describes an innovative organizational nursing home concept, which was co-created with various involved (individual) actors. The actors involved were among others, researchers, future residents, families, (care) workers, management, design staff and an architect (De Boer et al., 2021). The actual design process and how the various (individual) actors were involved in this design process is not described. Nonetheless, these actors can be classified into the two main categories of actors in the theory of Abrahamson (1996). Furthermore, it can be concluded that all the various involved actors had an individual influence on-, and made contributions to the innovative organizational concept because the innovative organizational concept was co-created. Therefore, for this current study, that looks at the design process of an innovative organizational concept, it is important to collect the (differing) individual views on the design process of a broad pallet of actors that are involved in the specific design process.

2.2.2 Potential roles of actors during the design process

Secondly, for this study it is also needed to have a theoretical foundation for what roles the various involved (individual) actors can fulfil during the design process of an innovative organizational concept. Again, theory about the involvement of actors during implementation process of an innovative organizational concept will substitute for the lacking theory about this topic with regards to the design process. Abrahamson (1996) uses four stages to describe how the two main groups of (individual) actors are involved in the implementation process. It describes the interactions between group of (individual) actors that are on the demand side and the group of (individual) actors that are on the supply side, during the implementation process of the innovative organizational concept (see fig. 1). During the creation stage the sellers of the original organizational concept (supply side) try to sense the preferences on the demand side of the original organizational concept. Based on this, many versions of the organizational concepts are selected. During the next stage: the selection stage, the various external sellers of the organizational concept on the supply side, select the organizational concept which they think fits best with the potential users of the organizational concept on the demand side. Subsequently, during the processing stage, the sellers (supply side) try to convince the potential users of the organizational concept (demand side) they selected is the best fitting concept for them to be used as their innovative organizational concept. Finally, during the dissemination stage, the sellers of the organizational concept (supply side) fit the version of the original organizational concept to the specific organization and launch the organizational concept in organization that wants to use the innovative organizational concept.

These four stages about the implementation process of an innovative organizational concept can substitute for the lacking theoretical insights about how of the various internal and external (individual) actors can be involved in the design process of an innovative organizational concept. During the creation stage in the design process of an innovative organizational concept, the various involved (individual) external actors on the supply side in the design process make multiple versions of the original organizational concept (adaptations or deviations) to make it fit with the unique context of the organization. Subsequently, during the selection stage in the design process, the various involved (individual) external actors on the supply side make the decision about what version of the original organizational concept according to them fits best to the organizational context of the organization on the demand side. In this way they increase to chance to sell a version of their original organizational concept to the various (individual) actors on the demand side, to be used as the innovative organizational concept for their organization. During the third stage (the processing stage), the various

involved (individual) external actors on the supply side, will substantiate to the various involved internal actors on the demand side, why they need to choose that specific version of the original organizational concept as their innovative organizational concept. Finally, during the dissemination stage in the design process, the various involved (individual) external actors on the supply side make some final adaptations with regards to the selected version of the original organizational concept. To make it fit better with the context of the organization on the demand side. Further, perhaps they may suggest some deviations from the original organizational concept to convince the organization and its involved (individual) actors on the demand side to use this version of the versions of the original organizational concept as their innovative organizational concept. After these stages of the design process have been completed, the implementation process of the innovative organizational concept is started.

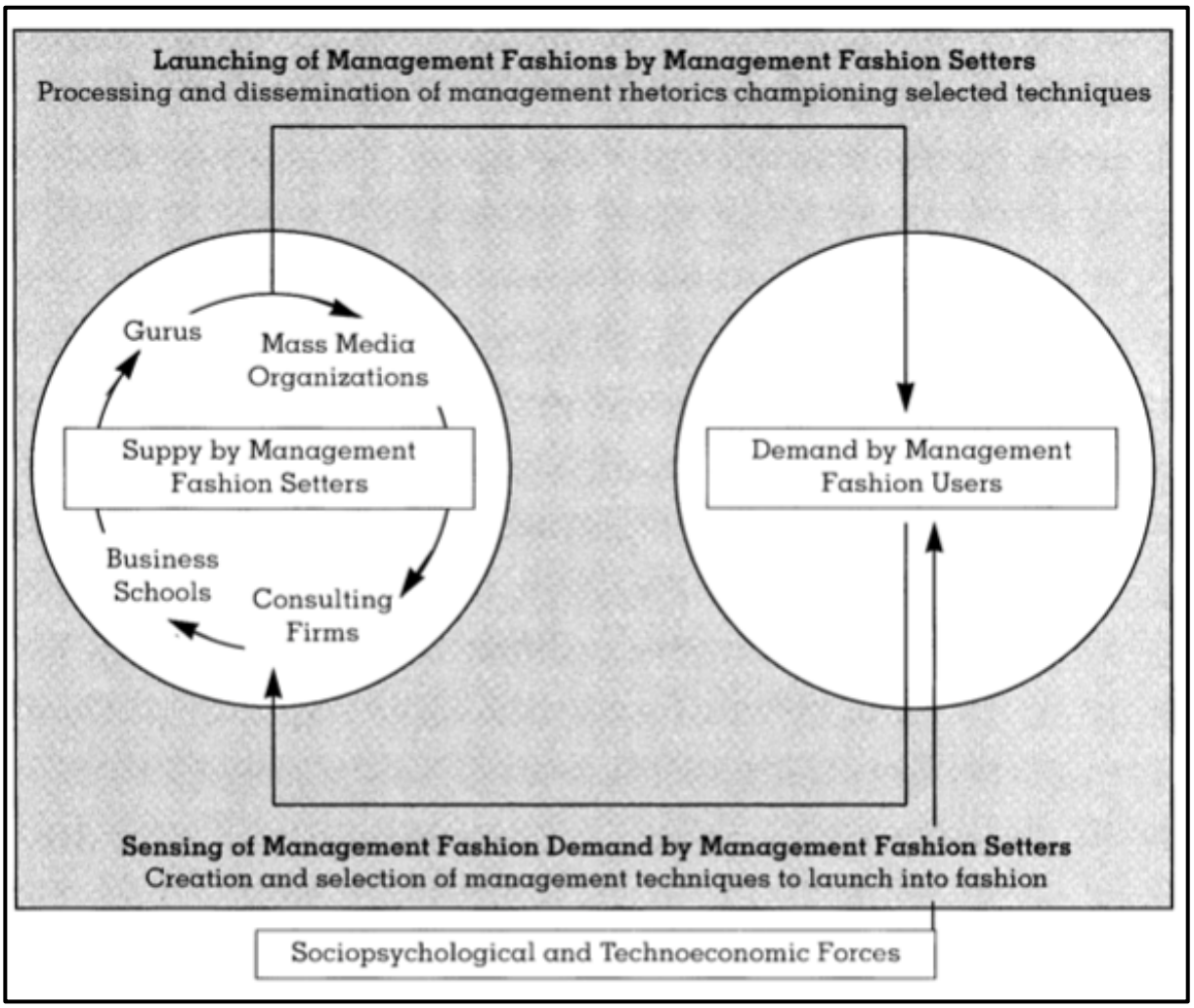

Figure 1: process of selling an organizational concept (Abrahamson, 1996)

Based on the process described above, it can be concluded that Abrahamson (1996) gives the (individual) actors on the demand side a very passive role in the implementation

process of an innovative organizational concept. This was criticized by various scholars over time. First, Benders and Van Veen (2001, p. 40) reformulated the concept of management fashion in "the patterns of production and consumption of temporarily intensive management discourse, and the organizational changes induced by and associated with this discourse". This new formulation added that the meaning of an original organizational concept is continuously shaped and reshaped by both the (individual) actors on the supply side and the (individual) actors on the demand side. Further, Heusinkveld, Sturdy, and Werr (2011) proposed to replace the term co-production which is dominating the theorizing of management fashion with the perspective of co-consumption. Co-production does question the separation between production (supply side) and consumption (demand side), but according to Heusinkveld et al. (2011) still focuses very much on the production (supply side). In contrast, the term co-consumption lays more focus on the consumption perspective (demand side). A greater focus on the demand side can give important insights into how the demand side shapes the original organizational concept when it is implemented into their own context as an innovative organizational concept (Heusinkveld et al., 2011). Similarly, Bort and Kieser (2019) suggest that consumption of an innovative organizational concept goes hand in hand with co-producing them. Van Veen et al. (2011) is a further elaboration of the co-consumption perspective. Van Veen et al. (2011) show that the demand side is not a passive group of actors. In their study, the interest to implement an original organizational concept as the innovative organizational concept for the organization was initiated by managers on the demand side. This proves that the split in roles between fashion setters (supply) and fashion followers (demand) proposed by Abrahamson (1996) should be reformulated.

Connecting these theoretical insights to the design process of an innovative organizational concept (see section 2.1), this would mean that in the four stages described by Abrahamson (1996) about the involvement of the two main actor groups, the (individual) actors on the demand side (involved actors of the organization) have a more active role in shaping the original organizational concept. In other words, next to the various involved external actors on the supply side, the various involved internal actors of the organization on the demand side also (individually) try to adapt the original organizational concept to fit the unique context of their organization, during the design process of the innovative organization concept. Furthermore, the various involved actors of the organization on the demand side can also make (individual) suggestions to deviate from the original organizational concept throughout the design process. Further, it would mean that not only the various involved (individual) external actors on the supply side can initiate the interest into the original organizational concept as described by

Abrahamson (1996). But also, the various involved (individual) internal actors of the organization on the demand side can initiate the interest in an original organizational concept, to incorporate it into the design process of the innovative organizational concept for the organization.

The study of O'Mahoney and Sturdy (2016) about the role of power in the diffusion of management ideas, can be used as the theoretical basis of how (individual) actors on the demand side and supply side influence each other during the design process of an innovative organizational concept. Namely, (individual) actors on the supply side and demand side can use power and resistance to influence each other during the design process to make sure their views and suggestions are incorporated into the design of the innovative organizational concept. First, (individual) actors on the supply side can use the power of resources to convince the demand side. These resources may include financial, human, network and knowledge/expertise resources. At the same time, actors on the demand side can resist based on their competing resources (such as practical knowledge, or decision-making authority). An example for the design process, is the resource of having the authority to choose for another external advisor on the supply side, that is more positive about a deviation with regards to the original organizational concept that (an) actor(s) on the demand side suggested/wanted.

The second power is that (individual) actors on the supply and demand side have is the power of process. This means that through various types of power, they can influence the decision-making process of other actors during the design process. For example, the (individual) actors on the supply side can occupy the temporal and geographical space of the demand-side actors. This could imply that (individual) actors on the demand side have no other options for other external actors on the supply side in their environment, that agree with a deviation from the original organizational concept as the (individual) actor(s) on the demand side suggested/wanted. Furthermore, this could imply that the (individual) actors on the demand side have no other options for other external actors on the supply side in their environment, that agree with an adaptation of the original organizational concept to the organizational context as the (individual) actor(s) on the demand side suggested/wanted. To finalize, the various (individual) actors on the supply and demand side can use the power of meaning. Various (individual) actors on the supply side can shape the wants of the (individual) actors on the demand side by defining their problems and subsequently suggesting solutions to these problems. Such as adaptations with regards to the original organizational concept to fit the organizational context, or deviations with regards to the original organizational concept to better fit the needs and wants of the (individual) actors on the demand side. But at the same

time (individual) actors on the demand side can resist these wants that are shaped by (individual) actors on the supply side, or formulate their own deviations or adaptations to fit the context.

2.3 Conceptual model

How the described theories of section 2.1 and 2.2 fit together as the theoretical basis for this study is visualized by the conceptual model in figure 2. An original organizational concept (in this in-depth case study a nursing home concept) can be used as input in the design process of an innovative organizational concept for a specific organization (in this in-depth case study a specific nursing home). Two reasons explain why the original organizational concept can be changed during the design process by the various involved (individual) internal and external actors, resulting in an innovative organizational concept for the organization. First, during the design process conscious variations/deviations can be made with regards to the original organizational concept. This can happen, because all the various involved internal and external actors have individual interpretative viability with regards to the original organizational concept. This allows each individual actor to suggest or make deviations. Second, the original organizational concept can be adapted to the local context of the organization in which it eventually needs to be implemented during the design process. This means that some adaptations can be made to the original organizational concept during the design process of the innovative organizational concept for the organization, to make it fit with the specific organizational context.

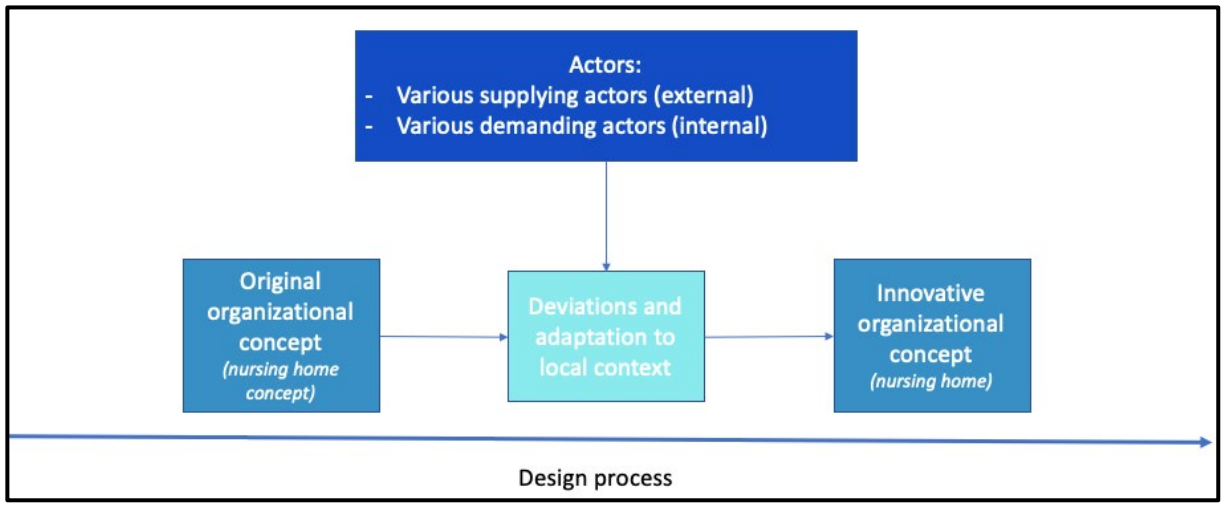

Figure 2: Conceptual model

In this design process of an innovative organizational concept various actors are involved that can have an individual/independent influence on the design process, which can

be classified into two broad categories of actors. External actors on the supplying side can be scientists, consultants and other actors with in-depth knowledge of the original organizational concept. Actors on the demanding side are the internal employees (from work floor to top management) of the organization in which the organizational concept will be used to create an innovative organizational concept. All these actors on the one side have an (individual) influence on the adaptation of original organizational concept to fit the specific local context. On the other side, all these actors have an (individual) influence on the variations/deviations with regards to the original organizational concept (interpretative viability). Therefore, in order to assess the design process of an innovative organizational concept for an organization, it is needed to assess the (individual) views of this diverse range of actors.

3. Methodology

This chapter outlines the methodology that was used for this study. In section 3.1 the research design and the philosophical stance of the study will be discussed and justified. Section 3.2 will describe the empirical setting of the study. Subsequently, section 3.3 will outline and justify the data collection methods of the study. This also includes the operationalization of the main concepts. Further, in section 3.3 the data analysis methods of the study are discussed and justified. Lastly, in section 3.4 it is described how the quality of the study was ensured, and how the ethical considerations were delt with.

3.1 Research design

This study was an abductive qualitative research. Qualitative research can be defined as all forms of research that are focused on interpreting linguistic data to be able to do research about a social phenomenon (Bleijenbergh, 2015). According to Myers (2019) qualitative research helps to understand the motivations and actions of people. Also, it is especially suited for studying a concept in-depth, for doing exploratory research, and for the study of cultural, social, and political aspects related to people in organizations. Therefore, a qualitative approach was the best fit for this study, because a social phenomenon in an organization was studied. Namely, the social phenomenon of the design process of an innovative organizational concept in an organization in which a various group of internal and external actors were involved. Further, the study was focused on the social interactions of these actors within and outside the organization during the design process. Finally, there was not much scientific knowledge about design processes of innovative organizational concepts, which indicates an exploratory focus. The study had an abductive research approach, which is a mix between the inductive and the deductive approach (Dubois & Gadde, 2002). This means that the study on the one hand collected and analysed data based on the underlying theories discussed in chapter 2 (deduction). However, because there was not much scientific literature available about the design process of an innovative organizational concept, the study also formed theory based on the data collected (inductive).

An in-depth case study was used to answer the research question. A case study is “an empirical inquiry that investigates a contemporary phenomenon in-depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2009, p. 18). An in-depth case study means that only one case is researched in great detail to offer distinctive insights for the concept under study (Langley & Abdallah, 2011).

An in-depth case study was the best fit for this study, because by studying the design process of an innovative organizational concept, the study revealed in detail how an innovative organizational concept is designed when various actors are involved. The study collected and analysed both documents and (transcripts of) interviews. This made it a mixed-methods study, as one method ((analysis of) documents) was supplemented with another method ((analysis of) interviews) (Morse, 2010). More specifically, the documents were collected and analysed first to get a first view of how the design process of the innovative organizational concept went, whereafter the collection and analysis of the interviews provided more detailed information. The analysis of the documents and the collection and analysis of the interviews overlapped, because the insights gained from the collection and analysis of interviews, influenced the analysis of documents, and the other way around (see figure 3) (Morse, 2010).

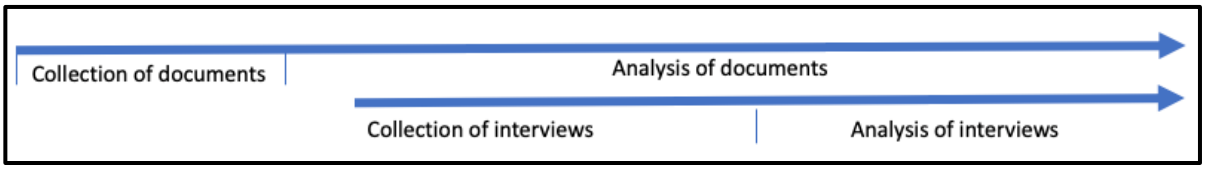

Figure 3: Timeline of the mixed method design

The research philosophy used for this abductive in-depth case study was a relativist philosophical stance (Symon & Cassell, 2012). This stance posits that it is impossible to observe the social world in an objective way. Rather what we see as the social reality is the result of us creating this social reality ourselves. This philosophical stance was most fitting to study the design process of an innovative organizational concept, because the vision on this process depends on which actor in the process is asked about it. Therefore, more specifically this study took an interpretive (relativist) philosophical perspective (Symon & Cassell, 2012). In order to develop knowledge about a social phenomenon (the design process of an innovative organizational concept), the interpretive philosophical perspective makes use of the human interpretation. In this study this meant, the human views of all actors involved in the design process, and how they all made sense of this process.

3.2 Empirical setting

The case for this study was the specific design process of an innovative organizational concept in an organization in which an existing organizational concept is used as inspiration. Namely, the design process of the innovative nursing home concept for the location “the Homestead” (in

Dutch “de Hoeve”), for which the organizational concept of “green care farms” was used as inspiration. This location is part of the larger care organization that provides both home care and residential care in the southern part of the Netherlands. The organization has 17 nursing home locations in which approximately 1160 residents live. The whole organization approximately has more than 5000 employees, who had an average age of 47.8 years in 2018. These employees accounted for 2722 FTEs in 2018. Further, in 2018, the organization had 200,992,000 euros revenues, and a net profit of 12,364,000 euros. For the Homestead the nursing home concept “green care farms” was used when designing an innovative organizational concept.

Green care farms are small-scale homelike care facilities for a variety of clients (e.g., elderly with dementia, people with addiction problems, people with learning disabilities etc.), of which some provide residential care and some provide day care (De Boer, Hamers, Zwakhalen, Tan, & Verbeek, 2017b). Some green care farms provide residential care for elderly with dementia. Green care farms combine care activities for a variety of client groups with farming activities related to animals and agriculture (De Boer et al., 2017b). In these care facilities the residents can go outside freely, and have many possibilities (and are stimulated) to do activities both outdoor and indoor such as gardening, caring for animals and preparing dinner (De Boer et al., 2017b). Care in green care farms is provided to a fixed small group of residents (6-8) by a fixed team of care workers with an integrated task package (De Boer et al., 2017b). Further, the farmers are involved in both care activities and leadership activities. Green care farms have a positive influence on residents with dementia with regards to (socially) activating the residents and quality of life (De Boer et al., 2017a; De Boer et al., 2017b). Also, informal caregivers are more positive about the activities, the person-centred care and the physical environment in green care farms than in other nursing home types (De Boer, Verbeek, Zwakhalen, & Hamers, 2019). Therefore, the basic principles of green care farms are:

- Green care farms are small-scale care facilities
- Green care farms Combine care activities with farming activities
- Residents in green care farms have freedom to go outside
- Residents in green care farms are stimulated to participate in daily (household) activities
- Green care farms have fixed small group of residents
- Green care farms have fixed teams of care workers
- Green care farms activate residents

These principles of this green care farm concept have been used for the design of the innovative organizational concept for the Homestead, based on a co-creation process with

various internal and external actors (De Boer et al., 2021). Therefore, the actors (both external and internal) all worked together to create a new "green care farms" inspired innovative organizational concept for the small-scale nursing home care location the Homestead (De Boer et al., 2021).

3.3 Data collection

Various actors were involved in the design process resulting in the Homestead. Selection criteria for this study were that the respondents were actively involved in parts or the whole design process, to be able to have an overview of a part of the design process or the whole design process of the innovative organizational concept. Further, the respondents were selected as diverse as possible, because depending on the function or role of the respondents, their motivations and therefore their view on the design process might differ (see chapter 2). Therefore, based on the theoretical framework (chapter 2), both actors on the supply side and the demand side with regards to the design of the innovative small-scale nursing home concept at the Homestead were approached to participate in the study. The contact person in the organization was asked to provide the contact information of all actors in the organization that fitted the selection criteria described above.

In total, the contact information of eighteen actors were provided by the contact person in the organization. The contact person was also asked to provide the contact information of the members of the board of directors but permission was not given. The eighteen actors were all approached to participate in the study via e-mail and/or telephone. In total sixteen actors agreed to participate in the study. These actors included: the programme manager, contact point care 1, the contact point care 2, a member of the client council, a carer a nursing student/intern, an occupational therapist, an innovation employee, a district nurse, an activity supervisor, a physiotherapist, a cluster director, a catering manager, a (external) scientist, an (external) architect and a (external) project leader. A description of the interviewed respondents is described in table 1. The exact function of respondents is not provided in this table to protect the anonymity and confidentiality of the respondents. Two actors did not respond to any of the repeated contact attempts, namely one nurse and one employee that is responsible for the administration of residents. All the involved respondents met the selection criteria as they had diverse functions, they consisted of both actors from the demand and the supply side, and they were involved in parts of the design process or the whole design process.

Table 1: Description of the respondents

Respondent	Internal actor/external actor	Degree of involvement
1	External	Closely involved
2	Internal	Closely involved
3	Internal	Closely involved
4	Internal	Partly involved
5	Internal	Partly involved
6	Internal	Partly involved
7	Internal	Partly involved
8	Internal	Partly involved
9	Internal	Partly involved
10	Internal	Closely involved
11	External	Closely involved
12	Internal	Closely involved
13	Internal	Closely involved
14	Internal	Closely involved
15	External	Closely involved
16	Internal	Partly involved

The data was collected via semi-structured individual interviews with the people in the sample described earlier (sixteen interviews) and via documents. Semi-structured interviews are interviews in which some questions are pre-formulated, but during the interview it is not required to adhere to them strictly (Myers, 2019). This means that some consistency is ensured between all interviews. However, at the same time, it allows the respondents some freedom to formulate their own story. Further, it allows the interviewer to build on the story of the respondent by formulating follow-up questions during the interview. This type of interview was most fitting for this study, because it gave the researcher the opportunity to ensure that every aspect of the design process was covered during the interviews (by formulating some general questions beforehand). At the same time, it also ensured that the respondents had the freedom to emphasize some aspects that they perceived as critical during the design process. As a consequence of covid-19 restrictions, fourteen of these sixteen interviews were done online. All interviews lasted between 35 minutes and one hour. One interview that lasted 20 minutes was excluded from the data analysis, as the respondent provided short answers and had little insight in the questions asked. This was the interview with respondent 4. Further, the interviews were recorded, and the researcher of this study did the interviews alone. The data of the interviews were complemented by documents. Analysing documents is useful because documents provide a direct reflection of what has been decided or said on a given moment in time (Bleijenbergh, 2015). Four documents were analysed for this study which are described in table 2 below.

Table 2: Analysed documents

Document	**Content**
Document 1	Described the innovative organizational concept for the Homestead
Document 2	Described the innovative organizational concept for the Homestead
Document 3	Notes of a project group meeting
Document 4	Recorded all actions and decisions made by the project group vision development throughout the process.

The interview questions were based on the operationalization of the main concepts of the study which are elaborated in the theoretical framework (see section 2). But, because this study had an abductive research approach the starting point of the data collection was also to perceive it as open as possible (Bleijenbergh, 2015). The interview questions that were used are described in appendix A. To structure the data collection, the operationalization of the main concepts was done using sensitizing concepts (Bleijenbergh, 2015). According to Bowen (2006, p. 14) "Sensitizing concepts draw attention to important features of social interaction and provide guidelines for research in specific settings".

The operationalization of the design process of an innovative organizational concept, was based on the scientific literature discussed in section 2.1. During the design process of innovative organizational concept an existing organizational concept can be used and deviated from by the involved actors (interpretative viability) and adapted to the context of the specific organization. This results in differing degrees of fidelity of the innovative organizational concept with regards to the original organizational concept. Fidelity in this study meant the degree to which the innovative care concept for the Homestead resembled the original "green care farm" concept that was used during the design process. In this study the interpretive viability of an organizational concept is operationalized as the freedom that the organization and the involved individual internal and external actors had, to use some (contextually adapted) aspects of the organizational concept "green care farms" and to deviate from other aspects of the organizational concept "green care farms" to form their own innovative organizational concept. In this study, the adaptation of an original organizational concept to fit the context of the organization meant the actor co-creation process of adapting the "green care farms" concept in terms of fidelity to fit the specific technical, cultural and political context of the Homestead. It was needed to further operationalize the subdimensions of context. The three context subdimensions were operationalized as follows: technical fit meant the degree to which the characteristics of the "green care farms" concept fit with technology and practices that are

already in use for other nursing home locations of the overarching organization. Cultural fit in this study referred to the degree to which the cultural beliefs, values and practices of the overarching organization fit with the characteristics of the "green care farms" concept. And political fit in this study meant whether the interests and agenda of the organization and the involved actors fit with the underlying normative characteristics of the "green care farms" concept.

The operationalization of the involvement of actors in the design process of the innovative organizational concepts operationalized above, was based on the scientific literature discussed in section 2.2. The supply side of the involved actors consisted in this study of all actors involved outside the organization that brought in their expert knowledge about the "green care farm" concept. This means the researcher, the external project leader, and the architect. The demand side consisted of all the actors inside the organization that will work in or will make use of the facilities of de Homestead in the future and were (partly) involved in the design process. This means all the different employees of the organization that were involved, and the client representative that was involved. The interaction process between involved actors in the design process of an innovative organizational concept were operationalized as follows. In the creation stage the managers of the organization showed interest into designing an innovative organizational concept for a new nursing home location (the Homestead), and subsequently the individual external actors tried to sense the preferences in the organization with regard to nursing home concepts. Based on this, they (individually) designed some version of the original organizational concept "green care farms" based on their expert knowledge. Next, during the selection stage the researchers decided which version of the "green care farm" concept was most fitting to be the innovative organizational concept of the new location. Subsequently during the processing stage, the researchers tried to convince the decision-making actors at the organization that this version of the "green care farms" concept was the best fitting version. And lastly, during the dissemination stage all the actors tried to make the "green care farms" concept fit in the innovative organizational concept of the new location (the Homestead). In this process both the actors on the supply side and the demand side are actively involved, and used different types of power to influence each other.

3.3 Data analysis

Like described in section 3.1, the study had a sequential mixed-method design. This means that the researcher first started to collect and analyse the documents. Furthermore, it means that

somewhere during the analysis of the documents the interviews were collected and analysed. After the interviews were conducted the recordings of the interviews were transcribed to make them suitable for data analysis. This was done by the researcher of this study in Microsoft Word. The documents and the transcripts of the interviews were analysed using the Gioia method (Langley & Abdallah, 2011). This method was most fitting for this study, because it is driven by an interpretative philosophy (Langley & Abdallah, 2011). In this study, the focus was also on interpreting the views of the different actors about the design process of an innovative organizational concept. Further, the Gioia method uses an analysis method that has both inductive and deductive elements (Gioia, Corley, & Hamilton, 2013). Therefore, the Gioia method fitted very well with this study, as this study had an abductive research design (both inductive and deductive). The Gioia method suggests that analysis of qualitative data should occur by means of first order concepts, second order themes, and aggregate dimensions (Gioia et al., 2013). This analysis method was also applied to this study. The analysis of all documents and interviews were done by the researcher of this study.

The analysis of both the documents and interviews started by reading the documents or transcripts of interviews and marking the relevant information with regards to the research question. Subsequently, first order concepts were formulated based on these marked pieces of text. These first order concepts reflected the single meaning of the documents text or respondents' words as faithfully as possible (Gioia et al., 2013). As the research progressed, the researcher attempted to identify similarities and differences among the first order concepts already defined. The similar first order concepts were grouped into second order themes (Gioia et al., 2013). The labels of the second order themes were a bit more theoretical and had some interpretative character to explain the first order concepts in the category. The second order concepts found in the earlier interviews also informed new interview questions in subsequent interviews. Around the end of the data analysis, second order themes that fitted well together were assigned to an aggregate dimension to form theory (Gioia et al., 2013). These first order concepts, second order themes and aggregate dimensions together formed de data structure of the analysis. This data structure is visualized in appendix C. Based on this data structure the results of the study were interpreted and discussed. The analysis was done by using MAXQDA software. This software supported the researcher in analysing qualitative data as it helps among others with coding and saving memos (Myers, 2019). When large amounts of qualitative data need to be analysed (like in this study) the use of specialized analysis software such as MAXQDA is especially helpful (Bleijenbergh, 2015).

3.4 Research quality and research ethics

Guba and Lincoln (1989) formulated four quality criteria specific for qualitative research. Credibility refers to the goodness of fit between the realities described by the respondents and the interpretations of the researcher (Symon & Cassell, 2012). A number of things can be done to achieve credibility. In this study, credibility was ensured by peer debriefing with the thesis supervisor on the interpretations made by the researcher based on the data. Also, member checking was used by presenting and discussing the interpretations with the participants of the research. Next, transferability refers to whether the study provides enough detail about the case so that the reader can judge if the results can be transferred to their context (Symon & Cassell, 2012). In this study, this was ensured by providing a thick description of the case used in this study (the Homestead). The third criteria, dependability refers to whether the researcher has captured shifts in constructions and changes in methodology, so that the reader can evaluate them (Symon & Cassell, 2012). This was ensured because the researcher kept a research diary during the study, in which all relevant changes to methodology and interpretations of the study were written down. Finally, conformability refers to whether it is clear where the data came from and how the data was transformed into the results (Symon & Cassell, 2012). This was ensured by providing a detailed description of the data collection and data analysis of the study in the methodology section of the report.

Some ethical considerations were important to take into account for this study. According to Smith (2003) studies should follow the informed consent rules. This means that the participants voluntarily participate in the study, have been informed about what the research is about, have been informed about their rights as participants, and have been informed about what participating in the research means for them. This was ensured by letting the research participants read an information letter and subsequently sign an informed consent form prior to the interviews in which all this information was outlined for them (see appendix B). Another important aspect is that the confidentiality and the privacy of the participants is respected. This was ensured in this study by asking the interviewees permission to record the interviews (see appendix B). Further, their data was anonymized, and won't be shared without their permission. This means the professional function of the respondents in the organization and outside the organizations were not mentioned, in order to keep the used quotes in the results section confidential. Also, it should be ensured that the data collected is not be misunderstood, misrepresented or falsely reported by the researcher (Bell & Bryman, 2007). Therefore, the results of the research were shared and discussed with the respondents. In this way they got the opportunity to comment or rectify, when they felt their input in the research was not presented

as intended. This process of sharing and discussing the results with respondents is also called ethnographic monitoring (Van der Aa & Blommaert, 2011). Lastly, Bell and Bryman (2007) indicate that professional or personal affiliations can influence the results of the research. But, because the researcher did not have any personal or professional affiliations with the organizations where the data was collected, this was not a problem for this study.

4. Results

By analysing the data, a process model of how the design process of an innovative organizational concept for a nursing home location (the Homestead) went according to the various views of the involved actors, was identified. The process model is visualized in figure 4 below. The design process started when a suitable property was found to replace to old outdated nursing home location. After the external project leader and the architect gave the advice that it was suitable, it was purchased. This initiated the incorporation of the original organizational concept "green care farms" in the innovative organizational concept for the Homestead, because the purchased property had farm-like features that fitted very well to the "green care farms" concept. During the design process of the innovative organizational concept for the Homestead, some involved actors visited other green care farms to get some inspiration. At the same time scientific insights about "green care farms" were brought into the design process by scientists and a literature study. Subsequently, on the one hand some elements were incorporated in the innovative organizational concept for the location, but with adaptations to fit the unique context of the Homestead by the involved actors. On the other hand, some elements of the innovative organizational concept completely deviated from the "green care farms" concept for various reasons. This was possible because the involved actors had interpretative viability with regards to the "green care farms concept" to do so. This resulted in an innovative organizational concept for the Homestead which was new to the organization, but not completely to the state of art. The final step in the process model in figure 4 is the process that comes after the whole design process which is described above. Namely, the implementation process that succeeds the design process. But as this study focuses on the design process, the implementation process is not discussed in more detail in this chapter.

Further, some facilitators and barriers with regards to the above-described design process were identified by analysing the different views of the involved actors. As can be seen in figure 4, the views of the involved internal and external actors were used to describe the design process of the innovative organizational concept for the new location. The involved internal actors included: the programme manager, contact point care 1, the contact point care 2, a member of the client council, a carer a nursing student/intern, an occupational therapist, an innovation employee, a district nurse, an activity supervisor, a physiotherapist, a cluster director, and a catering manager. Further, the involved external actors included: a scientist, an architect, and a project leader. All these actors had different individual influences on the design process. Some actors were a core member of- or were regularly involved in the main project

group, which was focused on the whole design process. Other actors had individual influences on the design process by being a member of one of the different work groups focused on a specific aspect of the design. In other words, all the individual involved actors had their own individual opinions about- and suggestions for contextual adaptations or deviations with regards to the "green care farms" concept, when incorporating it into the design of the innovative organizational concept. Furthermore, all the individual involved actors also had an individual influence on the elaborations of these initial suggestions.

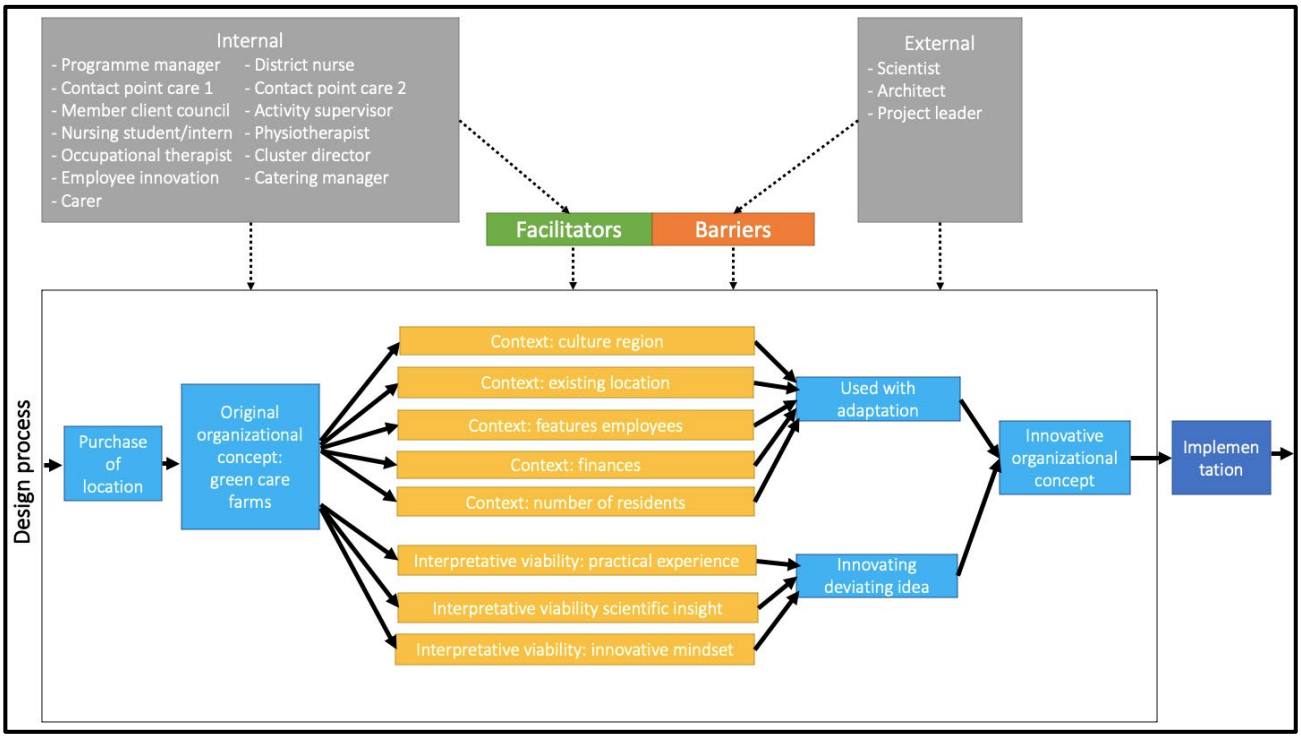

Figure 4: Process model

In the rest of this chapter the different elements of the process model (figure 4) globally described above will be elaborated on in more detail, supported with quotations from the interviews with the involved actors. First, the roles of the different internal and external actors in the design process will be discussed in more detail in section 4.1. Further, in section 4.2 different steps of the design process will be described in more detail. This section will also give more insights into the individual influence of the different involved actors, and the interplay between actors during the design process. Additionally, facilitators and barriers of the design process were identified by analysing the interviews with the various involved actors. These will be described in more detail in section 4.3.

4.1 Involvement of the actors during the design process

In order to understand the design process, it is crucial to first describe how the involved actors were involved in this design process. Therefore, this section outlines how the internal and external actors in figure 4 were involved in the design process, and who were responsible for the eventual decisions with regards to the design of the innovative organizational concept. As can be illustrated by the following quote from respondent 3, the individual input of every respondent was helpful during the design process:

> *R3: "I think that everyone's input was valuable. And I think that you need every person to drive the process forward"*

However, the actors that had most (individual) influence on the design process were the members of the project group vision development, which was formed by the programme manager. The core members were all internal actors of the organization, namely the programme manager, the two contact points care which were also nurses, the district nurse and the innovation employee. This is emphasized by the following quote from respondent 14:

> *R14: "And well yes we have a project group vision development. Two 'hbo-v' nurses, or three 'hbo-v' are involved. From the beginning there was a 'hbo-v' nurse, contact point care, and yes also a contact point care in training, who also became innovation employee. After that another 'hbo' nurse from another location became involved… in the meantime it was decided that de guesthouse for people with dementia would also become a part of the Homestead. So, the coordinator of the current guesthouse… also got involved in the project group. This is the project group vision development"*

These diverse members of the project team thought about the design of the whole innovative organizational concept throughout the whole design process. This means they could give their individual opinion, input and suggestions with regards to the design, during the design process as can be illustrated by the following quotes from respondent 2 and 3:

> *R2: I am in the project group. And we are allowed to think along and philosophize in all possible ways about how and what, how the care vision should look like, problems… we co-develop some documents, which get tested."*
>
> *R3: "Yes and to summarize, I think that in particular my role was to brainstorm, collecting ideas, come up with ideas"*

Next to these core members of the project team, some other internal and external actors described in figure 4 were regularly involved in the project group meetings during the design process. These were the cluster director (internal), the architect, the scientists, and the project leader (both external). This is shown by the quote of respondent 12 below:

R12: "When I look at the whole development of the Homestead there are also some other people involved. Often there is an architect. There is the project manager which is an external… And the cluster director was involved who will be responsible for the Homestead in the future. And those are the people that invariably participate in the project group"

Especially, the external actors (scientist, architect and project leader) that were regularly involved in the project team meetings, mainly advised the project team vision development during the design process, each from their own area of expertise. However, the eventual decisions during the project team meetings with regards to the design of the innovative organizational concept were made by the core members. This can be illustrated by the following quotes from respondent 1 and 15

R1: "The scientists indeed advise based on what they know from science and at the same time advise more like… well if we don't know how… well experiment with it, but realize that it is an experiment."

R15: "The project leader indeed had a coordinating role, but also a substantive role, and in particular about real estate. So, his advice was like, is the building good enough, and the answer was yes. Why is it good enough? Is it functional? Does it fit…"

R1: "The researchers put some ideas into the group and eventually a vision document came out of it… And they bring in that information. But then it is up to the organization itself to decide how they want to do it eventually"

Further, other involved actors of figure 4 (the carer, the activity supervisor, the nursing student, and the catering manager) were partly involved via one of the work groups that were focused on only one specific aspect with regards to the design of the innovative organizational concept. Additionally, some of the core members of the project team were also members of these work groups. They tried to work out the ideas of the actors of the project group vision development about specific aspects of the innovative organizational concept. Among others a workgroup was made for the building, for the landscape and for the interior. This is emphasized by the following quotes from the interviews with respondent 3 and 16:

R3: "How should the physical but also the landscape look like? So, different work groups were formed, in which always a fixed core was involved, including myself. There were all kinds of persons in the organization, from care, management, administration, technical…"

R16: "and there were workgroups, and we together discussed how we would like it to look like"

Furthermore, the therapists (physiotherapist and occupational therapist) were not involved in any of the workgroups or project group, but had the role to already inform and coach the future employees of the Homestead during the design process with regards to what is already designed or decided about the innovative organizational concept. This can be illustrated by the following quote from respondent 8:

R8: "The therapists get informed by the programme manager by conversations. Because they have a coaching role."

To finalize, the actors of the project team and the work groups (that worked out the design ideas of the project group), were dependent on the approval of a steering team (consisting of members of the board of directors) with regards to their designed innovative organizational concept. This is shown by the following quote from respondent 12:

R12: "There is a steering group linked to it. There is a project group linked to it and in such a project group, things are discussed what we possibly want. Well eventually it goes to the steering group who have to give permission. The directors are involved in this… people that are higher in the hierarchy of the organization. And those people eventually make the decisions"

4.2 Design process

The design process of the innovative organizational concept started when a new building was offered to the overarching organization to replace an old outdated building. After the architect and the external advisor gave a positive advice. The building was bought, which also initiated the interest in the organizational concept "green care farms" by the organization because the building had features that fitted very well with this innovative organizational concept. This is illustrated by quotes from respondent 15, 11, and 7:

R15: "Well, the project leader gave guidance during the whole purchase process, and eventually he came to the conclusion that it fits and that the business case is conclusive. And in the end, it was chosen"

R11: "Well out of the quick scan by the architect it turned out to be achievable in the part that was renovated a couple of years ago"

R7: "Yes eventually it was bought. And then we started working in another direction. Then you do come to a farm… then you do get a farm-like aspect incorporated in it."

Therefore, in the design of the innovative organizational concept, the original organizational concept "green care farms" was incorporated. The (individual) actors of the project team vision

development did so by on the one hand, visiting other "green care farms" to get some inspiration, arranged by the involved scientist. On the other hand, the actors of the project team vision development did literature study of the scientific literature with regards to the "green care farms" concept. This is described by the following quote from respondent 14:

R14: "So, I started a project group together with some other employees, and together with the people in it, we paid some visits. Sometimes I paid some visits alone. And I did a big literature study. I spoke to different parties in the surroundings… And eventually it was put on paper.

In two different manners the insights from the "green care farms" concept were adapted in varying extents, when the original "green care farms" concept was incorporated into the innovative organizational concept for the Homestead. Namely, on the one hand there were some elements that completely deviated from the "green care farms" concept. On the other hand, there were some elements that were adapted to fit the context of the Homestead. These two paths will be described in more detail in the following subsections, in which only a selection of the adaptations that occurred will be described due to restrictions of space. First, subsection 4.2.1 will describe some elements of the innovative organizational concept that completely deviated from the "green care farms" concept for various reasons, because the involved actors had interpretative viability to do so. Second, subsection 4.2.2 will describe how some elements of the "green care farms" concept were incorporated into the innovative organizational concept, but with adaptations to fit the unique context of the Homestead.

During this design process the various involved internal and external actors had different (individual) opinions and inputs with regards to the design of the innovative organizational concept, because of their different backgrounds. This led to some discussions between the involved actors, which eventually led to a better design. This can be illustrated by the following quotes from respondent 3:

R3: "uhm, and most definitely at the beginning of the process, we had… yes, yes just disagreements about how things should look like. How processes should be set up. Where the project leader with a background in real estate became very decisive in the project group. And we thought like, good for you that you think this from your background, but we think that from a care point of view it should be different"

R3: "So, I think that precisely by discussing it with each other you come up with worthwhile things. Maybe also other things, that you initially did not think about."

Therefore, these two subsections (4.2.1 and 4.2.2) also will give insights into which actor suggested what, and how actors (dis)agreed with each other during the design process. Further,

these paths of adaptations described in subsection 4.2.1 and 4.2.2 led to an innovative organizational concept for the Homestead that is different from the original "green care farms" concept of which the core principles were described in section 3.2. Therefore, to conclude, subsection 4.2.3 will outline which of these core principles of the "green care farms" were present in the innovative organizational concept for the Homestead, and which were not.

4.2.1 Interpretative viability: innovative deviating idea

In the innovative organizational concept for the Homestead, there were some elements incorporated that were completely deviating or new in comparison with what is normally done in green care farms, because the involved actors had could interpret it in various ways (interpretative viability). The first element that was deviating was that the composition and sizes of the resident groups were different than usual, as shown by the following quote from document 2:

> *Document 2: "This work method from the care vision, the way in which groups of residents and employees are formed are innovative and challenging. At this time there is no other example of these methods.*

The composition of the resident groups and the group size at the Homestead will be flexible based on the social connection and common characteristics between residents as illustrated by the following quote of respondent 14:

> *R14: "Yes we want to look at what residents have in common, what needs do they have and life preferences… social interaction. So, people that can stimulate each other, have a connection with each other we want to form groups with, independent of the amount. And then we look what employees do we have that fit it. And when a new person comes, we will look again, and when someone dies or leaves, we will look again to the composition of groups"*

The second element that is deviating and new in comparison with other green care farms, was that the teams of care workers will be flexible based on the changing group composition and the (changing) personal connection that the care worker have with the residents. This flexible team aspect is described by the respondent 1 in the following quote, which also supports that this aspect deviates from other green care farms.

> *R1: "So, then from small-scale living they thought, actually you want a fixed, small group of employees connected to a group of residents, so that they constantly see the same faces. That is, I think a good goal. And at the Homestead they want to go a step further. They say*

we don't want to work with a fixed, the place is small-scale, but we do not want to work with fixed teams. We want to determine the teams based on the connection between residents and the staff. And that is an interesting one."

Several reasons were identified that explain why the decision was made to viably interpret the "green care farms" concept and to deviate from the "green care farms" concept on some aspects by incorporating a new innovative element into the innovative organizational concept for the Homestead. The first reason regarded the mindset which the organization and the involved actors had throughout the project. From the beginning, it was decided that the Homestead should be an innovative nursing home location, in which there was room to deviate from already existing nursing home concepts by integrating scientific and societal developments into the concept. This can be illustrated by the following quotes from respondent 14 and document 1:

Document 1: "Also, learning, developing and innovating is central for the Homestead to continuously improve the care that is offered to people with dementia by using scientific insights and societal developments."

R14: "One of the green care farms was a small-scale green care farms, that was very nice. But that is what we are used to, so we wanted something different. And how that was decorated, we thought it was very classical and we did not want that. So, we always were very critically assessing like what do we want to do, and what don't we want to do?"

Additionally, the respondents gave two other reasons to deviate from "green care farms" concept in the innovative organizational concept for the Homestead. First, they described that the need and relevance to deviate from the fixed resident group and team composition was seen in practice (see the first quote from respondent 3 below). Second, to deviate from the fixed resident groups and team composition was supported by scientific insights, as shown by the second quote below in which respondent 1 describes a scientific insight that was used to support the deviating decision.

R3: "We see it in practice. If you try to match people based on for example connection, personality hobbies… interests, you name it. That you get better relationships, and that you can decide yourself who you want to associate with and not. Uhm yes we have seen it in practice."

R1: "But what you also see from science is that the relationship between the employees and the residents is of decisive importance about how meaningful your day is. When you have a good connection with others, it makes your day better of course. That all sounds very obvious, but the organization or actually the manager thought, yes but what if we can

integrate the resident match with employees. So that is very interesting. But it is indeed an extra step that will be taken"

These deviations were suggested by the programme manager involved in the project team of the project team vision development as can be illustrated by the following quote from respondent 1:

R1: "But that is conceived by the organization or actually by the programme manager, yes but what if we can integrate that in the resident match with employees."

However, from the interviews with the other actors it appeared that not everyone involved in the design process was enthusiastic directly about this suggestion, and that there were some discussions about it. For example, an involved care worker (respondent 6) was initially not convinced about the suggestion:

R6:" I think that it will be one of the things... one of the teething problems that they will find out. I also indicated that as a care worker, like how are you going to do… because when someone says I want that room and that resident already lives there for two years. Well, you can't say, you have to move… yes that… that seems a bit tricky to me"

Further, some involved external actors had their doubts. Such as the external project leader and the scientist. These deviations were discussed and explained by actors of the project team to convince these external actors This is emphasized by the following quotes of respondent 1 and 15:

R15: The external project leader found that a difficult point was that you normally make living rooms for two times nine, so you have eighteen clients… Uhm but the organization emphasized the small-scale aspect from their own vision very much. Really the human measure, close to the people. Uhm and then a living room with 27 clients arose. And that is very similar to the old-fashioned ward living, about which the external project leader was not positive. Well, they discussed that with the external project leader, and they gave some really good answers from care perspective"

R1: "And that is what the scientists tried to say. Realize that this is an experiment. We don't know if it works. It is likely that it won't work. And that should be okay then"

Additionally, some concessions were suggested to take away the doubts of other actors about the flexible groups of residents and flexible teams. For example, the catering manager suggested the concession with regards to the "green care farms" concept to use of combi steamer instead of cooking the entire meal with the residents in large group of residents. This is illustrated by the following quote from respondent 16:

R16: "We first had the idea to not place combi steamers kitchens. Because they wanted that the resident cooked themselves, let the resident do the work. Eventually the catering manager gave the advice to place combi steamers at larger living groups. But especially as a support. It stays important to cook yourself, but if you have a group of twenty residents, you can cook for six residents and put the rest in the combi steamer"

4.2.2 Contextual adaptations

The study also identified four categories of adaptations that were made with regards to of the original "green care farms" concept in the design of the innovative organizational concept, to create a better fit with the context of the Homestead. First, some adaptations needed to be made to the "green care farms" concept to let it fit with the employees that will be working according to the innovative organizational concept. Initially the involved actors of the project group wanted to recruit and internally select employees for the Homestead, based on the fit they had with competences that were important to work according to the innovative organizational concept. This idea was also supported by the external scientists. The following quote from respondent 1 highlights this:

R1: So, the scientists said it was advisable to before you do that, to have conversations with employees about if they have the right competences and if they don't, well then you should not take them with you. Or you really have to look how you can give them extra training. But it is known from scientific studies that that is very difficult"

This was based on the fact that in green care farms, there is a selection procedure that makes sure only people that have the right fit with the "green care farms" concept are selected as employees. This can be illustrated by the following quote from respondent 1:

R1: "Because if you look at a green care farm for example. What kind of employees work over there? And that is exactly what we see at green care farms, that a selection did take place in advance. So over there someone started with a certain concept and went to look for employees that fitted that picture."

However, the works council which represents the rights of the employees on the work floor, did not agree with this suggestion of the project group vision development and the scientist. Furthermore, they decided that all current employees of the old location should also work at the new location that will replace this old location. This is supported by the following quote of respondent 14:

R14: "First we wanted to do recruitment and selection. But that was not possible because the works council did not agree. So, all employees that ever worked here will move to the new vision"

This required some adaptations to other aspects of the "green care farms" concept to fit the contextual condition of existing employees. For example, the use of only few and small animals instead of many and large animals which are used in other green care farms, and the use of less green and plants than in other green care farms. A couple of reasons related to the employees of the Homestead, explain these decisions. The first reason is that the future employees of the Homestead will lack the expertise to take care of a substantial amount of plants or large animals. This can be illustrated by the following quotes from respondents 2 and 1:

R2: "So, some things will be built. But we as care staff, will also need to grow in it ourselves a little bit. If we can do it well, and if we have all the knowledge. And how are we going to do that. That will be a thing. Because not everyone has green fingers, right?"

R1: "Yes the care for the animals but also the integration of the animals in the daily life. That will be a challenge. And therefore, the scientists always said, just begin small. And don't put the whole meadow full of chickens but start small"

Another reason to do everything in reduced form was that the employees of the Homestead might not be willing to do animal and agricultural related activities on large scale, like a quote of a such a care worker (respondent 6) supports:

R6: "Because you also have to realize the personnel is in mostly there for the people, and they can certainly do something for the animals or the garden but not everything. Yes, they are care personnel and that is also what they chose to do"

Second, some aspects of green care farms needed to be adapted to fit with the already existing (purchased) property in which the innovative organizational concept will be implemented. Respondent 3 described the need to adapt to the existing property as follows:

R3: "I think in terms of the design, in particular the building how it is now is the biggest limitation. Because they… they just purchased land, and they constructed a new building on this land. Yes, and we cannot do that. You are bound to the building, and therefore also somewhat landscape bound. Even though it is a big area that we have."

One example of an aspect that needed to be adapted to fit with the already existing location was the direct connection of the inside areas with the outside areas. During the design process the architect suggested that this should be adapted, because it could not be realized at the Homestead. This is illustrated by the quote from respondent 11 below:

R11: "Yes that is only achievable globally, look the outside area at the green care farms where we have been. There, people for example have to go outside to walk from their bedrooms to their living room. The architect researched that option for the Homestead. But it was difficult to fit it in."

To still realize the connection from the inside areas with the outside areas some solutions or adaptations of the original organizational concept were made by actors of the project team vision development. First, the routes that the employees will take with the residents were adapted in such a way that they have to go outside to get their work done. This is emphasized by the following quote from respondent 12 which is a member of the project team vision development:

R12: "If the people go to the hairdresser, we will not walk through the building, we will make sure that the hairdresser is outside… So, people have to really go outside… Those kinds of things, that you really have to go outside to get somewhere, we tried to make that possible as much as possible."

Another way in which the connection from inside to outside was adapted for the innovative organizational concept was by making visual cues to lead the residents to the outside area, such as sightlines. This was an adaptation that was collectively designed by the actors of the project team, architect and project leader as can be illustrated by the following quote of respondent 15:

R15: "We (The project team the architect and the project leader) also searched a lot for contact from inside to outside. And with contact I mean that there are sightlines. That clients are triggered to get up and go there."

The third category of adaptations were that adaptation needed to be made to the physical environment of the homestead, to let the "green care farms" concept fit into the limited budget for the whole project. This is supported by the first quote below from respondent 1.

R1: "That was also the case for the physical environment. Some concessions needed to be done there. Because of the costs and stuff. Yes, and those are also things like, what do you emphasize?"

However, not all respondents had the same suggestions about were the concessions needed to be made. The quote from respondent 1 below for example shows that the scientists suggested that the concessions needed to be made in care communication technology, and less concessions needed to be made with regards to the landscape. Nonetheless, eventually the actors in the project team decided to not follow this advice and to make concessions to fit the financial context with regards to the landscape. This is illustrated by the quotes from respondent 1 and 13 below:

R1: "Yes and those are sometimes things like what do you emphasize. And the scientists said that sometimes it is more important to for example have the physical areas furnished like this, invest a little bit more in that instead of in the technological tools. So yes, and those choices are sometimes taken differently"

R13: "Uhm yes with regards to the landscape I think so, I mean we can want a lot of things but the budget also has a certain ceiling of course. So, we also have to work with that."

To finalize, the fourth category of adaptations were adaptations that had to be made to fit aspects of the green care farms with the local culture of the region in which the Homestead is situated. For example, the homelike feeling that is generally present in green care farms will be created in the Homestead by incorporating local clubs that are characteristic for the local community:

R7: "Later we will also in the village with a lot of... a lot of... we want to collaborate with clubs. By which you also want to provide a little bit of a homelike feeling. Because look when a client comes to us that does not have to mean that he should step out of the club life. He can continue to do that"

However, also the design was adapted to elements that were relevant for (history of) the village in which the Homestead is situated, as can be illustrated by the following quotes from respondent 3 and 5:

R3: "A lot was decorated based on nature and the farm life. But connected to elements that apply to <name village>."

R5: "Yes and that you bring things from the past back. So, for example a hairdresser, and then with old elements incorporated in it… Yes, really things from the past"

4.2.3 The innovative organizational concept for the Homestead

The subsections 4.2.1 and 4.2.2 described how adaptations were made with regards to the organizational concept "green care farms" concept for the design of the innovative organizational concept for the Homestead. Therefore, in this section it can be described which of the seven core principles of the original "green care farms" concept described in section 3.2. are present in the innovative organizational concept for the Homestead. Furthermore, this section illustrates if it is only an innovative organization concept for the organization or also to the state of art. First of all, the principle that "green care farms" activate residents was also incorporated in the innovative organizational concept of the Homestead. The following quotes from document 2 and respondent 14 support this:

Document 2: "Research shows that if people with dementia are more involved in the activities, they can lead a more meaningful existence. In addition, it is known that a more active daily life is associated with a higher quality of life. Therefore, it is important that in all aspects of the Homestead the activation thought is central".

R14: "Yes of course the outside inside connection. That people have access to go outside. And that they can experience more freedom. The deployment of animals, gardens and that it is really incorporated into the daily life. That we do not only do this because it is fun, but we do it to activate people. So, the activation thought."

Further, the principle that "green care farms" combine care activities with farming activities was also incorporated into the Homestead. The following quotes from respondent 12 and 14 illustrate this:

R12: Look, later you will have the animals and the people that provide the care. And it is the intention that later the care for the animals will be combined with the care for the people. So, that people can remain active by doing something with the animals.

R14: "The deployment of animals, gardens and that it is really incorporated into the daily life."

The third core principle of "green care farms" that was present in the innovative organizational concept for the Homestead was that the residents will have the freedom to go outside. This is supported by the following quotes from document 2 and respondent 14:

Document 2: "All residents of the ground floor and the first floor will be able to go outside independently"

R14: "Yes of course the outside inside connection. That people have access to go outside. And that they can experience more freedom

Another core principle of the "green care farms" concept that was incorporated in the innovative organizational concept for the Homestead was that residents will be stimulated to participate in daily (household) activities. This is emphasized by the following quotes of document 1:

Document 1 "Every day an activating physical activity will be executed with the residents because the own strength of residents is the starting point for the life at the Homestead, like for example, delivering mail, tidying up the laundry, putting the dirty laundry in the washing machine"

Document 1: "All possibilities and activities will be no loose interventions but part of the daily course of events and so integrated in the daily practice."

And lastly, one core principle was present in the innovative organizational concept for the Homestead. Namely, that it is a small-scale care facility. This is supported by the following quote of respondent 1:

> *R1: "And at the Homestead they want to go a step further. They say we don't want to work with a fixed, the place is small-scale, but we do not want to work with fixed teams."*

However, for all these incorporated core principles of the original organizational concept (green care farms) in the innovative organizational concept for the Homestead, applies that they are not exactly incorporated into the innovative organizational concept for the Homestead as at other "green care farms". Because as already illustrated in section 4.2.1, these principles were adapted to fit the organizational context of the Homestead.

Furthermore, two core principles of the green care farms concept were not incorporated into the innovative organizational concept for the Homestead. Namely, there will be no fixed small groups of residents. In contrast, like described in section 4.2.2, the groups of residents will have flexible compositions and sizes. Second, there will be no fixed teams of care workers. In contrast, like described in section 4.2.2, the teams of care workers will be flexible depending on the composition of the groups of residents, and the personal connection that employees have with the residents. Therefore, the original organizational concept was at least updated with some innovative aspects, which makes it partly innovative for the state of the art on these aspects. But not on the aspects that stayed the same. However, it was completely innovative for the organization, as nothing like it was ever implemented in the organization before.

4.3 Facilitators and barriers during the design process

Some barriers and facilitators with regards to adapting the original organizational concept (green care farms) during the design process of the innovative organizational concept (for the Homestead) were identified. This also means, barriers that hampered- and facilitators that helped the (individual) actors to make adaptations to fit the context, and barriers that hampered- and facilitators that helped the (individual) actors to make deviations by making use of the interpretative viability of the original organizational concept. First, the facilitators will be discussed in subsection 4.3.1, and thereafter the barriers will be discussed in subsection 4.3.2.

4.3.1 Facilitators

In this subsection the facilitators identified with regards to the design process of the innovative organizational concept for the Homestead will be discussed. First, having actors involved that

have an innovative mindset was mentioned as facilitating the design process of an innovative organizational concept. This is illustrated by the quote from respondent 16:

R16: "And especially involve a lot of people that can think outside of the box. And dare to think"

This innovative culture among involved actors during a design process of an innovative organizational concept, was especially helpful to make use of the interpretative viability that the original organizational concept ("green care farms") had. As people who have an innovative mindset will make use of the interpretative viability of the original organizational concept more often to make suggestions for (innovative) deviations, than people who don't have an innovative mindset.

Further, having a culture among the involved actors in the design process that resulted in celebrating successful moments together during the design process, facilitated the design process. For the adaptations with regards to the original organizational concept during the design process of the innovative organizational concept, this meant for example that the individuals that suggested or worked out a contextual adaptation or deviation (interpretive viability), did not individually celebrate their role or success. In contrast, all the involved actors celebrated them as a team effort. This is shown by the quote from respondent 14 below:

R14: "And also the employees, when we have decided something together, that you say like WOW, we really accomplished something together, so nice, and we figured it out together"

A third facilitating factor is having a clear vision of how the organization wants to provide the care at the location, as a foundation for the design process. Namely, in this way the involved actors had a clear basis on which they could make their own suggestions of deviations and contextual adaptations. This provided them with clear boundaries. In this way they were encouraged to go for it. This is illustrated by the following quotations of the interview with respondent 1, 9 and 6:

R1: "Well, I think first of all a clear vision about the care you want to deliver as an organization. So there really has to be a clear vision like well we want to accomplish this, and that in the vision also scientific knowledge is incorporated."

R9: "Yes I think that <name> was a very good programme manager or manager in this, she really pulled the cart. She has a clear vision in mind, because then you can work towards it of course. Uhm so that is really nice.

R6: and people that also understand the vision and want to go for it".

Furthermore, various involved actors mentioned the importance of having an open and fresh culture among the involved actors during the design process. This created an open

atmosphere that encouraged the involved actors to speak up and give their own (individual) inputs. In other words, during the design process of the innovative organizational concept for the Homestead, each individual actor could make suggestions for deviations (make use of the interpretative variability), and/or for contextual adaptations with regards to the original organizational concept. Additionally, they could provide (individual) input about the actual elaborations of some of these initial suggestions. This is emphasized by the following quotes from respondent 2, 7 and 10.

R2: "And we are allowed to think along in all possible ways, and to philosophize about how and what, how the care vision should look like, problems… we are also allowed to think along about… we co-develop particular documents, that get tested. That happens in an open and fresh communication."

R7: "How I experience it is that we can give our input, and that also gets collected and yes you see it here and there. And look I get it that everything I say is not always right. But they listen. Or at least I have that feeling."

R10: "So not saying in advance, these are the boundaries, or we definitely don't want that, or we should not want to do that."

Another facilitator for the design process had to do with the political atmosphere among the involved actors during the design process of the innovative organizational concept for the Homestead. Namely, various actors described that at least one director of the organization was very supportive with regards to the design process. They gave the involved actors the room to experiment, as can be illustrated by the following quotes from respondent 1, 8 and 14:

R1: "And I think that a director of the organization that also has that vision, like we go this way. But also gives people the room to do it, to experiment with it you know. That is not self-evident."

R8: "Yes also yes, and they are supported by the board of directors, because they also want to provide care in a different way in the future."

R14: "So then you have to go against people that have an old way of thinking. And uhm luckily, I have support from my co-workers for example that also want to go forward. And a director that is very progressive."

In other words, the director did not use his/her power to influence the design of the innovative organizational concept for the location. But the director gave the involved actors the room to make use of the interpretative viability of the original organizational concept to experiment with deviations in the innovative organizational concept for the location.

A sixth facilitator that was identified, was the involvement of a lot of different involved actors from the beginning of the design process, as emphasized by the following quote from respondent 16:

R16: "Also involved from the beginning. All these people were involved from the beginning. Uhm they could say what they wanted to say.

This was facilitative for the design process of the innovative organizational concept, because it resulted in more diverse suggestions and inputs with regards to adaptations of the original organizational concept. By involving a lot of different actors, the suggestions of these actors with regards to deviations (interpretative viability), contextual adaptations, or their elaborations, were more diverse than when a less diverse group of actors was involved. This can be illustrated by a quote from respondent 10:

R10: "Well I think that the diverse composition of the group enriched each other, or strengthened, how you want to call it… So, the group composition was always very diverse and that resulted in input from various perspectives. And I think that enriched each other"

Another facilitator for the design process was the combination of the consultation of science (advice from scientists and a literature study) and practice (visits to other green care farms) as can be illustrated by the following quote from respondent 10:

R10: "I think that by combining what is discovered in science and going to visit a farm. That has helped to get a good vision. So, I would most certainly do that again."

Both the consultation of science and practice, facilitated the involved actors to come up with (individual) suggestions for the innovative design process. As can be supported by the quote from respondent 7 below. The visits to practice made clear to the involved actors, which aspects of the original organizational concept ("green care farms") had a fit with the context of the Homestead, and which not. For the aspects that did not fit, the involved actors could thereafter come up with individual suggestions for deviations (interpretative viability) and/or individual suggestions for adaptations to make the aspects fit with the context.

R7: "Especially those visits to other places have yielded the most knowledge, that we know where to pay attention to, how should we make the groups, how should we make the interior, what do we have to… And we saw pretty soon when you pay a couple of visits what would work, and what parts would not work."

Furthermore, as emphasized by the following quote from respondent 14, by consulting scientists, the involved actors could on the one hand spar to come up with (or elaborate) good contextual adaptations of the original organizational concept for the innovative organizational

concept. On the other hand, they could spar to come up with (or elaborate) good deviations from the original organizational concept for the innovative organizational concept.

R14: "The collaboration with the academic workplace elderly care. Yes, because it is a co-creation, it is a product that we together… So, I could spar with colleagues from the academic workplace elderly care, with <name > and with <name>. And they also helped me with looking at it from various angles. And that is very important, because you are alone in it."

4.3.2 Barriers

In this subsection the barriers identified with regards to the design process will be discussed. The presence of rules and regulations in the organization was identified as the first barrier with regards to the design process of the innovative organizational concept for the Homestead. These rules and regulations hampered the involved actors to also incorporate some good elements from the original organizational concept ("green care farms") into the innovative organizational concept for the Homestead. Consequently, these rules and regulations required the involved actors on the one hand to come up with some (individual) suggestions for deviations from the original organizational context (interpretative viability) that they initially did not want to make. On the other hand, they required the individual actors to come up with some (individual) suggestions for contextual adaptations that they initially did not want to make. This can be illustrated by an example already discussed in section 4.2.1. Namely, the involved actors in the project group initially had the idea to only hire care workers from the old location at the Homestead, if they fitted the right competences that were in line with the vision of how care should be provided. However, the works council blocked this recruitment strategy because it was not in line with the rules and regulations in the organization. This example is illustrated by the following quote of respondent 10:

R10: "that is legally the case, at this moment that if you want a certain vision, you notice some difficulties. That we wanted to be more progressive in the selection of people and the works council did not want that. They wanted to take everyone. So, then you bump into such rules that are formally right, but are not very handy if you want to quickly continue."

A second barrier that was identified had to do with politics and power relations in the organization that did not facilitate the design process. According to the following quote from respondent 14, some actors made use of their hierarchical (power) position to incorporate some of their own suggestions with regards to the original organizational concept into the innovative organizational concept.

R14: "Other ways of thinking, other interests, and uhm other priorities… But not of people that make use of their position and uhm. Yes at least that's how it looks to me. Use the hierarchical position."

This resulted on the one hand in that that some deviations or contextual adaptations with regards to the original organizational concept needed to be made by actors in the innovative organizational concept for the Homestead, that the majority of the involved actors initially did not want to make. At the other hand, some of the suggested deviations or contextual adaptations by the involved actors needed to be changed in order to be incorporated into the innovative organizational concept. This can be illustrated by the following quotes from respondent 14 and 2.

R14: "but power most certainly plays a role. And we had to give up a lot. If it was me, we had something completely different."

R2: "A better example is that all of a sudden someone from the board of directors thinks that there should be an extra entrance. And then everyone was surprised that it happened. But so, then you have someone in the line function that thinks something, and a lot of people don't agree or don't get it… we don't get the decision with regards to the care vision. Even the architect is surprised and it still happens."

Another identified barrier had to do with the hierarchy in the organization which distributes the decision-making power throughout the organization. Namely, all the (individual) suggestions with regards to deviations (interpretative viability), and contextual adaptations needed to be approved by all layers of the organizations. This slowed the progress of the design process down as is emphasized by the following quote from respondent 15:

R15: "Look it is an innovative, it is a new concept. So, what you get is that you have to arrange some things when making decisions. And sometimes that did not go very smoothly. Because at every level you need explain it. And that is fine I think, because that is the way it is done. But that costed a lot of time."

A fourth barrier was that the involved actors in the design process made a lot of variants of the innovative organizational concept, which slowed the progress of the project down. In other words, in all these variants the different deviations and contextual adaptations with regards to the original organizational concept (individually) suggested by the involved actors were incorporated, which took a lot of time. This can be illustrated by the following quotes from respondent 7 and 9:

R7: "And look those things where I was present, sometimes you think like, know they have to make a decision. You have to make choices. Are we going to do this or that? Because else…"

R9: "Yes we could have made fewer variant studies. We made various variants, and at a given moment you though like… okay maybe now they can you know."

Therefore, this barrier can be seen as a downside of the interpretative viability that all the individual involved actors had with regards to the original organizational concept during the design process. Because this resulted in many variants which took a lot of time.

Another barrier had to do with the involvement of employees from the work floor as active actors that could individually make suggestions during the design process. Namely, the employees from the work floor were involved directly only later during the design process (in workgroups), and this resulted in a lack of input from these actors from the work floor. This was a loss because they might have different views than the actors in the project group vision development who have a more leading or coordinating role in the organization. This could have resulted in different (maybe better) suggestions with regards to deviations or contextual adaptations during the design process. This can be illustrated by the following quotes from respondent 3:

R3: "… is that we lost the employees somewhere. In that sense that we took along some people in the process, including myself. But I look more to it from my coordinating and innovative view. That is not the right reflection of what the employees think. And it is the same for my colleagues that are also involved. Uhm they all have a coordinating function. And only later in the process we involved more persons. Uhm and that could have been different in my opinion"

R3: *They often get input from us as coordinators, but to get the input lower in the organization. That is not something that is done. Yes, and it is also not agreed upon who should do that. Uhm I sometime try to collect some things throughout the day, but not directly. And I think that is a loss."*

A sixth barrier that was identified was a culture in the organization comprising of old views, mindsets and routines, in which the involved actors worked during the design process. This makes it difficult to design an innovative organizational concept for the organization, because uninvolved actors may resist new ideas. Furthermore, the involved actors might find it harder to think outside of the box when suggesting ideas for the design of the innovative organizational concept. This can be shown by the following quotes from respondent 14 and 1:

R14: "You know what is difficult. When you are doing something new… when people are not familiar with it. And when people have different views and assumptions… which has worked until know, should still work. And not daring to experiment, makes it difficult for someone who wants to create something new. And that is something that we experienced with the selection of employees."

R1: "It is the routines in such a big organization and those make that some things just can't be done. And that is, yes, a work council. They are there for the employees and their rights. They are just there. But they do things the same for 20 30 years already. And those are difficult things sometimes. They are not allowed or just are not flexible enough to think along"

The last barrier identified that had a negative impact on the design process were ill defined communication lines between the different actors involved during the design process, as can be illustrated by the following quote from respondent 16:

R16: "Then I thought that the communication did not go very smoothly, which caused some miscommunication, and sometimes things took too long which could have been prevented. We should learn from that to have shorter more efficient communication lines. Uhm and clarity who has which role, and who can give advice about what."

The result of this was that sometimes the elaborations of some aspects of the design of the innovative organizational had to be done multiple times, because it did not arrive properly at the right person. This was very inefficient for the progress of the design process. The following quote from respondent 3 supports this:

R3: "Also sometimes a deluge of things that we had to put on paper, and we did the same thing a couple of times. So, I think that it hasn't lingered somewhere what we have brought in already. Even though I know for sure that we gave it to the project manager… or whatever. Causing you to lose a lot of time."

5. Discussion

In this section the results of the study are discussed in relation to available scientific literature. This means the relationship between the results and the theoretical framework (chapter 3) and other scientific literature. This study shows that the interest of (the actors in) an organization, in an (existing) original organizational concept for the design of an innovative organizational concept, does not have to be planned by the organization in advance like is described in the article of Ansari et al. (2010). In this case-study, the organization decided to incorporate the "green care farms" concept into the innovative organizational concept for the Homestead, because the circumstances encouraged the organization to do so. Namely, the organization purchased a property that already had farm-like features that fitted very well to the "green care farms" concept. This is in accordance with the study of Miner, Bassof, and Moorman (2001) who did research into organizational improvisation. Similarly, as in this case-study, the case study of Miner et al. (2001) concluded that a collective group in the organization, changed some aspects in the design of a product or service without planning it in advance. Why organizations choose to incorporate an (existing) original organizational concept into their innovative organizational concept can be explained by the findings of Birkinshaw and Mol (2006). They describe that when organizations have the desire to innovate an aspect in their organization, they are unsatisfied with, they need examples of what practices worked very well in other organizations to get some inspiration to design their own innovation. This was also done by the organization in this case study, as they visited other "green care farms" and consulted scientific literature about "green care farms", to collect some information about successful and unsuccessful elements in other settings.

Further, the results confirm that the insights from implementation literature about adaptations with regards to an original organizational concept in an innovative organizational concept (see chapter 2) also apply to the design process of an innovative organizational concept. First, the theoretical framework described that original organizational concepts like the "green care farms" concept, can be implemented in deviated form in other organizations, because original organizational concepts have a built-in interpretative viability (Ansari et al., 2010; Ansari et al., 2014; Benders et al., 2019; Benders & Van Veen, 2001). This study shows that actual (individual) suggestions for- and decisions about these deviations (by making use of the interpretative viability of the original organizational concept) occur during the design process of an innovative organizational concept. Namely, during the design process of the innovative organizational concept for the Homestead, the involved actors only incorporated five of the core

principles of the "green care farms" concept into their own innovative organizational concept, and had the freedom to deviate from it on two core principles (the "fixed teams" principle and "fixed groups of residents" principle). In other words, as Benders et al. (2019) described, the (individual) actors that designed the innovative organizational concept for the Homestead selectively picked out elements of the "green care farms" concept that might be suitable for their own concept and deviated with regards to other elements. Furthermore, these results add to the results of the study of Buist, Verbeek, de Boer, and de Bruin (2018), which showed that in implemented versions of the "green care farms" concept in other organizations, some elements of the original "green care farms" concept were used and others not. This case-study adds that organizations selectively pick these elements and deviate from other elements during the design process. And provides a theoretical basis about why they do this, namely because of the build-in interpretative viability of the original organizational concept.

Second, Ansari et al. (2010) described that organizations implement adapted versions of an original organizational concept to create a fit with the context of the organization. This study confirms that the (individual) suggestions and decisions by involved actors about adaptations to create contextual fit, are made during the design phase of an innovative organizational concept. Further two of the three contextual fit factors (political, cultural and technical) described by Ansari et al. (2010) where found in the results of this study. Namely, only technical and cultural context factors were identified as the reasons why elements of the "green care farms" concept were adapted for the innovative organizational concept of the Homestead. In the results it was described that some elements like the interior or the involvement of the community were adapted to the culture of the region or village in which the Homestead will be situated. This can be classified under adaptations to achieve cultural fit as described by Ansari et al. (2010). Because, cultural fit means "the degree to which the characteristics of a diffusing practice are compatible with the cultural values, beliefs, and practices of potential adopters" (Ansari et al., 2010, p. 78). Further, in the results it is described that some aspects were adapted to fit the existing location, the features of the existing employees, and the finances of the organization. These can be classified under technical fit as described by Ansari et al. (2010). Because, technical fit means "the degree to which the characteristics of a practice are compatible with technologies already in use by potential adopters" (Ansari et al., 2010, p. 75).

The results with regards to the involvement of actors during the described design process of the innovative organizational concept, can also be linked to the literature about actor involvement in the theoretical framework. Three external actors were involved in the design

process of the innovative organizational concept for the Homestead in which the "green care farms" concept was incorporated and changed, namely the architect, the project leader (from an external consultancy firm), and a scientist. The involved internal actors were the various employees from the organization described in results section (from the board of directors to the care staff). However, in contrast to what the study of Abrahamson (1996) said, they were not merely 'selling' the organizational concept "green care farms" to the organization. Only the scientist had in-depth knowledge about the "green care farms" concept. But this person merely advised the organization about what were successful elements of the "green care farms" concept from a scientific point of view, and let the organization make the decision. Further, the architect and the external project leader merely coordinated, advised and/or thought along during the design process from their own expertise which was not specifically "green care farms" related. Furthermore, why the external actors played an important during the design process of the innovative organizational concept can be explained by the study of Birkinshaw and Mol (2006). Namely, external advisors such as consultants or scientists can help organizations to see things from different angles because the they are not stuck in the current practices of the organization.

Furthermore, the results of this study are in accordance with the critique of Heusinkveld et al. (2011) and Van Veen et al. (2011) on the theory of Abrahamson (1996) that the internal actors are not passive but also actively shape or co-produce the original organizational concept to fit their own organization. Namely, from the results it can be derived that the internal actors in the project group and various work groups, together with the external actors, designed the innovative organizational concept. This means that not only the external actors made suggestions with regards to the design, but also internal actors. Further, some of the internal actors (members of the steering group) made the final decisions with regards to the innovative organizational concept and the incorporation of the "green care farms" concept into the innovative organizational concept. In other words, not the involved external actors made the decisions. To finalize, of the means that internal and external actors can use to influence each other as described in the study by O'Mahoney and Sturdy (2016), the internal and external actors mainly tried to influence each other by means of the power of resources. For example, the scientists gave advice based on their expert knowledge with regards to the "green care farms" concept and other care related topics. Another example is that the external advisor used his/her expert knowledge about real estate to advice the organization in the development of the innovative organizational concept. And on the other hand, the internal actors (the different types care workers involved), used their practical experience and expertise to give their opinion and advise about various elements of the innovative nursing home concepts, during its design.

One of the described barriers was the that the employees from the work floor were involved directly only later during the design process (in workgroups), which resulted in a lack of (what might be) useful input from these actors during the beginning of the design process. Further, it resulted in that some employees lost the interest in the innovative organizational concept. This can potentially lead to a lack of support base for the eventual implementation of the innovative organizational concept, which can be illustrated by insights from organizational change literature. The study of Morgan and Zeffane (2003) concludes that open and direct involvement of employees of the work floor in the (design) process of change results in a more positive attitude of these employees towards the eventual change. The study found positive effects of open and direct involvement on the perceptions of honesty and integrity of the organization. Furthermore, it has a positive influence on the trust in the change. Additionally, the study of Boohene and Williams (2012) found that direct employee participation in decision making, reduced the resistance that employees have with regards to change, and that this increased the support base that the organization obtains with regards to the change. Therefore, it is important to directly involve employees from the beginning of the process when designing an innovative organizational concept.

Another important finding of this study was that the combination of both using scientific knowledge and using examples/experiences in practice really helped the process of designing an innovative organizational concept. Namely, in this case the organization used both the scientific knowledge available about the "green care farms" concept, and the insights gained from visits to practical examples of "green care farms", to get some inspiration for the design of their own innovative organizational concept. The benefits of the combination of science and practical knowledge for the design process of an innovative organizational concept can be explained by scientific literature focused on modes of innovation. First, the study of Jensen, Johnson, Lorenz, Lundvall, and Lundvall (2007) describe that organisations that both use scientific insights when designing their innovation (science mode), and knowledge from users in practice (practice mode) have a more innovative end result than organizations that rely on only one of the described two modes. Similarly, Laursen and Salter (2006) concluded that organizations are more innovative if they collect relevant information from diverse external sources.

To finalize, one identified facilitator for a smooth design process was having a clear vision behind the innovative organizational concept. The importance of a clear vision for a design process of an innovative organizational concept is supported by the article of Kotter (1995). He describes that one of the reasons why transformation processes in organizations

often fail is the lack of a clear vision of the future. For successful transformations in organizations, often a guiding coalition develops an easy to communicate picture of the future that appeals to all other actors involved. A clear vision makes it easy for involved actors to act on it during the other parts of the design process.

6. Conclusions

The research question that was formulated for this study was: "*How is an innovative organizational concept designed when various internal and external actors are involved according to these involved actors?* Based on the results described in chapter 4 and discussed in chapter 5, the following conclusions can be made with regards to the research question. First, the study identified the design process of an innovative organizational concept for a location of a nursing home organization, by combining the differing views and inputs of the involved internal and external actors. First, during this design process, the involved actors (individually) made suggestions and decisions with regards to contextual adaptations of the original organizational concept in the design of the innovative organizational concept for the nursing home location. Second, the involved actors (individually) made suggestions and decisions with regards to deviations from the original organizational concept in the design of the innovative organizational concept for the nursing home location. Therefore, the results of this study confirm that insights from the implementation literature discussed in section 2.1, can also be applied to study the design process of an innovative organizational concept, to substitute for the lacking scientific literature about design process.

Second, the study identified facilitators and barriers that can occur during the identified design process of an innovative organizational concept. Third, the study showed the interplay between the involved internal and external actors during the design process of an innovative organizational concept. Related to this, the study also showed that the different views of the respondent really complement each other, because the quotations of 15 from the 16 executed interviews were needed to construct and support the results. Therefore, the involvement of only one or a few involved actors – like is usually done in scientific research – would have resulted in an incomplete picture of the design process and the barriers and facilitators that are related to it.

6.1 Limitations

Although this study made some important contributions to the scientific literature, this study has some limitations. The first limitation is related to the respondents that were interviewed during the study. The intention was to select the respondents for the interviews as diverse as possible. Meaning that preferably all involved layers in the organization and all involved external actors were represented. Unfortunately, permission was not given to interview the members of the board of directors, which meant that the statements of other respondents with

regards to the involvement of the board of directors could not be compared with their views on these matters. Further, the results might lack detailed information about aspects of the design process of which perhaps only top management had detailed insights, such as how final decisions during the design process were made. A second limitation of this study is that while being in the process of collecting data by conducting the first three interviews, the researcher noticed that the formulation of some research questions was not clear enough for some of the respondents. Before other data was collected by conducting the other interviews, these research questions were adapted to make them clearer. During the subsequent interviews, the researcher noticed an improvement in the initial understanding of the interview questions by the respondents. The initial ambiguity of the interview questions for the first three respondents may have caused relevant information to be undiscovered.

The third limitation of this study is that fourteen of the sixteen interviews were done online via videoconferencing tools. Videoconferencing tools have disadvantages that could have negatively influenced the quality of the results. First, via videoconferencing tools probable rich contextual data cannot be collected, because the environment of the participant cannot be observed (Irani, 2019). Therefore, it is probable that the researcher missed some important contextual information, to situate the interview during the analysis of the data. Further, via videoconferencing tools it is not possible to observe all nonverbal communication and body language of the respondents (Irani, 2019). This is information that could have been helpful when conducting the interviews, but also during the analysis phase of the data. The fourth limitation of this study was that the it was not possible to provide more detailed background information about which interviewed respondent said what quote (such as details about their function or role). This decision was made to not violate the anonymity and confidentiality of the respondents, because it would have been fairly easy for employees of the organization to figure out who said what. This negatively influenced the quality of the results, because it made it harder to show the interplay between the individual inputs of the involved actors during the design process.

The last limitation of this study is that this study was an in-depth case study about the design process of a specific innovative organizational concept for a really specific setting (nursing home setting). However, probably the design process of innovative organizational concepts and the related barriers and facilitators in other sectors than the nursing home sector will differ to some degree, with regards to the design process and related barriers and facilitators described in this study. As different sectors and different innovative organizational concepts will have different characteristics that are of importance for- or influence the design process.

Therefore, although the general insights of this study with regards to the design process of an innovative organizational concept can be used as an inspiration for other studies focusing on this topic, or as an inspiration for design processes in other sectors. Presumably, not all detailed insights related to the design process of an innovative organizational concept of this study will be of relevance for (research into) the design process of innovative organizational concepts in other sectors.

6.2 Recommendations

Based on the described results and conclusions some recommendations can be made with regards to future scientific research. This study demonstrated the added value of looking at processes in organizations from the view of (if possible), all involved actors, or otherwise representatives of every involved category of actor. This study showed that by taking a more diverse focus in selecting the sample, a richer view of the design process was gained, because the views of the different respondents complemented each other. Additionally, the interplay between the various involved actors becomes clear in this way. Therefore, it is recommended to take such a diverse focus in the sample selection when doing research to processes in organizations such as design processes or implementation processes. Consequently, this means that it is recommended to not only take the view of a few of the involved actors.

Further, as earlier described, the identified design process of the organizational concept and the related barriers and facilitators identified in this study, are probably not completely representative for the design process of innovative organizational concepts and the related barriers and facilitators in other sectors than the nursing home sector. Because, different sectors and different innovative organizational concepts will have different characteristics that are of importance for- or influence the design process. Therefore, it is recommended to also do research to design processes of innovative organizational concepts in other sectors. In this way the theory developed in this study can be refined to make it more representative and applicable for more sectors. Finally, for this specific case (the Homestead) it is recommended to also do research to the use of the innovative organizational concept for the Homestead, when it is fully implemented at the Homestead. Because, it is interesting to find out whether the innovative organizational concept really has the positive effects on the residents living in the Homestead, and care workers working at the homestead, as were expected.

Some recommendations for practice can also be made. First, the organizations that want to design their own innovative organizational concept, can use the insights about the course of

the design process that this study provided, as an inspiration to make their own design process. In particular, organizations can make sure to include the facilitators of the design process identified in this study to be also present in the design process of an innovative organizational concept in their own organization. Similarly, by having insights into the barriers experienced by another organization during the design process, other organizations in advance can think about and build-in elements into their design process that prevent the negative effects of the identified barriers from happening.

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Appendix A: Interview guide

The interviews were done in Dutch. Therefore, this appendix first shows the Dutch version of the interview guide. Thereafter an English translation of interview guide is provided.

Interview guide (Dutch)

Introductie:

Bedankt dat u wilt deelnemen aan mijn onderzoek. Allereerst wil ik samen met u de informatieve brief die ik u afgelopen week heb doorgestuurd bespreken. Wilt u deze samen doornemen? Of heeft u hem al gelezen en heeft u er specifieke vragen over?

Begrijpt u nu de inhoud van deze informatieve brief?

Om aan het interview te beginnen heb ik eerst uw toestemming nodig. Ik heb hiervoor een toestemmingsformulier opgesteld die ik u afgelopen week heb doorgestuurd. Hierin staat de inhoud van de informatieve brief opgesomd, waarna ik u vraag of u met alle punten instemt. Heeft u nog vragen over het toestemmingsformulier? Gaat u akkoord met alle punten die in het toestemmingsformulier staan omschreven, en gaat u hiermee akkoord om deel te nemen aan het onderzoek?

Na het interview kunt u uw schriftelijke toestemming (het ondertekende toestemmingsformulier) naar mij sturen. Verder vroeg ik me af of u wilt inzien hoe ik uw onderzoeksgegevens in de resultaten heb gebruikt, zodat u kunt controleren of ik u goed heb begrepen? Heeft u ook nog interesse in de resultaten van het volledige onderzoek?

Het interview zal bestaan uit 2 delen. Het eerste deel is een zogenoemd narratief gedeelte. In dit deel van het interview stel ik u twee brede vragen waarbij ik u vraag zo uitgebreid mogelijk op chronologische wijze te antwoorden. Ik zal hierbij u uw verhaal laten doen en zal u zo weinig mogelijk onderbreken. U kunt hierbij zo lang de tijd nemen als u wilt. Hierna zal het tweede deel van het interview beginnen waarbij ik vervolgvragen zal stellen op het verhaal wat u me tijdens het narratieve gedeelte hebt verteld. En zal ik een aantal vooropgestelde vragen stellen die tijdens uw verhaal nog niet aan bod zijn gekomen. Heeft u verder nog vragen?

Dan gaan we nu beginnen met het interview. Vindt u het goed als ik de geluidsopname start?

Interviewvragen:

1. **Deel 1: Narratieve gedeelte:**
   - Zou u me in chronologische volgorde kunnen beschrijven hoe het proces van het opzetten van de Hoeve volgens u is verlopen?
   - Hoe heeft u het proces van het opzetten van de Hoeve tot nu toe ervaren?

2. **Deel 2: (mogelijke) vragen:**

Tijdens de interviews werd een selectie gemaakt op basis van deel 1 van het interviews.

<u>Over (persoonlijke) rollen:</u>

- Hoe raakte u betrokken bij de Hoeve?
- Zou u me uw rol in het opzetten van de Hoeve kunnen beschrijven?
- Wat zijn volgens u uw (belangrijkste) bijdragen aan het opzetten van de Hoeve?
- Zou u ook kunnen beschrijven welke andere personen bij de Hoeve betrokken waren.
  - En wat was precies hun rol volgens u?
- Hoe verhoudt uw rol zich tot andere betrokken personen bij de Hoeve?
- Hoe verliepen deze interacties met de andere betrokken personen volgens u?

<u>Vragen over het ontwerpproces:</u>

- Wat zijn volgens u factoren die positief hebben bijgedragen aan het opzetten van de Hoeve tot nu toe? Zou u deze kunnen beschrijven?
- Zijn er momenten geweest waarbij u vond dat het proces niet helemaal soepel verliep?
  - Indien ja: zou u deze momenten kunnen beschrijven?
- Ik heb begrepen dat het opzetten van de Hoeve vertraging heeft opgelopen. Kunt u een omschrijving geven van deze vertragingen?
- Zijn er tijdens het proces bepaalde ideeën gevormd over de Hoeve die verder in het proces moesten worden aangepast? Indien ja: zou u deze kunnen beschrijven?
- Hebt u het gevoel dat uw inbreng werd gehoord gewaardeerd tijdens het ontwerpproces?

<u>Vragen over aanpassingen:</u>

Ik las dat de Hoeve grotendeels is gebaseerd op zorgboerderijen

- Bent u bekent met zorgboerderijen? En indien ja: Kunt u me vertellen wat zorgboerderijen zijn?
- Zijn er aspecten met betrekking tot zorgboerderijen waarvan jullie enigszins of helemaal afgeweken van zijn? Indien ja: kunt u deze omschrijven?
    - Waarom hebben jullie de beslissing genomen om van deze aspecten af te wijken?
- Welke aspecten van zorgboerderijen zullen ook aanwezig zijn in de Hoeve?
    - Werden deze aspecten precies gekopieerd, of hebben jullie aanpassingen gemaakt?
    - Waarom hebben jullie besloten om deze aspecten ook te gebruiken in de hoeve?
- Ik las dat er geen sprake zal zijn van vaste teams, maar dat indien de samenstelling van de bewoners veranderd het team ook kan veranderen. Waarom is hiervoor gekozen?
- Buiten zorgboerderijen zijn er ook nog andere zorgideeën/zorgtheorieën/zorgconcepten in de hoeve verwerkt?
    - Indien ja: Kunt u een omschrijving van deze geven?

Dit was het interview. Heel erg bedankt voor uw medewerking! Ik hou u op de hoogte van de onderzoeksresultaten. Heeft u verder nog vragen voor mij?

Interview guide (English):

Introduction:

Thank you for participation in my research. First of all, I want to go through the informative letter that I sent you last week. Do you want to go through it together? Or did you already read it, and have specific questions?

Do you understand the content of the informative letter?

Before we can start with the interview, I need your permission. I made a consent form, that I sent you last week. The content of the informative letter is summarized in this form. And I ask you if you agree with every point in this form. Do you have any questions with regards to the consent form? Do you agree with all point that are described in the consent form, and do you agree to participate in this research?

After the interview you can sent me your written consent (the signed consent form). Do you want to have the opportunity to check how I used your interview in the results? And do you want to receive the results of the research?

The interview consists of 2 parts. The first part is the so-called narrative part. In the part of the interview, I will ask you two broad questions. And I ask you to answer as extensive as possible in chronological order. You can take all the time you want for this. Subsequently, the second part of the interview will start, in which I will ask you some follow up questions based on what you told me during the narrative part. And I will ask you some predefined questions that were not addressed during the first part of the interview. Do you have you have further questions?

Then we can start with the interview. Do you mind if I start recording?

Interview questions:

1. **Part 1: Narrative part**
   - Could you tell me in chronological order how the process of setting up the Homestead went according to you?
   - How did you experience this process of setting up the Homestead?

2. Part 2: (Possible) questions

During the interviews a selection was made based on what was (already) discussed in part 1

About (personal) roles:

- How did you get involved with the Homestead?
- Could you describe me your role in setting up the Homestead?
- What are your (most important) contributions to setting up the Homestead?
- Could you describe what other persons were involved with the Homestead?
    - What were their roles according to you?
- How do you relate to these other involved persons with the Homestead?
- How did the interactions with these other involved persons go, according to you?

Questions about the design process:

- What were factors that positively contributed to the process of setting up the Homestead, according to you? Could you describe these?
- Were there moments that the process did not go smoothly according to you?
    - If yes: could you describe these?
- I understood that the process of setting up the Homestead had some delay. Could you describe these?
- Have ideas been formed with regards to the Homestead during the process that needed to be changed or adapted further on during the process? If yes, could you describe these?
- Did you feel that your inputs were heard or valued during the design process?

Questions about adaptations:

I read that the Homestead is mainly based on green care farms.

- Are you familiar with green care farms? And if yes, could you describe me what green care farms are?
- Are there aspects from which you completely or partly deviated with regards to other green care farms? If yes, could you describe these?
    - Why were these decisions made to deviate from other green care farms?
- Which aspect of green care farms will also be present at the Homestead?
    - Were these aspects exactly copied, or did you make some changes?
    - Why did you decide to also incorporate these aspects into the Homestead?

- I read that there will be no fixed teams, but that if the composition of the resident groups changes, that the teams also change. Why did you choose for this?
- Apart from the ideas from green care farms, are there also other care ideas, care theories or car concept used to set up the Homestead?
    - If yes, could you describe these?

This was the Interview. Thank you very much for your participation! I keep you informed about the results of the study. Do you have any further questions with regards to the study?

Appendix B: Accompanying letter and informed consent form

The accompanying letter and the informed consent form were provided in Dutch to the participants of this study. Therefore, this appendix will first show the Dutch version of the accompanying letter and the informed consent form. Subsequently an English translation will be provided.

Accompanying letter (Dutch)

Geachte deelnemer,

Ik ben Josine Cillekens, een masterstudent Organizational Design & Development aan de Radboud Universiteit in Nijmegen. Om af te studeren ben ik bezig met mijn afstudeeronderzoek. Hierin onderzoek ik hoe een innovatief verpleeghuisconcept wordt ontworpen wanneer een diverse groep interne en externe personen hierbij wordt betrokken. Door de betrokken personen bij het ontwerpproces van de Hoeve te interviewen wil ik mijn onderzoeksvraag gaan beantwoorden. Het interview met u zal voornamelijk gaan over uw (persoonlijke) visie over het verloop van het ontwerpproces van de Hoeve. Het interview zal een open karakter hebben, wat betekent dat u als deelnemer grotendeels zelf bepaald wat wel en niet aan bod zal komen. Ik zal als onderzoeker structuur in het interview aanbrengen door een paar vooraf opgestelde algemene vragen tijdens het interview te stellen. U hoeft als deelnemer niets voor te bereiden voor het interview, en het zal ongeveer een uur duren.

Voor administratieve redenen is het nodig om enkele persoonlijke gegevens over u tijdens het onderzoek te bewaren. Deze gegevens zijn uw naam, uw e-mailadres en eventueel uw telefoonnummer. De administratieve redenen zijn dat ik tijdens het onderzoek u moet kunnen contacteren over het maken of eventueel verplaatsen van een interview afspraak. Ook moet ik u kunnen informeren over het verdere verloop het onderzoek. Ten slotte moet ik u ook de mogelijkheid kunnen geven om de onderzoeksresultaten in te kunnen zien.

Daarnaast is het nodig om een audio opname van het interview te maken zodat ik de informatie die u als deelnemer verstrekt zo volledig en accuraat mogelijk kan weergeven en analyseren. Deze audio opname zal alleen worden gebruikt voor dit huidige onderzoek over de Hoeve en zal niet worden gedeeld met andere personen of voor andere (onderzoeks)doeleinden.

Met de informatie die u als deelnemer aan mij verstrekt voor dit onderzoek (uw onderzoeksgegevens) en uw persoonlijke gegevens zal ik vertrouwelijk en met de grootst mogelijke zorg omgaan. Naast ikzelf, zullen mijn begeleider en de tweede beoordelaar van mijn onderzoek de enige personen zijn die uw onderzoeksgegevens kunnen inzien. Dit om mij als student te kunnen begeleiden en beoordelen. Om uw privacy te waarborgen zullen in de onderzoeksresultaten uw onderzoeksgegevens losgekoppeld weergegeven worden van uw persoonlijke gegevens. Dit betekent dat uw onderzoeksgegevens via respondentnummer zullen worden weergegeven. Alleen ik als onderzoeker weet welke respondentnummer bij welk persoon hoort. Uw onderzoeksgegevens (inclusief de audio-opname) zullen maximaal 5 jaar na het afronden van het onderzoek bewaard blijven. Uw persoonlijke gegevens zullen 1 jaar na het afronden van het onderzoek verwijderd worden. Na dit jaar zal ik daarom niet meer in staat zijn de onderzoeksgegevens (met de fictieve naam) naar u te herleiden. Hiermee heeft u tot 1 jaar na het afronden van het onderzoek de mogelijkheid de onderzoeker te verzoeken uw onderzoeksgegevens te verwijderen. Dit door dit mij (Josine Cillekens) schriftelijk (<e-mailadres>) of telefonisch (<telefoonnummer>) te verzoeken.

Uw deelname aan dit onderzoek is volledig vrijwillig. Ik zal u de mogelijkheid geven inzicht te krijgen in hoe uw onderzoeksgegevens in de onderzoeksresultaten zijn verwerkt. Indien u uw bijdrage niet herkent in de resultaten of indien u vindt dat ik uw bijdrage verkeerd heb geïnterpreteerd heeft u het recht mij te verzoeken de resultaten te verwijderen of aan te passen. Verder kunt u zonder enige consequenties op elk moment besluiten om niet meer deel te willen nemen aan het onderzoek. Door mij (Josine Cillekens) schriftelijk (<e-mailadres>) of telefonisch (<telefoonnummer>) te contacteren, kunt u uw deelname opzeggen. In dit geval zal uw bijdrage aan het onderzoek volledig worden verwijderd.

Met vriendelijke groet,

Josine Cillekens

Email: <e-mailadres>
Telefoon: <telefoonnummer>

Accompanying letter (English)

Dear participant,

I am Josine Cillekens, a Master student Organizational Design & Development at the Radboud University in Nijmegen. To graduate I am currently working on my Master Thesis. For this Master Thesis, I want to research how an innovative nursing home concept gets designed when a diverse group of internal and external persons are involved. By interviewing the involved persons in the design process of the Homestead, I want to answer my research question. The interview will mainly be about your (personal) vision with regards to the course of the design process. The interview will have an open character, which means that the participant can largely decide what will be discussed. I will structure the interview by some predefined general questions. You don't have to prepare something for the interview as participant. And the interview will approximately take one hour.

For administrative reasons it is necessary to keep some personal data about you during the research. This data comprises your name, your e-mail address, and possibly your phone number. The administrative reasons are that I have to be able to contact you during the research, to be able to make an appointment, or to move the appointment. Also, I have to be able to inform you about the course of the research. And lastly, I have to be able to give you the possibility to receive the results of the research.

Further, it is necessary to make an audio recording of the interview. This allows me to transcribe and analyze the information that you provide during the interview, as complete and accurately as possible. This audio recording will only be used for this research about the Homestead, and will not be shared with other persons for other (research) purposes.

I will confidentially and with upmost care handle the information that you will provide as a participant of this research (your research data). Apart from myself, my supervisor and second examiner will be the only persons that will have access to your research data. This is necessary to guide me throughout the research process, and to judge the eventual result. To ensure your privacy, your research data will be used in the results of the study, disconnected from your personal data. This means that your research data will be displayed with a respondent number in the results. Only I as the researcher know which respondent number belongs to which person. Your research data (including the audio recording) will be kept until maximally 5 years after

the study has been completed. Your personal data will be deleted 1 year after the study has been completed. After this year I won't be able any more to trace back your research data to you. Therefore, you have the possibility to request the researcher to delete the research data until 1 year after the study has been completed. This, by sending a written request to my e-mail address (<e-mail address>). Or by calling me on the following phone number (<phone number>).

Your participation in this research is completely voluntary. I will give you the possibility to see how your research data is used in the results of my research. If you don't recognize yourself in the results, or if you think I misinterpreted your words, you can request to delete or adapt these results. Further, you can decide to not participate any longer in this research at any time. You can cancel your participation by sending a written request to my e-mail address (<e-mail address>). Or by calling me on the following phone number (<phone number>). In that case, I will delete your contribution to the research completely.

Kind regards,

Josine Cillekens

E-mail: <e-mail address>
Telephone: <telephone number>

Informed consent (Dutch)

Voor mijn deelname aan het onderzoek over de Hoeve:

Verklaar ik hierbij dat:

- Ik voldoende ben geïnformeerd over dit onderzoek
- Ik de bijgevoegde begeleidende brief over dit onderzoek heb gelezen
- Ik de mogelijkheid heb gekregen om vragen te stellen over dit onderzoek
- Mijn (eventuele) vragen voldoende zijn beantwoord
- Ik voldoende de kans heb gekregen om over deelname aan dit onderzoek na te denken
- Ik volledig vrijwillig deelneem aan dit onderzoek

JA	NEE

Ik begrijp dat:

- Ik het recht heb om op elk moment mijn deelname aan dit onderzoek in te trekken zonder enige uitleg. Dit door Josine Cillekens telefonisch (<telefoonnummer>) of via e-mail te contacteren (<e-mailadres>)
- Ik het recht heb om de onderzoeksgegevens die ik tijdens het interview verstrek te laten verwijderen tot 1 jaar nadat het onderzoek is voltooid. Dit door Josine Cillekens telefonisch (<telefoonnummer>) of via e-mail te contacteren (<e-mailadres>)
- De onderzoeker (Josine Cillekens) vertrouwelijk zal omgaan met mijn persoonlijke gegevens en onderzoeksgegeven
- De onderzoeker (Josine Cillekens) mij inzage zal verstrekken in hoe mijn onderzoeksgegevens in de onderzoeksresultaten zijn verwerkt

JA	NEE

Ik ben het ermee eens dat:

- Mijn persoonlijke gegevens en onderzoeksgegevens worden verzameld in dit onderzoek voor wetenschappelijke doeleinden
- Mijn persoonlijke gegevens alleen voor administratieve doeleinden verzameld zullen worden, en maximaal 1 jaar na het afronden van het onderzoek bewaard zullen blijven.

Deze administratieve doeleinden zijn het contacteren van deelnemers met betrekking tot interviewafspraken en het geven van inzage in de onderzoeksresultaten

- Dit ondertekende toestemmingsformulier en de onderzoeksgegevens maximaal 5 jaar bewaard zullen worden
- De begeleider van de onderzoeker, en de beoordelaar(s) van het onderzoek mijn onderzoeksgegevens mogen inzien, met als doel de onderzoeker te begeleiden en te beoordelen

JA	NEE

Ik geef toestemming om:

- De volgende persoonlijke gegevens te gebruiken:
    - Naam
    - E-mailadres
    - Telefoonnummer

JA	NEE

- Audio opnames te maken van het interview

JA	NEE

- De inhoud van de audio opnames te gebruiken voor onderzoeksdoeleinden

JA	NEE

Ik begrijp dat om deel te nemen aan dit onderzoek ik alle bovenstaande vakjes met JA moet hebben aangevinkt.

Ik ga akkoord om deel te nemen aan dit onderzoek

Naam:

Handtekening:

Datum:

In te vullen door de onderzoeker:

Ik verklaar hierbij dat de bovengenoemde persoon voldoende is geïnformeerd over het bovengenoemde onderzoek.

Naam:

Universiteit:

Handtekening:

Datum:

Informed consent (English)

For my participation in the research about the Homestead:

I hereby declare that:

- I have been informed sufficiently about the research
- I have read the accompanying letter about the research
- I got the possibility to ask questions about the research
- My (possible) questions have been answered
- I had enough time to think about my participation in this research
- I participate in this research completely voluntary.

YES	NO

I understand that:

- I have the right to withdraw from participating in this research at any time without any explanation. This by contacting Josine Cillekens by telephone (<telephone number >) or by e-mail (<e-mail address>).
- I have the right to request to delate my research data that I have provided during the interview until 1 year after the research is finished. This by contacting Josine Cillekens by telephone (<telephone number >) or by e-mail (<e-mail address>).
- The researcher (Josine Cillekens) will handle my personal data and research data confidentially.
- The researcher (Josine Cillekens) will give me the possibility to see how my research data is used in the results of the research.

YES	NO

I agree that:

- My personal data and research data will be collected in this research for scientific purposes.
- My personal data will only be collected for administrative purposes, and will be kept until maximally 1 year after completing the research. These administrative purposes are to contact the participants with regards to interview appointments and to provide insights into the research results.

- This signed informed consent form and the research data will be kept for maximally 5 years.
- The supervisor of the researcher, and the corrector(s) of the research are allowed to see my research data. With the purpose of guiding and judging the researcher.

YES	NO

I give consent to:

- Use the following personal data:
  - Name
  - E-mail adress
  - Telephone number

YES	NO

- Make an audio recording of the interview

YES	NO

- Use the content of the audio recording for scientific purposes

JA	NEE

I understand that to participate in this study I have to tick all the boxes above with a YES

I agree to participate in this study

Name:

Signature:

Date:

To be filled in by the researcher:

I declare to have sufficiently informed above person about this research.

Name:

University:

Signature:

Date:

Appendix C: Code structure

1st order codes	2nd order themes	Aggregate dimensions
Design process		
	Purchase new property	
		New board change focus from old building to new/other building
		Search for other building: the homestead came along
		External advisor advised organization in buying process
		Architect did a quick scan of building: positive result
		Positive advice to buy homestead from external advisor
		New building was purchased
	Incorporation of original organizational concept	
		New focus on green care farms
		Decision to do something different
		Literature study & collaboration with scientists to make vision
	Original organizational concept: green care farms	
		Care farms: innovative small-scale residential care for dementia
		Unique physic. environment: homey atmposphere farmlike outside area
		Activation of residents by surroundings and animals
		care farm: nature, space, plants and animals
		Agricultural & animal activities incorporated in care resident
		Care farms: connection inside to outside to create freedom
		Care farms: freedom for residents to live own life
		Live life as they are used to before moving to nursing home
		In green care farms: usually clean sheet to select employees
	Individual input	
		Everyone's (individual) input was important during the design process
		Discussions between the different involved internal and external actors
		Benefits of different inputs during the design process
	Varying individual inputs	
		Different inputs and ideas with regards to medication
		Inputs of internal care actors with regards to landscape
		Individual inputs with regards to the kitchen
		Differing inputs on interior
		Inputs of individual actors on flexible resident groups
		Inputs of individual actors on personnel
		Inputs of individual actors on recruitment & selection
	Innovative deviating aspects	
		Difference: not independent but small location part of big organization
		Flexible formation and size of groups residents is innovation
		Care workers need to fit with the new vision: internal selection
		Innovation flexible teams based on group comp & pers connection
		Flexible employment of care worker were needed the most
		Go further than other care farm: also, other forms of learning

Reasons for innovative deviating aspects	
	Wanted to be more innovative than other green care farms: improvement
	Team composition is an experiment as not much evidence/examples
	Some scientific theories foundation for team comp. experiment
	How to form groups and teams based on practical experience
Used with adaptation to fit with culture region (context)	
	Physical landscape inspired by visit, but adapted to village
	Homelike feeling incorp, but adapted to location & local community
Used with adaptation to fit with already existing location (context)	
	Direct contact living area's with outside not possible in homestead
	Had to adapt wishes building to the already existing building
	Different landscape: adaptations made
	Constructive limitations which required adaptations
	Fewer animals and agricultural activities because lack of space
	Errorless learning from one care farm adapted to own setting
	garden away from living area: adapt routes employees
	Garden away from living area: cues inside to encourage outside
	Garden away from living area: made walking routes
Used with adaptation because employees (context)	
	care workers not willing to animal/garden activities large scale
	Care for animals not profession but hobby for care workers
	Use a few and small animals instead of many and large
	Bigger animals on lease: not own property and responsibility
	Not possible to have manager 24/7 on location
	Less plants and green because lack of expertise
	Use of animals difficult: lack of experiences knowhow
	Manager does not live on the farm itself as not possible
Used with adaptation because finances (context)	
	Financial limitations required some adaptations
	Concessions made because of costs
	Had to make choices in landscape because limited budget
Innovative organizational concept: The Homestead	
	Residential care farm for people with dementia
	involving community in location
	The homestead is not an institution but a home to the residents
	Care workers in the homestead need to have certain competencies
	Integrate agriculture and animals in daily (care) programme
	Incorporate community into the care location
	Residents have freedom of choice and movement
	The building and the areas outside activate the residents
	Activities are part of daily course of events
	The care will be fitted to the individual needs of the resident
	Care in consultation with resident, family and loved ones
	The connection between residents determines day

		Care worker builds up personal relationship with resident
		Social approach: connection between residents, family, workers
		Activating the residents is central based on scientific insight
		Life at home as much as possible imitated
		no fixed daily program: daily program is adapted to preferences
		Outside and inside location needs to be activating
		Staff focused on wellbeing like in some other care farms
		From other care farms: how to employ animals for wellbeing
		Also Integrating farming in daily care programme
		Residents actively participate in household activities
		Broadly: outside life and self-reliance residents is copied
		Inspired by rural interior of other care farms
Involvement of actors in design process		
	Relations between actors involved	
		manager catering most contact with cluster director & programme manager
		physio and occupational therapists lots of contact because same role
		Architect had most contact with programme manager
		Project manager had to align with cluster director and board
		Physio: Most contact with manager and programme manager
		physio: Contact with care workers to coach them to new vision
		Activity supervisor in contact with programme manager &coordinators car
		Care workers have most contact about homestead with care coordinator
		Project leader was central person in project, involved in all
		Contact point care 2 most contact with direct colleague
		Student had most contact with mentor and programme manager
		innovation worker mainly had contact with members project group
		Occupational therapist: much contact with programme manager
		Cluster director most contact with scientist & programme manager
	Roles involved actors	
		Manager catering had advising role about kitchen & catering
		Steering group makes eventual decisions about plans project group
		Role scientist: advising based on science and experiments
		External advisor: coordinating and substantive role real estate
		Role coordinator care: provide input from innovative view
		role coordinator care: bring ideas work floor to project team
		Activity supervisor involved in the practical translation
		Advising roles of workgroups, deciding role steering group
		District nurse had main focus (suggestions) on guest house
		Role member project team: brainstorm, collect and come up with ideas
		Initiative is taken by programme manager
	Project group	
		Project group vision development thought along about vision
		Vision based on science practice and consultation colleagues
		Made several designs based on info client, care worker & visitor

		Visited green care farms to get some inspiration for vision
		Project group vision advised building group about requirements dementia
	Various workgroups	
		Diverse workgroup of people with different backgrounds
		Ideas from work visits to care farms discussed in workgroups
		Practical translation by work groups on different topics
		Care worker involved in translation vision to practice in workgroups
		In small groups of motivated workers, employees are involved
		Workgroup building worked on building
		Workgroup interieur worked on the interieur
	Science	
		Scientists brainstorm/advise organization about new building
		Close collaboration with scientists to build the vision
		Scientific insights about success factors care farms incorporated
		Researcher arranged contacts to go visit other care farms
		Scientific insights used to make dementia proof interior
		Healing environment theory incorporated in design the homestead
	Therapists	
		Therapists have a coaching role
		Physiotherapist involved from jan. 2021 to coach movement aspects
		Occupational therapist involved from jan2021 to coach already transfer
		monthly meeting occupational therapist & physio with manager & program manager
Facilitators		
	Motivating elements	
		Motivating success moments with co-workers
		Unique location motivates enthuses employees
	Clear vision	
		Have a clear vision of how to provide the care in organization
	Innovative employees	
		Employees with an innovative mindset
	Open atmosphere	
		Good collaboration of the diverse group involved
		Open and fresh communication in project group
		care workers from practice asked for their opinion
		Tried to listen to input of employees
		open culture & everyone dares to speak up creates innovativeness
		Keep an open view: think in possibilities
		Open atmosphere in meetings: possible to give input
	Crucial persons	
		Representatives of care were very important
		Project manager was driving force behind project
		Approachable programme manager has clear & consistent vision & lead
		External project manager coordinated project very structured
	Positive employees	

		positive and motivated involved persons
		Committed and involved persons that do their best
		Involved pers look forward to/has positive feeling about change
		Enthusiastic involved care workers
	Similar views	
		All levels in the hierarchy that speak the same language
		Occupational therapists recognized self in vision & wanted to be involved
		Employee is positive about new care vision
		Enthusiastic people that understand vision & want to go for it
		Director had same vision and gave room to experiment with it
		Vision organization fits with vision of architect
	Positive director	
		Close involvement of board of directors
		Support from board of directors: want to provide care different
		A supporting director during the project
		Support from other employees and director to go against others
	Consultation science	
		Combination science and visits helped to create vision
		Involvement of scientists brought a lot of input and ideas
		Collaboration with scientists as sparring partners and experts
	Consultation practice	
		Motivated employee understanding need from practice experience
		Involvement of practice makes chance of success higher
		Visits to other care farms with diverse group good for atmosphere
		Visit to other care farms helped architect to understand wishes
		Visits important for group to create an image
		From visits to other green care farms, they learned a lot
		Visit to other examples facilitates making own decisions
	Involvement	
		Involving, informing and preparing employees about project
		Inform people in org. about vision from early on
		Care workers involved from beginning
		Good that district care is involved to have smooth move to homestead
		Every possible stakeholder inside and outside involved
		Diverse groups resulted in diverse inputs & enriched vision
		Diverse group created a support base
Barriers		
	Time/ timing	
		Too little time to educate everyone in new vision
		Too little time for extra task to coach in new vision
		Felt it took very long before decisions were made: many versions
	Involvement of employees	
		Not always the right persons with the right expertise involved
		Lost some employees during the project

	Input from lower in hierarchy not actively gathered
	lack of agreement who involves lower levels
	Care workers unheard: involved too little in beginning
	Temporary Manager not involved: other opinion than project group
Dependency relations	
	Compatibility of/with (current) technical systems
	Permits that took longer, because of slow decisions municipally
	Reliance on other parties slows the process
	Dependence on other people that make decisions
Provision of information	
	During meetings no concrete answers to practical questions
	Therapists would be able to answer some practical questions
	Lacks clear information for employees makes it hard to go for it
	More involved clients that spread information incorrectly
	Student did not receive agenda points to prepare meeting
	Employees were not updated enough during period change of scope
	No updates when process staggered caused unrest family resident
	No updates when process staggered caused unrest employees
Conflicting interests or views	
	Decisions made that do not fit with the vision
	Involved parties not experience same urgency: not same speed
	Project leader and care have opposing views/tasks
	Conflicting ideas and interests hamper process
	The quantity of parties makes it hard to keep everyone on board
	Discussions to convince people with other background
	Different interests decrease the innovativeness of concept
	Opposing powers, interests and opinions in the organization
	Approaching the project very careful due to different interests
	Making use of hierarchical position
	Decision not in line with advice scient and opinion programme manager
	Decision made higher up in hierarchy not in line with vision
	Eventual decision director not in line with discussions earlier
Changes in organization	
	Needed to adapt to constantly changing circumstances
	Change board: delay as need to familiarize & analyze situation
	Changes of persons on positions during process hampers process
Old way of working	
	People not letting go of old ways makes innovating hard
	Routines and patterns big organization hamper flexibility change
	People that have an old way of thinking
	Resistance to change old routines for innovation
Hierarchy	
	Not continuous support from higher up
	Slow process because approval is needed by several layers

	Not speaking the same language in all layers of organization
Difficulties in communicating	
	Not clear who has which roles
	Not communicated that new therapists especially focus on new vision
	Doing things multiple times as it does not arrive at person
	2directors: hard to decide who to communicate/align with
	Communication lines do not work well
Rules and regulations	
	Rules & regulation hamper making innovative recruitment decision