Appendix.

**Interview questions**

The interviews were semi-structured. Although general questions were prepared at the beginning, they were adapted based on responses.

**Current Conditions and Competition Maps in the Domestic Flat Glass Market**

• What is the current condition of the competition in the domestic flat glass industry?

• What do you think is the most appropriate strategy to deal with the above conditions?

• Is the company's current strategy suitable for dealing with current and future competitive conditions?

• What is the role of companies in fostering a culture of innovation at all levels of the organization today?

• What type of innovation is most appropriate to meet the company's challenges today? (technological innovation, value innovation, system innovation or other), please explain the reason.

**Blue Ocean Shift**

• What is the company's position in the current competitive glass industry map?

• What is the company's current portfolio composition and what is the most ideal portfolio composition (generic products and products with added value / innovation) to meet future challenges

• What factors are key to competition in the flat glass industry today?

• What is the company's offer position on these factors?

**Closing Question:**

Do you want to outline issues related to the company's future strategy, which you think are important but are not included in the questions above?