

APPENDIX F. CROSS-CASE ANALYSIS META-MATRIX

A cross-case analysis is meant to deepen understanding and explanation of a scenario (Miles & Huberman, 1994). A mixed strategy, involving stacking comparable cases was used. Using the within-case analyses that have a standard set of variables, matrices and other displays were used to understand each case in depth.

The case-level displays were stacked into a partially ordered *meta-matrix*, where the data from several cases is brought into one big chart, condensing it further using a standardized format that allows for systematic comparisons to be made and pattern clarification. Further analyses were conducted based on what patterns were seen in this meta-matrix.

Note that the cross-case analysis meta-matrix is too large to be stored and printed in a single sheet of letter sized paper. It has been saved as this separate supplementary content file for this dissertation.

Appendix F - Meta Matrix

P,O,C

		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery Phase	P	2	2	2	2	1	2	2		1
	O	1								
	C	1		2			2			2
		A	B	C	D	E	F	G	H	I
II. Opportunity Refinement Phase	P	1	1	2	1	2	3	1	2	
	O		1				2	1		1
	C	1	2	2	2	2	3	2		
		A	B	C	D	E	F	G	H	I
III. Transition Phase	P	1			1	1	1	2	2	
	O	1	1		1	2				1
	C			2	1					2
		A	B	C	D	E	F	G	H	I
IV. Entrepreneurial Phase	P		1	3	2	1	1	2	2	1
	O	1	3	3	1	1				1
	C	2	2	3	3	1	3	3		3
		A	B	C	D	E	F	G	H	I
V. Execute Phase	P	1		3		1				
	O	1		3		1				
	C	4		3	2	4				

Appendix F - Meta Matrix

Customer Commitment		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery	Contract			1						
	Money Exchange	1								1
		A	B	C	D	E	F	G	H	I
II. Opportunity Refinement Phase	Contract			1	1	1	1			
	Money Exchange	1		1						1
		A	B	C	D	E	F	G	H	I
III. Transition Phase	Contract	1		1						
	Money Exchange	1		1	1					1
		A	B	C	D	E	F	G	H	I
IV. Entrepreneurial Phase	Contract	1		1	1	1	1			
	Money Exchange	1	1	1	1		1	1		1
		A	B	C	D	E	F	G	H	I
V. Execute Phase	Contract	1		1	1	1				
	Money Exchange	1		1	1					

Type of Customer

		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery Phase	I. Founder	1	1	1	1	1	1	1	1	1
	II. Family & Friends	1					1			1
	III. Professional Network	1						1		
	IV. External Market			1				1		1
		A	B	C	D	E	F	G	H	I
II. Opportunity Refinement Phase	I. Founder	1	1	1	1	1	1	1	1	1
	II. Family & Friends	1	1			1			1	
	III. Professional Network	1	1			1			1	
	IV. External Market			1	1	1	1	1	1	
		A	B	C	D	E	F	G	H	I
III. Transition Phase	I. Founder	1	1	1	1	1	1	1	1	1
	II. Family & Friends	1				1				1
	III. Professional Network	1				1				1
	IV. External Market	0.5			1	1			1	1
		A	B	C	D	E	F	G	H	I
IV. Entrepreneurial Phase	I. Founder	1	1	1	1	1	1	1	1	1
	II. Family & Friends	1	1			1	1	1	1	1
	III. Professional Network	1	1			1	1		1	1
	IV. External Market	1	1	1	1	1	1	1	1	1
		A	B	C	D	E	F	G	H	I
V. Execute Phase	I. Founder	1		1	1	1				
	II. Family & Friends	1				1	1			
	III. Professional Network	1				1	1			
	IV. External Market	1			1	1	1			

Appendix F - Meta Matrix

Initiation of Interaction		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery Phase	Startup	1		1		1	1	1	1	
	Customer									1
	Media									
		A	B	C	D	E	F	G	H	I
II. Opportunity Refinement Phase	Startup	1	1	1	1	1	1	1	1	1
	Customer			1		1		1		1
	Media									
		A	B	C	D	E	F	G	H	I
III. Transition Phase	Startup	1		1	1			1	1	
	Customer			1	1					1
	Media									
		A	B	C	D	E	F	G	H	I
IV. Entrepreneurial Phase	Startup	1	1	1	1	1	1	1	1	1
	Customer	1		1	1	1	1	1	1	1
	Media				1		1	1		
		A	B	C	D	E	F	G	H	I
V. Execute Phase	Startup	1		1	1	1				
	Customer	1		1	1	1				
	Media	1								

Appendix F - Meta Matrix

Communication Channel		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery Phase	In-person	1				1	1	1	1	1
	Phone									
	Email			1						
	Social Media			1						
	Media - Traditional									
	Media - Online									
	Ads - Physical									
	Ads - Digital									
	Data Analytics									
	Data Scrapping			1						
	Website / App			1						
	Crowdfunding									
	Search Engine Optimization									
	Online Forum									
		A	B	C	D	E	F	G	H	I
II. Opportunity Refinement Phase	In-person	1	1		1			1		1
	Phone				1		1			
	Email		1		1		1			1
	Social Media					1	1			
	Media - Traditional									
	Media - Online					1				
	Ads - Physical									
	Ads - Digital						1			
	Data Analytics			1						
	Data Scrapping									
	Website / App			1		1				
	Crowdfunding									
	Search Engine Optimization									
	Online Forum					1		1		
		A	B	C	D	E	F	G	H	I
III. Transition Phase	In-person	1			1					1
	Phone	1			1					1
	Email			1	1					1
	Social Media				1	1				
	Media - Traditional				1					
	Media - Online				1	1				
	Ads - Physical									
	Ads - Digital									
	Data Analytics			1						
	Data Scrapping									
	Website / App			1	1	1				

Appendix F - Meta Matrix

	Crowdfunding								1	
	Search Engine Optimization									
	Online Forum					1			1	
		A	B	C	D	E	F	G	H	I
IV. Entrepreneurial Phase	In-person	1	1		1	1	1	1	1	1
	Phone	1	1		1			1		1
	Email	1		1	1			1	1	1
	Social Media	1	1			1		1	1	1
	Media - Traditional	1			1	1		1		
	Media - Online								1	
	Ads - Physical		1						1	1
	Ads - Digital				1			1	1	1
	Data Analytics			1				1	1	1
	Data Scrapping									
	Website / App	1	1	1	1	1	1	1	1	1
	Crowdfunding						1		1	
	Search Engine Optimization							1		
	Online Forum						1		1	
		A	B	C	D	E	F	G	H	I
V. Execute Phase	In-person	1				1	1			
	Phone	1								
	Email	1				1	1			
	Social Media	1					1			
	Media - Traditional	1								
	Media - Online	1								
	Ads - Physical									
	Ads - Digital									
	Ads - Affiliates									1
	Data Analytics			1						1
	Data Scrapping									
	Website / App	1		1	1	1	1			
	Crowdfunding									
	Search Engine Optimization									
	Online Forum									

Purpose of Interaction

I. Opportunity Discovery Phase		A	B	C	D	E	F	G	H	I
	Test/ Learn about Problem	1	1	1	1	1	1	1	1	1
	Develop Product	1	1	1		1	1	1		1
	Test Product	1		1						1
	Promote Product									
	Develop Model			1			1		1	
	Test Model			1						
	Test Customer Segment	1		1			1		1	1
	Other									
II. Opportunity Refinement Phase		A	B	C	D	E	F	G	H	I
	Test/ Learn about Problem		1	1	1	1	1	1	1	
	Develop Product	1	1	1	1	1	1		1	1
	Test Product	1	1	1	1	1	1	1	1	1
	Promote Product		1			1				
	Develop Model		1	1	1	1	1	1		1
	Test Model			1		1	1			
	Test Customer Segment	1	1	1	1	1	1	1		1
	Other									
III. Transition Phase		A	B	C	D	E	F	G	H	I
	Test/ Learn about Problem			1	1					
	Develop Product			1	1	1	1		1	
	Test Product			1	1					
	Promote Product				1					1
	Develop Model	1	1		1			1		
	Test Model	1		1	1					1
	Test Customer Segment	1		1	1	1				
	Other									
IV. Entrepreneurial Phase		A	B	C	D	E	F	G	H	I
	Test/ Learn about Problem	1								
	Develop Product		1	1	1	1	1		1	
	Test Product	1	1	1	1	1	1	1	1	
	Promote Product	1	1		1	1	1	1	1	
	Develop Model	1			1				1	1
	Test Model	1	1	1	1		1	1	1	1
	Test Customer Segment	1	1	1	1	1	1	1	1	1
	Other					1	1			
V. Execute Phase		A	B	C	D	E	F	G	H	I
	Test/ Learn about Problem	1								
	Develop Product			1						
	Test Product	1		1	1	1				
	Promote Product	1			1	1				

Appendix F - Meta Matrix

	Develop Model				1		
	Test Model	1		1			
	Test Customer Segment	1		1	1	1	
	Other						

Customer Feedback Impact

I. Opportunity Discovery Phase		A	B	C	D	E	F	G	H	I
	S-C	1	1		1		1	1	1	1
	S-NC			1						
	OT-C	1								
	OT-NC									
	OT-Adapted								1	
II. Opportunity Refinement Phase		A	B	C	D	E	F	G	H	I
	S-C	1	1	1	1	1	1	1		1
	S-NC									
	OT-C		1					1		
	OT-NC		1							
III. Transition Phase		A	B	C	D	E	F	G	H	I
	S-C	1	1		1					1
	S-NC									
	OT-C		1		1					
	OT-NC				1					
IV. Entrepreneurial Phase		A	B	C	D	E	F	G	H	I
	S-C	1		1	1	1	1	1	1	
	S-NC		1				1		1	1
	OT-C	1	1		1	1	1	1	1	1
	OT-NC		1		1	1	1			1
	OT-Adapted							1		
V. Execute Phase		A	B	C	D	E	F	G	H	I
	S-C	1		1		1				
	S-NC									
	OT-C	1				1				
	OT-NC	1				1				
	S - Exploratory				1					

Distribution Channel

		A	B	C	D	E	F	G	H	I
I. Opportunity Discovery	Direct to end customer	1		1					1	1
	Direct to other						1		1	
	Direct to end customer	1	1	1	1		1			
	Direct to other					1			1	
III. Transition Phase	Direct to end customer			1	1					1
	Direct to other	X							1	
IV. Entrepreneurial Phase	Direct to end customer	1	1	1	1		1	1	1	1
	Direct to other	1	1			1	1		1	
V. Execute Phase	Direct to end customer	1		1	1					
	Direct to other	1				1				

Level of Validation Received

I. Opportunity Discovery		A	B	C	D	E	F	G	H	I
	I.	1	1	1	1	1	1	1	1	1
	II.	1				1				1
	III.	1						1		
	IV.			1			1		1	
	V.									
	VI.			1						
	VII.	1								1
II. Opportunity Refinement Phase		A	B	C	D	E	F	G	H	I
	I.	1	1	1	1	1	1	1	1	1
	II.	1	1		1			1		1
	III.	1	1		1			1		
	IV.		1	1	1	1	1	1		
	V.					1				
	VI.			1	1	1	1			
	VII.	1		1						1
III. Transition Phase		A	B	C	D	E	F	G	H	I
	I.	1	1	1	1	1	1	1	1	1
	II.	1			1	1				1
	III.	1			1					1
	IV.	1		1	1	1		1		
	V.				1	1				
	VI.	1		1	1	1				
	VII.	1		1	1					1
IV. Entrepreneurial Phase		A	B	C	D	E	F	G	H	I
	I.	1	1	1	1	1	1	1	1	1
	II.	1	1		1	1	1	1		1
	III.	1	1		1	1		1		1
	IV.	1	1	1	1	1	1	1	1	1
	V.				1		1	1		
	VI.	1		1	1	1	1			
	VII.	1	1	1	1		1	1		1
V. Execute Phase		A	B	C	D	E	F	G	H	I
	I.	1		1	1	1				
	II.	1			1	1				
	III.	1			1	1				
	IV.	1		1	1	1				
	V.	1								
	VI.	1		1	1	1				
	VII.	1		1	1					