



Strategic shift to sustainable production: examining practical coping in R&D

Early paper idea by
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A case study in Energy Company with:

- documents,
- R&D workshop and
- interview data

Sustainability transition requires innovation (Geels 2010)

Problem

How do companies organize their innovation activities to fit the transition? (Boons et al. 2013 ;Gaziulusoy & Brezet 2015).

Theoretical Approach

Use of management control mechanisms in organizing activities within the R&D team (Malmi & Brown 2008) (Carlsson-Wall & Kraus 2015)

Case study

R&D director and team members are coping with **complexity, overlapping tasks and urgency** partly resulting from the strategic shift to more sustainable production

Findings

- Non-financial control mechanisms created boundaries for activities
 - Clan controls are applied by **hiring experts** in the more sustainable technologies
 - Loose administrative controls **rely on employee** motivation
 - Investments create **urgent knowledge needs** that shape R&D action planning
- Financial control mechanisms showed little importance,
 - **Challenge to balance the R&D budget** between the old fossil-based and the new renewable-based field