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When and how is improvisation strategic?

Evidence from Startups

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## **Abstract**

### *When and how is improvisation strategic? Evidence from startups*

In a fast-paced world, improvisation comes as the only solution to many unexpected problems. Quite often, said improvisation will have a tremendous influence on the strategy of the company. Our research, by building on a multiple-case analysis, looks at how improvised decisions take place and how they influence startups' strategies. Being in an environment prone to improvisation, and having the right mind-set to embrace risky attitudes, startups are the perfect place to have positive outcomes when improvising. This empirical study shows that the entrepreneur identity and the necessities are the causes when improvisation is strategic, followed by an impact with changes on the team, strategy and the results to explain how this is strategic.

**Keywords:** Improvisation; Strategy; Strategy Improvisation; Entrepreneurship

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## **Introduction**

In a fast-growing business environment, planning and executing are terms that are not separated anymore. In the past, a company would first plan and then execute. Nowadays due to ever-changing, competitive environments, execution has always an urgency aura attached. Hence, some companies execute with almost no planning (Moorman & Miner, 1998). Although this behavior is visible in traditional companies, it is certainly more noticeable in Startups.

The need to change decisions many times results in a process of improvisation. Improvisation is a term described as a quick answer to a situation which is unpredictable, inconstant and self-reflexible to changes (Holbrook, 2007). So, improvisation in a world which is constantly changing bears extra-importance. In this environment, new companies, known as Startups, face new challenges every day, and due to various situations, they need to improvise their decisions, sometimes resulting in actions that can change all the strategy of the company.

As for strategy, it is something that is not constant and immutable, but rather a continually changing process subject to circumstance. When companies face new, unpredictable problems, they need to improvise, which provides the opportunity to mingle different visions and circumstances in a creative tango. Normally, these decisions are formulated and implemented at the same time (Perry, 1991).

Moving to the criteria to understand what is and what is not improvisation. First, the decision needs to be a spontaneous, deliberate choice, and involve the creation of something while it is being performed (Miner et al., 1996 p.3). Second, and if improvisation has an impact on the strategy of the company (mainly on its business model), it'll be considered a strategy improvisation phenomenon.

This study aims at adding new insight and evidence on strategy improvisation phenomena, found in organizational improvisation, decision processes, and strategic processes.

By studying real cases of strategic improvisation and understanding how big was the impact on the companies, we will try to answer our paramount research question: *when and how is improvisation strategic?* This study contributes to the existing literature on strategic improvisation and entrepreneurship, by showing how strategic improvisation in startups impacts the overall company strategy.

The following section provides a comprehensive literature review, covering the main topics composing of the project and giving theoretical notions for the analysis of real cases. Afterward, the following section will present the methodology, along with the main findings and respective discussion. The final section will present the conclusion, as well as the study's managerial implications, its limitations, and suggestions for further avenues of research.

## **Literature Review**

This paper involves two main definitions, improvisation and strategy, exploring their intertwined relationship in an entrepreneurial environment.

**Improvisation.** Definitions regarding improvisation are plentiful. According to Cunha et al (1999, p.4), improvisation is “(...) the conception of action as it unfolds, drawing on available material, cognitive, affective and social resource”. The word “improvise” comes from Latin, meaning “make preparation for”, and involves dealing with the unforeseen without the benefit of preparation (Hadida et. al., 2014).

Improvisation necessarily comes from an unexpected situation and requires fast action. Cunha et. al. (1999, p.20) clustered the necessary conditions for improvisation in three different groups, under the following headers: the experimental culture, a minimal structure and a low procedural. Other views say that improvisation occurs when organizational memory is low, but environmental turbulence is high (Moorman & Miner, 1998).

On the other hand, some studies, in many organizational contexts, perceive improvisation as a negative experience, highlighting the natural fear that may come with the experience (Fisher & Barret, 2018). This shows improvisation is not necessarily a good thing (Crossan et. al., 2005), and that positive outcomes are all but guaranteed (Moorman & Miner, 1998). As for negative outcomes, Cunha et. al. (1999, p.29) grouped those in different categories: biased learning, opportunity traps, amplification of emergent actions, addictiveness to improvisation and increased anxiety. For positive outcomes, Cunha et. al. (1999, p.29), grouped in flexibility, learning, motivation, and effective outcomes.

**Strategy.** Like improvisation, there are many definitions of strategy, albeit with a vaster literature. According to Mintzberg (1978, p.3), Strategy may be "... a deliberate conscious set of guidelines that determines decisions into the future." Other definitions are more focused on differentiating plans of action versus central ideas that change continually with circumstances (Lee Perry, 1991). Hence, strategy logic leans towards seizing opportunity and momentum with the right execution, rather than following pre-determined procedures (Eisenhardt & Bingham, 2017). Regarding strategy formation, Mintzberg (1978) says it can be caused by an interplay between dynamic environment and bureaucratic moment.

This study contributes to the literature by integrating both those concepts. First, it is centered on real cases which shed light on the causes and conditions which lead to strategic improvisation phenomena. Second, it discusses and explains how analyzed companies react and adapt to strategic improvisation phenomena. Last, it evaluates the impact that a strategic improvisation phenomenon can have in an entrepreneurial company.

Across the literature, strategy and improvisation interact, applying improvisation to strategy, e.g. improvisation in new product development (Moorman & Miner, 1998), strategic across time (Crossan et. al., 2005), complexity theory of strategy (Cunha & Cunha, 2006). By

strategy improvisation, Crossan et. al. (1996) define as "... mak[ing] decisions and adapt[ing] to changing needs and conditions" (p. 26); "(...) ideas (...) emerge in new and creative ways not planned by the performer" (p. 28); "(...) take advantage of the opportunities that present themselves in the moment" (p. 34).

In highly dynamic environments, planning is something difficult and challenging. Therefore, it forces managers to make decisions alone and improvise it (Cunha & Cunha, 2006). Annual planning is something common in companies but adds little value since many times are too long to plan and is better improvise (Beihocker & Kaplan, 2002).

One of the conditions for improvisation happens according to Cunha et. Al. (1999) is the minimal structure. In an entrepreneurial environment, creating a structure is vital, reinforcing coherence, direction, and control (Bingham & Eisenhardt, 2007). This study brings a reinforcement of the structure in how important is a structure in the strategic improvisation process and how that process affects that same structure.

In the entrepreneurship field, strategic improvisation is closely associated with Baker et. Al. (2003) conclusions. Namely, it suggests that strategic improvisation has a higher net benefit if undertook in uncertain and entrepreneurial environments, prone to having risk-loving agents.

## **Methods**

### **Research Context**

We decided to pick entrepreneurial companies (startups) as our research setting, since the fast-changing environment guarantee that strategic improvisation is more noticeable and has a higher impact. As mentioned before, according to Cunha et al. (1999) there are three conditions for improvisation: minimal structure, experimental culture, and low procedural memory. Such conditions are usually present in an entrepreneurial environment.

Extracting theory from real case studies involves using one or more cases which provide empirical evidence (Eisenhardt, 1989.b). Multiple cases are likely to result in better theories, given that broadening our empirical base will lay the foundations to a stronger contribution to the theory development, instead of focusing on the uniqueness of a given case (Yin, 1994). Multiple case-study is the adequate design for this research, especially because it is related to a research question whose existing literature does not provide a definite answer yet (Eisenhardt & Graebner, 2007). Contrasting with the traditional, theoretical approach, multiple cases are analogous to multiple experiments, as they provide palpable evidence (Eisenhardt, 1989). The rationale is to treat cases as experiments, where each case serves to confirm or refute the hypothesis, using a replication logic as a tool for internal validation (Yin, 1984). Analyzing multiple cases gives us the possibility to reach a larger population sample and different situations on the research topic at hand.

### **Data Collection**

**Sampling.** The study targeted seven entrepreneurial companies (*Appendix B*), not randomly but reflecting a selection of specific cases (Eisenhardt, 1989), and followed phenomena of strategic improvisation, how companies reacted and the impact which improvisation had on the strategy of the companies. The most important factor for the selection of firms was the occurrence of strategic improvisation phenomena. The informant profile (*Appendix C*) chosen was founders and/or CEO because that type of profile has a big impact on the strategy of the company. However, if, for a certain case, there are other people considered relevant in the analysis, they were included as well.

For the purpose of the analysis, only companies that experienced strategic improvisation phenomena were chosen, by a previous study on their context and story before the invite, in order to follow the process to understand all the common details. This ensures more realistic

conclusions with a larger reach, since it follows real cases that matter for the purpose of the study.

The data was collected from different sources (*Appendix D*): (1) past interviews (e.g. newspaper, YouTube, podcasts...); (2) semi-structured interviews; (3) corporate materials (e.g. corporate presentations, press releases, internet sources...); and (4) informal follow-ups with WhatsApp messages, e-mails, and phone calls. Cases followed a logistic of theoretical sampling: data was collected, coded and analyzed as it emerged, finding direction regarding what data should be collected in the next step (Glaser & Strauss, 1967).

The database of potential participants was made considering personal networks and the recommendations and help of a professor of entrepreneurship course, Professor Miguel Muñoz Duarte. The interview protocol (*Appendix A*) was flexible and adapted to the answers of the interviewed (Gioia et. Al., 2012), aiming for a deeper understanding of the provided answers.

**Semi-structure interviews.** Invitations were sent by e-mail, LinkedIn messages, phone calls, and face-to-face approaches. This resulted in 26 invitations to companies to collaborate. Of those, only 11 answered, leading to a result of 7 effective collaborations. These semi-structured interviews were conducted for 3 months, with continuous follow-up contacts. Almost all interviews were taped and translated *verbatim*. With only one conducted via phone call with the data confirmation of the interview, resulting in 48 pages of data. The average length was 20 minutes, ranging from 15 to 25 minutes. Some interviews were conducted in Nova SBE, while others were in companies' offices, which provided for a good insight into some data collected.

### **Data analysis**

Each case was analyzed separately, as inductive research demands (Eisenhardt, 1989), and the data was complemented by e-mails, phone calls and messages, in order to fill all details.

The methodology used to analyze the data was the Gioia methodology (Gioia et al., 2012). By using this articulate process and grounded theory, we aimed at bringing qualitative rigor to the conduction and presentation of our inductive. All cases had similarities and differences, but autonomy was preserved in order to respect the replication logic. Last, there was a cross-case comparison to build the conceptual model (Eisendhardt, 1989).

This approach allowed us to build our data structure in a funnel fashion with three different levels: first-order concepts (which aggregates all common concepts across cases); second-order themes (where theory stems concepts) and third-order aggregate dimensions. Besides that, the data is organized chronologically in three distinct levels: causes and conditions for improvisation, application of the improvisation, and impact of the improvisation. Coding was performed during the analysis because of its importance to understand this kind of data and to create a shared understanding of the phenomenon (Weston, 2000). The analysis show a grounded model generated by the data structure from Corley and Gioia (2004).

## **Findings**

*Figure 1* shows our three different dimensions, across three different time phases, along with second-order themes and first-order concepts which originated the themes. The dynamics between the aggregate dimensions, themes and concepts as suggested by the data structure; *Appendix E* provides representative and supportive data to formulate all the concepts and themes.

### **Causes and Conditions for Improvisation**

The first usual step of strategic improvisation in startups is related to causes and conditions for the accomplishment of it. This happens because of the (a) **entrepreneur identity**, related willingness to accepting more making things differently in order to find other results and provide something that distinguish from traditional competitors; (b) **contesting the**

**strategy**, the reason that will make the company change the strategy; and the (c) **influencer drivers and areas**, who influence the change and what area will be affected. In short, Improvisation happens because of entrepreneurial skills, a reason and an influencer, this all together represents the **prototyping of a change in the strategy** of the company.

*(a) Entrepreneur Identity.* According to Cunha et. al. (1999), there are three main conditions for improvisation that are truly connected to startups: experimental culture, minimal structure, and low procedural memory. It is common for entrepreneurs having a set of characteristics that define their identity and include all those conditions for improvisation. Those characteristics are focused on their **strong and agile strategy**, as they are receptive to fast-paced change, and communicate mostly via **direct communication**, providing for a faster resolution of their problems. Besides these characteristics, the entrepreneur's mindset is one of **persistence, constant feedback and tolerance to mistakes** due to an **experimental culture**, where the values and beliefs promote action and experimentation (Cunha et. al., 1999)

When describing how **3cket** reacted to an unexpected opportunity, the COO said, "We had to change all the Back office interface that was adapted for something that didn't make sense in this new reality" (**TM**). That change, fast and significant, shows-off **strong agility** by the company's members. The Partner of **Magop** explains how their **direct communication** gives them strong agility, "Many times we have so many things happening at the same time, or we act fast or we lose opportunities" (**GVL**) The **persistence** to do not give up from an idea is a step that all startups need to face, and **RealFevr** was no exception, as their founder explains how hard it was launching the product and all the persistence they had to have. "We spent 2 years working until the launch the product. When launching our MVP [minimum value product], we did so solely with our own money" (**TD**). Besides that, **constant feedback** is something common in startups, whether it be internal feedback or one which stems for their

clients. In **MyPolis**, the founder and CEO praised feedback and how it contributed to the success of the company: "We have a set of good clients that are helping us to develop our tools and give us insights. We spent a good part of the day with them. Whether it be speaking, listening our doing dynamic sessions, we extract all the feedback which our clients give to us, and take it directly to our key stake-holders" (**BBG**). In startups, the spirit of sacrifice needs to be high because there is a probability of failing many times. The founder of **RealFevr** explains how, in his opinion, startups need to be **tolerant to mistakes**: "But the truth is that, if you look to the history of all startups, there is no change without suffering" (**TD**).

Regarding the **experimental culture**, it is common that startups, before launching its products, to have a period where many tests are performed. The CEO and Founder of **Forall Phones** explained how he tried and failed many times in his entrepreneurial adventure before definitely launching the company, "It took me 3 years until I had an acceptable customer base and at the age of nineteen (19) I finally set up Forall" (**JCR**). ).

*(b) Contesting Strategy – Improvise.* From time to time strategies are contested, ie. DEFINE. The reasons can be different. Ranging from **unexpected opportunities** that change the main business assumptions, or **pure necessity**, i.e., when a mismatch between planned and the actual conditions takes place (Cunha et al., 1999). Moreover, many the underlying reason may be a **market misfit**, a lack of adaptation to the company's **internal resources**, or the **sense of urgency**, reasons that force change and contest the implemented strategy.

*Figure 1. Data structure: Strategic Improvisation as a Phenomenon – steps of the process*

	<b>1<sup>st</sup> Order Concepts</b>	<b>2<sup>nd</sup> Order Theme</b>	<b>3<sup>rd</sup> Order Aggregate Dimensions</b>
<b>Causes and Conditions for the Improvisation</b>	<ul style="list-style-type: none"> <li>• Direct Communication</li> <li>• Persistence</li> <li>• Constant Feedback</li> <li>• Tolerance to mistakes</li> <li>• Strong Agility</li> <li>• Experimental Culture</li> </ul>	<b>(a) Entrepreneur Identity</b>	<b>Prototyping of a Change in Strategy</b>
	<ul style="list-style-type: none"> <li>• Unexpected Opportunities</li> <li>• Necessity</li> <li>• Internal Resources</li> <li>• Market Fit</li> <li>• Sense of Urgency</li> </ul>	<b>(b) Contesting strategy – Improvise</b>	
	<ul style="list-style-type: none"> <li>• <b>Drivers:</b> Investors, Clients, Team</li> <li>• <b>Affect areas:</b> Target, Product, Sales</li> </ul>	<b>(c) Influencer Drivers and Areas</b>	
<b>Application of the Improvisation</b>	<ul style="list-style-type: none"> <li>• Consensus</li> <li>• Decision Making</li> <li>• Open Mindset</li> <li>• Real-time Communication</li> </ul>	<b>(d) Seeking Consensus on Strategy</b>	<b>Consensus on the course of Strategy</b>
	<ul style="list-style-type: none"> <li>• New Processes</li> <li>• Flexible Structure</li> <li>• New decision-Making Process</li> <li>• Opportunities</li> </ul>	<b>(e) Framing the course of strategy</b>	
<b>Impact of the Improvisation</b>	<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Faster Integration</li> <li>• Stress</li> <li>• Confusion</li> </ul>	<b>(f) Impact Change in Team</b>	<b>Impact on Change Strategy</b>
	<ul style="list-style-type: none"> <li>• Redesign Structure</li> <li>• New models</li> <li>• Learnings</li> <li>• Fast Change Environment</li> </ul>	<b>(g) Impact Change in Strategy</b>	
	<ul style="list-style-type: none"> <li>• Higher Results</li> <li>• Larger Market</li> <li>• Accelerate Growth</li> </ul>	<b>(h) Increasing Potential of Success and Fast Growth strategy</b>	

A company's journey may lead to **unexpected opportunities**, where there are two options: accept or reject the incoming openings. **3cket's** COO and founder explained how an unexpected opportunity changed the company by changing their client targeting strategy, and by consequence, changing all the business structure, "(...) we met Paulo Silva, the owner of Revenge, who said "why don't you try to use this to recreational events like parties and spectacles because then I can put you on Revenge and create a big spill-over" (...) which ended up changing everything radically" (**TM**). Others contest the strategy due to **necessity**: the CEO and Founder of **Blatstudio** explained the necessity to change the way they communicate with clients to deliver the projects. Communication through e-mail wasn't the best way to grow the business and number of clients. Thus, they decided to create Dev, an online communication platform, which would their relationship with their clients. "(Dev) It was a necessity I knew I had, work in that rhythm through monthly covenants via e-mail was unthinkable. Furthermoer, some work was not delivered and the historic disappeared. Hence, it was more of an organizational necessity rather than a whim" (**AF**).

Something normal in a startup, given that they are infants, is an adaptation to a perceived **market misfit**, which often leads companies to do benchmarks and reformulate their strategy. **RealFevr's** founder and CEO explains a problem that forced them to change the business model from a Business to Consumer (B2C) to a Business to Business (B2B), and the **sense of urgency** to change something to have better results. "Although our number of website views was high, we could only retain as effective costumers 5% of those who visited our page" (**TD**). Other important facts to contest the strategy are the **internal resources**. Normally, the lack of some resources generates a debate over the prevailing strategy. A good example is **Weeel**. As one of the founders explained, the fact that one investor decided not to proceed led them to rethink the strategy, "We were counting with X investment and in the end, we only got 1/3 of the investment which we were expecting" (**MS**).

*(C) Influencer Drivers and Areas.* Knowing the factors that may lead to a strategic change and the entrepreneur identity, another important variable to consider is who influences what and in which area may improvisation occur. The result between the interaction of people and structures (Sonenshein, 2014) or between employees and clients (Cunha et. Al., 2009), explains the **Influence drivers**, who influence the improvisation to happens. They can be **clients**, as was the case of **Magop** and **MyPolis**; **investors**, as per the case of **RealFevr**, **3cket** and **Weeel**; and **the team (i.e., internally)**, which was the case of **Forall Phones** and **Blatstudio**. As for the strategic area which suffered a bigger change, it can be the **target** (the case of **3cket**, **MyPolis**, and **RealFevr**) the **product** (the case of **Blatstudio** and **Magop**), or even the **sales** (the case of **Forall Phones** and **Weeel**.)

### **Application of the Improvisation**

Applications of improvisation are related to the process and the definition of a new strategy. One of the main vectors is **seeking consensus on strategy**, as changing strategy is a topic hardly consensual and not done lightly. Furthermore, going from the decision-making to the execution part is a hard process which requires an open mindset and constant, direct communication. The other theme is **framing the course of strategy**, defining new strategic processes, and all the necessary steps of these changes. Altogether, this requires a broad **consensus on the future course of strategy and its processes**.

*(d) Seeking Consensus on Strategy.* Changing the strategy, as explained above, is not easy, as it is something that originates a lot of internal discussion. In that process, given that it will be a product of a joint team effort, searching for a **consensus** will be key. After a consensus, **decision making** is an important process. How they will decide together and how they pass the message to the rest of the team. This consensus requires an **open mindset** and **real-time communication** in order to achieve consensus.

Finding a **consensus** is a difficult process that requires flexibility and compromise by all sides. In **RealFevr** the decision to change the business model from B2C to B2B wasn't consensual, as one of the founders explained "It wasn't a consensual decision. First [because it] was a suggestion from me and our investors. I agreed with investors, but some in the founders' team did not" (TD). That show-cases the difficulty in finding consensus. In **Forall Phones**, the decision to open physical stores generated doubts but the **decision-making process** proved to be fundamental, to make it easy the consensus, as the founder and CEO explained "(...) when [the decision making process] is done in balance with the team you trust, everything is easier" (JCR).

To find consensus, an **open mindset** is a key aspect, since to undergo unforeseen change it is important to be open to new ideas. In **3cket**, they have a real open mindset where they look for different perspectives with positivity. This was key to the change in strategy, as the COO and founder described: "The spirit was always taking it to the next level" (TM). Another key aspect is the **real-time communication**. Startups normally have a direct communication channel due to its small head count, which allows a fast answer to problems and opportunities. In **Magop**, one of the partners explained how important this type of communication is, and how it valued their product, providing a faster answer, "This is only possible because we are 2, the communication is bidirectional." (GVL).

*(e) Framing the course of strategy.* Developing the strategy implementing improvised decisions requires framing the course of action. Strategic improvisation requires **new processes** to change the strategy of the company. In such a process it is important to have a **flexible structure**, that allows the company to accommodate all the changes with higher velocity than just adaptation (Cunha et. Al., 1999), to develop a new strategy in a fast way. With this process, **new decision-making processes** start to appear from all the changes, like different **opportunities** that had nothing to do with the original improvised decision.

Developing the course of strategy needs to create **new processes**, which were generated by the improvisation that changed the strategy. The founder and CEO of **Forall Phones** explained what changed since they decided to start selling not only via their website, but also in a physical store, “We understood that physical stores were a determinant factor to grow our business because it would leverage our sales and trust. Since then we opened more 10 stores.” (JCR). A **flexible structure** is a key factor to build the course of the new strategy because is important to be able to adapt the strategy in a fast way. The COO and founder of **3cket** explained how flexible is their structure when the improvised decision changed the strategy, implying them to change everything, “Everything was redesigned, all the strategy, and all the planning. We had to redesign everything” (TM).

Framing all the steps after a change in the strategy generates a **new decision-making process**. The founder of **RealFevr** describes how they changed their way to work and make decisions, including everyone in the decision-process, feel them as part of the process, “When the beginning of the week arrived, people had tasks to do and from that moment on I didn't care. But after we toke the decision, it generated more discussion. (...) They could come to me to ask for advice and opinion, but in the time schedule they had to deliver.” (TD). Another thing generated by this change and construction of strategy are the **opportunities** that appeared because of the improvised decision. The CEO and founder of **Blatstudio** explained the opportunities which stemmed from their clients (AAF DL) of the design area. They ended up implementing a new platform to communicate with clients, providing a better service and generating new business opportunities. “A good example of this is that, after implementing the new communication system, we ended up creating a new business segment with the same clients, by catering for their marketing and communication needs of a huge party” (AF).

## Impact of Improvisation

Improvisation impacts many areas of a company. First, it **enhances change in the team itself**, namely by increasing integration and motivation in the team. Second, by changing and impacting **the company's Strategy**, namely by framing the future paths which the company may or may not take. Third, improvisation also impacts **the success and growth potential of a firm**, most noticeably by impacting the results of the company and thus accelerating growth. Summing it up, when looking at the impact of improvisation, it is important to look to the **impact which improvisation had on the change in the firm's strategy**.

*(f) Impact Change in Team.* Due to a changing strategy, many things change when it comes to inter-personal relations within a team. Take, for instance, **motivation and integration**. Many changes result in new processes that allow a faster integration of new employees, new changes, new opportunities, and better results, but can also result in **distress, growth issues** and some **confusion**. This opposite forces will yield an uncertain net benefit, which will, will certainty, impact motivation and integration. The **motivation** of the teams is something with a relevant impact in the results and growth. As the change and adaption to a new strategy generates may generate more motivated employees, who strive for “the next challenge”, but can also diminish motivation, as some people may prefer stability. In **RealFevr** the change in strategy due to improvisation changed the working policy of the company. The founder explained that inclusivity and personal freedom were key in this new model, as personnel would work by tasks instead of a schedules, “We fostered inclusivity and liberty in our staff by killing any sense of fixed schedule, and giving goals instead. This was truly revolutionary in RealFevr” (TD).

In **3cket** the working policy is more or less the same. Working with tasks generated a **faster integration**: “Today two people worked from home, Nini worked here (office) because

she wanted. As you can see, we give them the possibility to work when and where they want, as long as they accomplish their goals” (TM).

The change in strategy impacts the business and may generate **distress**, for the pressure to deliver a real-time solution to unexpected problems (Eisenberg, 1990), and **confusion** because the growth of the company also results in more demanding problems. The head of communication of **Blatstudio** described how difficult it is to deliver the projects in a more efficient way with demanding clients: “There are many things that we could do differently and sometimes it is complicated because we need to deliver fast with results, and we cannot be creative as much” (IC).

*(g) Impact Change in Strategy.* The improvisation has an impact on the strategy that requires a **redesigned structure** with the new processes defined during the application of the improvisation. The impact of improvisation generates **learning** from the outcomes, how to improvise, through the process and more about themselves (Cunha et. Al., 1999), and a **fast changing environment**. And, of course, these require **new models** of strategy.

All processes struggle to cope with the change which improvisation brings about. As such, these processes usually require a **redesigned structure**. The CEO and founder of **MyPolis** explained how they applied the opportunity of doing a project in a different core and in the end how that changed the strategy of the company merging both products in just one. “We had 2 important moments. First, when we decided to talk with the Portuguese government about our pilot tests in education for citizenship. Second, and in opposition to what we had planned, we discontinued the “Academia MyPolis” tool, and enhanced the tool “MyPolis” to accommodate “academia MyPolis” functions.” (BBG).

The changes are connected to **learning**, as companies are more mature and understand better new processes after undergoing some changes. The founder of **RealFevr** explained how

they learned to keep their original idea (“the draft mode”), but changed their core product to the classic model of their game. “You are playing the classic mode, and we know it you play a lot of this game, so we say to you "look you don't want to try our draft mode?". This was free because it was in our app.” (TD). The changes put companies in a **fast change environments**, where they can test the product and change it real fast. The founder and COO of **3cket** explained how important it is to have that environment and how impactful it was in the strategy of the company, “We had the opportunity to test our system in real life with clients without being afraid to fail [i.e., in night-life events], something that we could not afford to in our classic events, which were business conferences” (TM).

Lastly, the change in strategy requires **new models** to add to the existing business model. One of the founders of **Weel** explain how the change on the type of stores changed their model by opening franchising stores in some strategic locations, “At this moment we have opened franchising in places like Madeira and Coimbra. The stores are managed by who is closer and it makes a lot of sense.” (MS).

*(h) Increasing Potential of Success and Fast Growth Strategy.* Companies change strategy to have better results. It doesn’t matter if it is planned or improvised. The impact of improvisation generated **higher results** and **larger markets**, in some cases. Combined, these factors enhance growth.

Entrepreneurs who are confident in their abilities and avid improvisers to have higher propensity to develop new ventures with **higher results** (Hmielleski and Corbett, 2008). In the case of startups, if changing variables in the strategy works poorly or does not work at all, the companies go bankrupt. In the case of **3cket**, the COO and founder explained how these changes boosted their system, “It was a big opportunity. We had this big event whose with high revenue could provide us liquidity for new infrastructure. There were many people attending it

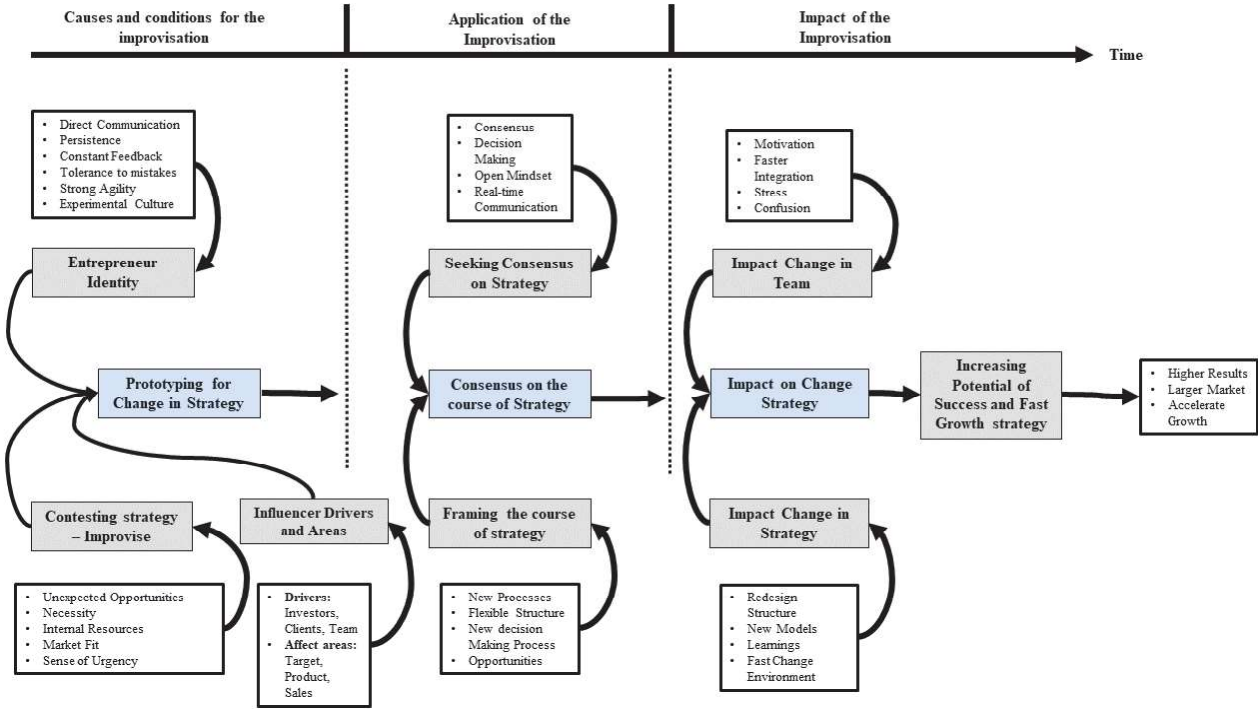
and it was a very well-known event. Hence, it gave us the possibility to reach a lot of people, which in turn boosted all our system” (TM). Besides increasing results in some cases, it usually also **expands the company’s market**. The case of **Weel** is a good example. Their new model of stores is cheaper, and as such it is easier to open more stores than with the first model, says one of the founders: “Initially we predicted a potential market dimension of 40 fixed stores. Since moving to mobile stores, and given that the investment per store is much lower, we are predicting a potential market dimension of 200 stores. The mobile stores opened us doors to many locations, which allowed a faster business growth.” (MS). This also happened at **Forall Phones**, as the founder and CEO says, describing the moment they opened their first physical store as a moment of a sharp increase in sales: “I can say that in that time (i.e., the month we opened our first store) we increased our sales by a factor of 2, i.e., we doubled instantly our sales on that month, when compared to the month before.” (JCR)

## **Discussion**

It’s hard to have a single definition of *strategic improvisation*. Our data highlights many key concepts of strategic improvisation phenomena because the improvised decision impacted the strategy of the company. Many times, those decisions are formulated and implemented at the same time (Lee Perry, 1991). *Figure 1* shows the data structure following a Gioia methodology (Gioia et. al., 2012), providing key concepts that show the strategic improvisation phenomenon and aggregates them first by themes, and then in aggregate dimensions. It is followed by a timeline, which generates *Figure 2*. Said figure provides all the dynamics of the concepts and the relationship within them, on a timeline, explaining when and how improvisation is strategic. Our (When and how is improvisation strategic?) forces us to divide the question in two – when and how – for a clear and scientifically robust discussion.

Regarding the “**When**”, the data provides several concepts that explain what leads startups to improvise, and that decision affects the strategy of those companies. It is important to consider that this study is focused on startups, and with that, the findings gave us two key concepts: the **entrepreneur identity** and the moment when the **strategy is contested**.

*Figure 2. Model of Strategic Improvisation Phenomenon*



First, according to Cunha et al. (1999), there are three main conditions for improvisation that are truly connected to startups: experimental culture, minimal structure, and low procedural memory. This concept is called the **entrepreneur identity**, which puts together the minimal structure of startups, and thus gives them the capacity to adapt to decisions fast, tolerance to mistakes, the experimental culture to test new things, and the low procedural memory, i.e., the non-existence of routines. The strong agility and the experimental culture make a company more focused on the present and not on the future. This identity shows that in startups, when a decision is made, it affects all the strategy of the company. Thus, startups are able to change many things in a fast way. So, when this **identity** exists, improvised decisions are strategic,

because they influence the strategy of the company. Second, when there's a reason to **contest the strategy** on a startup, improvisation, as the data shows, will impact the strategy. This normally comes from unexpected opportunities or necessities. These factors influence all the strategy of the company, from the business model to internal communication channels. When there is a reason to contest the strategy, an improvised decision will for sure affect the strategy.

Looking for the second part of the question, the "**How**". How did improvisation impact the strategy of the startup? Our data shows at least 3 main channels through which improvisation may impact the company's strategy: the **change in the team**, the **change in strategy** and the **increase in potential success**.

First, the impact of the improvised decision **changes the team**. In the startup ecosystem, an improvised decision changes the team by motivating more the employees that feel part of the history of the company. This process will also generate a better environment, where new employees have a faster integration. The improvised decision has a tremendous influence on the team and the way they interact between them. As such, it will for sure impact the strategy of the company. Therefore, changes on the team explain somehow how improvised decisions may be strategic. Second, based on empirical evidence, improvised decisions provide **changes in strategy**. Change in strategy does not have a specific schedule, giving extra importance to improvised decisions, rather than the processes themselves, which can be highly complex (Mintzberg & Waters, 1982). Because of the redesigned structure, required by the new processes, these changes end up impacting how the whole business model operates. Besides this, improvised decisions affects a company's business environment, positioning the company in a fast-changing environment in order to adapt the business as fast as possible. Considering this, changes in the strategy due to improvised decision explains how improvisation is strategic. Finally, the findings suggest that improvised decisions may **increase the potential for success** of the startup. This happens because of the impact of that decision on the results of the company.

Beyond that, an improvised decision may also generate a larger market, especially because improvised decision show a more open vision, providing different solutions that create new possibilities related to the market where the company is positioned. This shows the impact of the improvised decision on the strategy of the company, explaining how improvisation may be strategic.

## **Conclusion**

Our data provides some evidence to conclude that startups, due to their identity, defined as entrepreneurial identities, have a strong possibility of improvising decisions. The ability to quickly change and accept new challenges has a possible impact in the strategy of the company. This paper aimed at looking at when and how these improvised decisions are strategic for startups. It provides some insights into the process and all the dynamics between different concepts and themes. Thus, companies may look at improvisation as something that could impact positively the company, having a better notion of the different phases, where and how improvisation has a positive impact on the strategy.

***Managerial Implications.*** The main goal of this research is to provide clear notions of when and how improvisation is strategic. This allows companies to understand how the process happens and how to adapt correctly to their routines. The fast change environment creates a necessity for startups to be prepared to improvise solutions. Hence, this paper helps managers to apply those decisions in a flexible and fast way. Besides that, it provides an overall vision inserted into a timeline, understanding the specific time to each phase of the process. Lastly, this study provides new capacities to apply those decisions, creating a huge impact on the strategy of the company, on the team and on the company's results.

***Limitations and Further Avenues of Research.*** Analyzing strategic improvisation phenomena reveals the relevant phases and concepts of the period. For future research, it might

be interesting to have a closer look at other players, like investors or clients, and understand how and when they influence strategic improvisation, taking into account other variables and providing different conclusions. Put it simple, how do other stake-holders perceive improvisation among startups, and whether they actively try to stimulate it, influence it, or cancel it altogether. Another investigation that might be interesting is a comparison between startups and mature firms, evidencing the stark differences between them and the environment for strategic improvisation phenomena. Given that, not only are the impacts of improvisation more evident in startups, but that the entrepreneurial environment is also more prone to it, and that more mature companies have more rigid structures, researching the differences in approach and reaction to improvisation between both groups would be quite interesting and relevant.

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## Appendices

### *Appendix A: Interview protocol*

1) Introduction: Overview of the study

2) Questions:

<p style="text-align: center;"><b><u>Context</u></b></p> <ul style="list-style-type: none"><li>• Can you summarize the story of your company to give a better context?</li><li>• How many years have the company?</li><li>• How many employees have the company?</li></ul>	<p style="text-align: center;"><b><u>Causes and Conditions</u></b></p> <ul style="list-style-type: none"><li>• Can you tell a situation that generated a good opportunity for the company from necessity or an unexpected opportunity?</li></ul>
<p style="text-align: center;"><b><u>Implementation</u></b></p> <ul style="list-style-type: none"><li>• Why didn't you thought that before?</li><li>• Did you have doubts about doing it?</li></ul>	<p style="text-align: center;"><b><u>Changes</u></b></p> <ul style="list-style-type: none"><li>• How that changed the company strategy?</li><li>• It works better than the initial plan?</li><li>• What's the new decision process in your company?</li></ul>

3) Wrap-up: is there something do you want to add that you feel it can contribute to the study?

4) Final Regards

*Appendix B: Description of the case data*

**Table 1a.** *Description of case data*

<b>Case</b>	<b>Core Business</b>	<b>Strategic Change Field</b>	<b>Number of Employees</b>	<b>Year of started the business</b>
<b>Blatstudio</b>	Design & Communication	Communication Channel	8 (6 full-time + 2part-time)	2014
<b>Forall Phones</b>	Cheap and refurbished mobile phones	Sales Channel	96	2016
<b>RealFevr</b>	Football fantasy leagues	Positioning (B2C to B2B)	16	2014
<b>MyPolis</b>	Gov.tech	Core Business	6 (5 full-time)	2017
<b>Magop</b>	Buy side advisory - real estate Financial Consulting	Core Business	3	2015
<b>3cket</b>	Ticketing	Target	11 (9 full-time + 2 part-time)	2017
<b>Weel</b>	Frozen Yogurt	Sales Channel	10 (+100 in stores)	2014

*Appendix C: Participants in interviews*

**Table 2a.** *Participants Inventory*

<b>Case</b>	<b>Sex</b>	<b>Job Position</b>	<b>Name</b>	<b>Abrv. Mentioned in the study</b>
<b>Blatstudio</b>	M	CEO & Founder	André Fernandes	AF
	F	Head of Communication	Inês Catarino	IC
<b>Forall Phones</b>	M	CEO & Founder	José Costa Rodrigues	JCR
<b>RealFevr</b>	M	Founder	Tiago Dias	TD
<b>MyPolis</b>	M	CEO & Founder	Bernardo Branco Gonçalves	BBG
<b>Magop</b>	M	Partner	Gonçalo Vieira da Luz	GVL
<b>3cket</b>	M	COO & Founder	Tiago Marques	TM
<b>Weel</b>	M	Founder	Manuel Sena	MS

*Appendix D: Participants in interviews*

**Table 3a.** *Data sources*

<b>Case</b>	<b>Semi-structured interviews</b>	<b>time</b>	<b>Other materials</b>
<b>Blatstudio</b>	2	19m24s	Internet sources
<b>Forall Phones</b>	1	19m41s	Press releases, interviews and media coverage
<b>RealFevr</b>	1	26m34s	Website, media coverage
<b>MyPolis</b>	1	20m26s	Website
<b>Magop</b>	1	21m27s	Website
<b>3cket</b>	1	15m05s	Website and Media Coverage
<b>Weel</b>	1	Phone call	Website and Media Coverage

Appendix E. Representing Supporting data (second-order theme)

Table 4a. Representative supporting data for “Prototyping for change in Strategy” from Causes and Conditions for Improvisation

Case	Entrepreneur Identity – a)	Contesting Strategy – Improve – b)	Influencer drivers and affected areas – c)
<b>Blatstudio</b>	<p>"It ends to be always different, we need to reinvent ourself and be creative according to what is asked" - <b>IC</b></p> <p>"A lot of the work we were doing, many times due to clients, it ends to be a work done in the same day, thinking, developed and executed in the same day" - <b>AF</b></p> <p>"We, in that same day, need to take that information and find a way, in business hours, that interest us to publish in an identity format" - <b>AF</b></p> <p>"Blatstudio was founded in 2014, with me working in the house of my parents" - <b>AF</b></p>	<p>"(Dev) It was a necessity I knew I had it, work in that rhythm through monthly covenants from the e-mail, for me, it was unthinkable, even for more because some arts that weren't delivered, the historic vanish, to me was a necessity for a matter of organization" - <b>AF</b></p> <p>"In 2015 I understood that one day I would have this necessity" - <b>AF</b></p>	<p>Intern – Communication Chanel (Product)</p>
<b>Forall Phones</b>	<p>"The company started with a lower investment, a facebook page didn't have costs, Instagram didn't have costs, who created our website was a colleague of college." - <b>JCR</b></p> <p>"It took me 3 years until I had an acceptable customer base and at the age of nineteen (19) I finally set up Forall" - <b>JCR</b></p>	<p>"We thought that open the first physical store, as much as it was an adventure since no one knew it what involved all this concept, in the end, turn out to be gamechanger for the company" - <b>JCR</b></p>	<p>Intern – Sales Channel (Sales)</p>
<b>Magop</b>	<p>"Just to say, what starts as "go search for properties and I give you the construction" ended as "go search for properties and I pay you a success fee" because I had the cunning and boldness." - <b>GVL</b></p> <p>"Many time we have so many things to happen at the same time, or we are fast to act or we lose opportunities" - <b>GVL</b></p>	<p>"This investor said "I have this challenge to invest in properties, but I've no time so go search and I give you the constructions" (..) I thought, my added value will not be the work (...) so I told him: yes, I have an interest in doing the construction but if I'll find you good deals, to you monetize, I want to be paid to generate that deals." - <b>GVL</b></p>	<p>Client – Core Business (Product)</p>

<p><b>RealFevr</b></p>	<p>"We spent 2 years working until the launch the product. When launching our MVP [minimum value product], we did so solely with our own money" - <b>TD</b></p> <p>"That plurality gives us the capacity to built the product on our own in the first two years" - <b>TD</b></p> <p>"But the truth is that, if you look to the history of all startups, there's no change without suffering" - <b>TD</b></p>	<p>"The percentage lowered from the customer acquisition to the customer activation, it was like 5% of people we took to the page" - <b>TD</b></p> <p>"People's advice and this variable (the amount to invest in B2C), took me to do a pivoting to adapt our business from a B2C to B2B." - <b>TD</b></p>	<p>Investors – Business Model (Target)</p>
<p><b>3cket</b></p>	<p>"We had to change all the back-office interface that was adapted for something that didn't make sense in this new reality." - <b>TM</b></p> <p>"We worked part-time. I worked during the day in Nova Base, at night on this; Filipe in Microsoft, at night on this; Nuno was who had more free time we studied during the day and at night joined us." - <b>TM</b></p> <p>"The base was that, even though everything was destroyed and done again." - <b>TM</b></p>	<p>"Until the moment we met Paulo Silva, the owner of Revenge, who said, "why you don't try to use this to recreational events like parties and spectacles because then I can put you on Revenge and create a big slipway." - <b>TM</b></p> <p>"It changed radically and started to be more nightly events, more parties instead of corporate events." - <b>TM</b></p> <p>"Our target now is nightlife productions, clubs, completely different." - <b>TM</b></p>	<p>Investors – Core Business (Target)</p>
<p><b>MyPolis</b></p>	<p>"We have a set of good clients that are helping us to develop our tools and give us insights. We spent a good part of the day with them. Whether it be speaking, listening our doing dynamic sessions, we extract all the feedback which our clients give to us, and take it directly to our key stake-holders" - <b>BBG</b></p>	<p>"Appeared the possibility to do a pilot with the Portuguese government, to the agency for the administrative modernization and the state secretary for equality and citizenship, more focused on the education for citizenship. So, it wasn't directly connected to participatory democracy, our core." - <b>BBG</b></p> <p>"It appeared this opportunity with the government, we didn't want to waste the opportunity, to enter in the area of education for citizenship." - <b>BBG</b></p>	<p>Client – Diversification Service (Target)</p>
<p><b>Weeel</b></p>	<p>"I think is difficult to describe the routine, because there is no routine." - <b>MS</b></p>	<p>"We were counting with X investment and in the end, we only get 1/3 of investment planned." - <b>MS</b></p> <p>"We decided to try mobile stores instead of fixed stores." - <b>MS</b></p>	<p>Investors – Location Strategy (Sales)</p>

*Table 4b. Representative supporting data for “Consensus on the course of the strategy” from Application of the Improvisation*

Cases	Seeking Consensus on strategy – d)	Framing the course of Strategy – e)
<b>Blatstudio</b>	<p>"I try to speak and pull everyone for the decision-making process" - AF                      "I think we have (...) a very familiar work" - AF</p>	<p>"At the moment we had the first opportunity (work in the communication), in October last year with the first beer party (AAFDL a client from design), in that time we start to work together (Inès)" - AF</p>
<b>Forall Phones</b>	<p>"Everyone (in the team) knew it the store was a success, but at the same time, we had our doubts that really make the difference. But we decided to trust that our confidence beyond doubt, it would go well and it went well." - JCR                      "(...) when (the decision-making process) is done in balance with the team you trust everything is easier." - JCR</p>	<p>"Yes, we understood that physical stores were a determinant factor to grow our business because leveraged our sales and trust. Since then we opened more 10 stores." - JCR                      "(first store) had a basement with a room, a kitchenette, with a bathroom and a sofa. That allowed us to live there for a large period of time until make Forall a little success." - JCR</p>
<b>Magop</b>	<p>"Magop is a company whose identity is still something we have difficult to assume because we do many things" - GVL                      "My partner quickly accepted when the decision was beside do the constructions we'll also do advice." - GVL                      "This only is possible because we are 2, the communication is bidirectional, part by part" - GVL</p>	<p>"In reality, we do many things to maximize the streams of revenues" - GVL                      "The most important thing we do is the by side advisory to real estate investor (...). Then we also do financial consulting (...). Then we also do real estate asset management." - GVL</p>
<b>RealFevr</b>	<p>"It wasn't a consensual decision, first was a suggestion from me and our investors. I agreed with investors, but some in the founders' team wasn't" - TD                      "The plurality always existed, as the inclusion that allowed us to have a good product." - TD</p>	<p>"When the beginning of the week arrived, people had tasks to do and from that moment on I didn't care. But after we took the decision, it generated more discussion. (...) They could come to me to ask for advice and opinion, but in the time schedule they had to deliver." - TD</p>

<p><b>3cket</b></p>	<p>“The spirit was always taking it to the next level” - <b>TM</b>          "Normally the decision is made by the 3 of us, but people have freedom of everything." - <b>TM</b></p>	<p>"It was everything redesign, all strategy, all the planning we had was redesign" - <b>TM</b></p>
<p><b>MyPolis</b></p>	<p>"There was disagreement in our team about this option, it was a changing in the strategy that we defined in the beginning." - <b>BBG</b>          "It was difficult for our team to manage the effort, especially because it was complex products with different functionalities, different requirements from clients, in the end, different customization. It was very demanding for us to develop both at the same time." - <b>BBG</b></p>	<p>"I think our internal transformation is not finished because we didn't meet our goals in the manner we work internally to contribute o a better external output." - <b>BBG</b></p>
<p><b>Weeel</b></p>	<p>"We all agreed to give a chance to test this model." - <b>MS</b></p>	<p>"The strategy of location is more focused on the traffic of people because the business depends largely on impulse buying." - <b>MS</b></p>

*Table 4c. Representative supporting data for “Impact on the change strategy” from Impact of the Improvisation*

Case	Impact Change in Team – g)	Impact Change in Strategy – h)	Increasing Potential of Success and Fast Growth Strategy – i)
<b>Blatstudio</b>	<p>"There are many things that we could do it differently and sometimes it is complicated because we need to deliver fast with results, and we can't invent as much" - IC</p> <p>"Everything that is processed, the image, the way we are, who we are, our values, our clients and how we relate to them, how we produce, how we can improve, that's something I try to encourage the team to do it" - AF</p>	<p>"I would like to do it a meeting at least once a month to debate ideas and do a point of the situation" - AF</p> <p>"You need to delegate functions because you no longer have the control on the daily life" - AF</p>	<p>"I identified a problem, and an appreciation that I thought that strategically could make difference for my market" - AF</p>
<b>Forall Phones</b>	<p>"I look every day to do a tour on the company, by all departments, to feel the environment and give extra strength and energy to the teams" - JCR</p> <p>"I like to make decisions listening to what the team thinks about that, join different opinions and make a structured decision." - JCR</p>	<p>"So, we did it (open a store) when we had the capacity for that, and for them on was step by step." - JCR</p> <p>"Nowadays the strategy of Forall it's much more than that, we are digital natives, we start as digital and we are a company that sells a lot online and communicates almost everything online, but effectively bring lots of clients to our physical store to finish the sale." - JCR</p>	<p>"We had older public, that wasn't a university, that was afraid of online shopping, e-commerce, and for those, the physical store was determinant to incentive the first sale." - JCR</p> <p>"We are market leaders in the sale of refurbished technology of iPhones semi-new." - JCR</p> <p>"I can say that at that time (the month we opened the store) multiplied for 2, ie doubled, instantly our sales on that month compared with the month before." - JCR</p>
<b>Magop</b>	<p>"(My daily life) lots of flexibility, I just need to have my schedule set to 2/3 days before, so I always know what to expect" - GVL</p>	<p>"The part to abandon the segment of constructions wasn't so easy, simply because we had 10 employees that we had to fire, persons we had a personal relation, one the father of my partner" - GVL</p> <p>"In the end, the construction was losing money, it only survived because we were doing money in the other segment." - GVL</p>	<p>"My partner saw this as an amazing opportunity because we were diversifying the business." - GVL</p>

<p><b>RealFevr</b></p>	<p>"We fostered inclusivity and liberty in our staff by killing any sense of fixed schedule, and giving goals instead. This was truly revolutionary in RealFevr" - <b>TD</b></p> <p>"In RealFevr there weren't fixed schedules, when I hired someone I would tell them "It's good you get used because here no one will control you", we don't have time to micromanage" - <b>TD</b></p>	<p>"You are playing the classic mode, and we know it you play a lot of this game, so we say to you "look you don't want to try our draft mode?". This was free because was in our app." - <b>TD</b></p> <p>"When you do a product you need to think on people, think on the KPIs that they give you and in what they believe" - <b>TD</b></p>	<p>"(...) the truth is that the business grown-up. Today we have more than 90.000 playing Liga NOS virtual, we are the digital official league, that's the proof that we are doing well." - <b>TD</b></p>
<p><b>3cket</b></p>	<p>"Today 2 people worked from home, Nini worked here (office) because she wanted, we give freedom to them to work when and where they want since to accomplish the goals" - <b>TM</b></p> <p>"I think it works better because people are happier for having the possibility to work when they want and don't be stuck to a schedule from 9h00 to 18h00." - <b>TM</b></p>	<p>"Then all our way defined by badges printing, more focused on the corporate world like conferences, changed radically" - <b>TM</b></p> <p>"We had the opportunity to test our system in real life with clients without being afraid to fail [i.e., in night-life events], something that we could not afford to in our classic events, which were business conferences" - <b>TM</b></p>	<p>"It was a big opportunity. Have a big event with high revenue, that could pay us structure, there were many people was a very well known event, which gives us the possibility to reach a lot of people. And that boosted all our system" - <b>TM</b></p> <p>"No one of the 3 of us expected this grown so fast." - <b>TM</b></p> <p>"We want to have the possibility to our platform working in both markets, corporate and night events, but having to choose the one I think we did the right choice by choosing this path instead of the other." - <b>TM</b></p>
<p><b>MyPolis</b></p>	<p>"I think we are going for a company where the decision-making process is shared with all, programmers, designers, and working team, we all participate in the decision process and that is important." - <b>BBG</b></p> <p>"That (share decision process) makes our team put more there a vision in the company path, and that is something that has been important." - <b>BBG</b></p>	<p>"Our vision for the next times is to merge both tools in one to be used both areas" - <b>B</b></p> <p>"We had 2 important moments. First, when we decide to go to these pilots with the government in education for citizenship. Second, against we planned, discontinue the tool Academia MyPolis, and change the tool MyPolis to accommodate academia MyPolis functions." - <b>BBG</b></p> <p>"Our customer acceptance (Municipalities) was very fast." - <b>BBG</b></p>	<p>"It was a good opportunity in that time, both financial and project curriculum." - <b>BBG</b></p> <p>"(the opportunity) Was important to the growth of the project." - <b>BBG</b></p> <p>"It was 2 moments we were adapting, and the outcome was the best possible." - <b>BBG</b></p> <p>"We changed strategy in 2 moments, and the outcome was more scalable." - <b>BBG</b></p>
<p><b>Weeel</b></p>	<p>"We work with very direct communication, which makes everything easy." - <b>MS</b></p>	<p>"The test went well, and we discovered that the revenue was similar (from mobile and fixed stores), but the investment was much smaller." - <b>MS</b></p> <p>"At this moment we open franchising in localities like Madeira and Coimbra, the stores are managed from who is closer and it makes a lot of sense." - <b>MS</b></p>	<p>"Initially we predicted a potential market dimension of 40 fixed stores. With mobile stores, since the investment is much lower we are predicting a potential market dimension of 200 stores. The mobile stores opened the doors to many locations, which allowed a fast business growth." - <b>MS</b></p>