

PART II: ACTUAL ISSUES OF MACRO AND MICROECONOMICS

JEL: Q01, M14, D83

THE INNOVATIVE CULTURE OF EVs TOWARDS AN ACCELERATION OF SUSTAINABLE DEVELOPMENT (CASE OF TESLA Inc.)

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Abstract: *Nowadays, the EVs industry is actively represented in society as a substitute for gasoline and diesel vehicles industry. Without delving into the debate, as to which of these competing industries can cause more damage to the social sustainability and the environment, and without comparing the results of possible negative externalities, the emphasis of our study should be put on the concept of sustainability adopted by the EVs industry. It is already a fait accompli that the global society with the transition to Economy 4.0 requires innovations linked to digital and engineering technologies, which are already globally rooted and have shown themselves as advanced tools that have been successfully adopted by society. The purpose of this study is to explore to what extent the EV industry is able to meet its challenges and achieve sustainable energy use? Tesla Inc. was chosen as the object of research in this work. The case study is dedicated to this particular company. Both primary and secondary sources of information were used. In particular, an online-interview was conducted with motorists-owners of Tesla EVs in order to clarify their opinion on the successful implementation of the company's sustainability strategy. And the annual reports of Tesla Inc. (2020) were used for own assessment of the concept of sustainability, actively promoted and advertised by the company along with its products.*

Keywords: *EVs industry, social sustainability concept, innovations*

INTRODUCTION

Nowadays the post-pandemic world is facing many issues and challenges which set new trends and limitations for different businesses. Majority of industrial companies try to tackle the global problems by adapting their products together with innovative culture and technical and technological advancements for the sake of the future sustainable development.

One of the best examples of such companies is Tesla Inc. starting business in 2003 by several engineers who believed that people don't need to make compromises to drive EV, because they can exceed the potential of gasoline-powered cars for the future sustainable development. So far, the financial results of Tesla Inc. showed a very positive tendency enabling to set new standards and compete within the car market across the world. Tesla Inc. supports the idea of tackling climate change through the use of sustainable energy. This is written in its mission statement *"to accelerate the world's transition to sustainable energy"*.

The innovative business strategy used by the company is the delivery of innovative product aimed to retain sustainable development. Therefore, the search for any ways to develop existing in the company innovative culture by means of its modernization and improvement is an extremely relevant issue.

This justifies the choice of my research question

"To what extent will the innovative culture of Tesla Inc. help it to achieve its mission statement of "accelerating the world's transition to sustainable energy"?"

To answer the research question, it is necessary to solve the following tasks:

1) Theoretical substantiation of the existing innovative business culture of Tesla Inc. aimed at the providing future sustainable development;

2) Analyses of the business environment to highlight it's the pros and cons of the company's operating business model and chosen innovative culture;

3) Research the relations between existing innovative culture and its influence to the future sustainable development.

In this research it is explored to what extent the innovative culture of Tesla Inc. will help it to achieve the aforementioned mission statement. The importance of RQ comes from the fact that company is transitioning to renewable energy and active promotion EVs use helping to achieve the acceleration to sustainable energy in the world.

Both sources for the analysis of the company's activities will be used: (1) primary – online-survey with EV Tesla owners and (2) secondary – the official website, financial statements of the company, impact report of the company for 2019-2021, and available literature sources on the research topic (books, scientific articles, reports and Internet sources). As the research tools, PESTEL-analysis, and 4Ps innovative culture analysis have been used.

However, current research has several limitations:

- 1) no marketing aspects of EVs sustainable development discovered;
- 2) both findings and conclusions reflect only author's opinion, not company's view.

METHODOLOGY

General research methods have been applied in my EE, such as:

- 1) systematization of the literature on the research problematics, and abstraction method while concentrating on the RQ;
- 2) empirical research methods following the business activity of Tesla Inc on the via its official web-site and available financial and public information;
- 3) monitoring the innovative strategy of multinational Tesla Inc. and its Sustainability Program based on PESTEL-analysis, and 4Ps innovation culture analysis; generalization of results obtained, a systemic approach to consider external factor influence, a logical approach to present results analytically and graphically;
- 4) specific estimation technique of online-survey based on own scored scaling, and its correlation and regression analysis in MS Excel 2020 to improve both the validity and reliability of results obtained.

The strength of chosen sources is the fact that the information provided won't be false. However, the limitation might be that the company would be biased towards making itself to appear better than it is by emphasizing the positive factors about their economic situation or their business in general.

RESULTS AND FINDINGS

Sustainability concept refers to the ability of the present generation to meet its needs without compromising the ability of the future generations to meet their own needs.

It discovers the degree to which the current generation's economic activities create harmful or even dangerous environmental outcomes involving resource depletion or degradation that will negatively affect future generations.

The 17 Sustainable Development Goals (SDGs) were developed and legalised by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity (The UN, 2015).

They are integrated and aimed at the balanced development towards social, economic and environmental sustainability. That is why, that define a developmental vector for modern businesses worldwide. The creativity, high technology and financial resources are the main elements to achieve the SDGs.

Tesla's Inc. Environmental, Social and Governance program is mapped to the most relevant SDGs and presented in *Figure 1*.

In 2021, Tesla Inc. made a comprehensive analysis to better understand the key Environmental, Social and Governance tasks to achieve SDGs. Analysts identified key four areas that could directly or indirectly impact a business: (1) a competitive environment, (2) investors and other key external stakeholders, (3) industry reports and published researches, such as the WEF's 2021 Global Risks Report and (4) external frameworks relevant to EV industry and global regulatory requirements.

Tesla's Sustainability Council hold a survey containing 25 questions in an effort to prioritize issues for operational management and disclosure in Impact Report 2020. Key stakeholders were surveyed rating the identified issues on a scale of 1-5, based on their perceived importance and impact to Tesla's business. Overall, 2168 individuals from Tesla and 40 external partners responded to the survey. 35% of responses came from North America, 57% from China and 8% from the EU. Below are the top issues identified by materiality analysis in order of importance to survey responders (*Figure 2*).

Key areas of focus on SDGs



- Technological innovation in manufacturing
- Development of zero-emission technologies
- Reduction of CO2 emissions from transport and energy generation
- Increase renewable energy generation
- Improvement of product affordability and accessibility



- Environmental and climate change management
- Reduce carbon footprint across Scope 1, 2 and 3 emissions



- Responsible supply chain management and sourcing
- Reduce injuries and deaths from traffic accidents
- Reduce deaths and illnesses from air, water and soil pollution
- Waste reduction and waste effective recycling
- Efficient water use in manufacturing

4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



- Workforce diversity, equity and inclusion
- Human capital management, staff development and societal engagement

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- Following ethics, human rights and labour relations

Figure 1: Tesla’s Inc. Environmental, Social and Governance program

Source: Tesla Inc. Impact Report (2021)

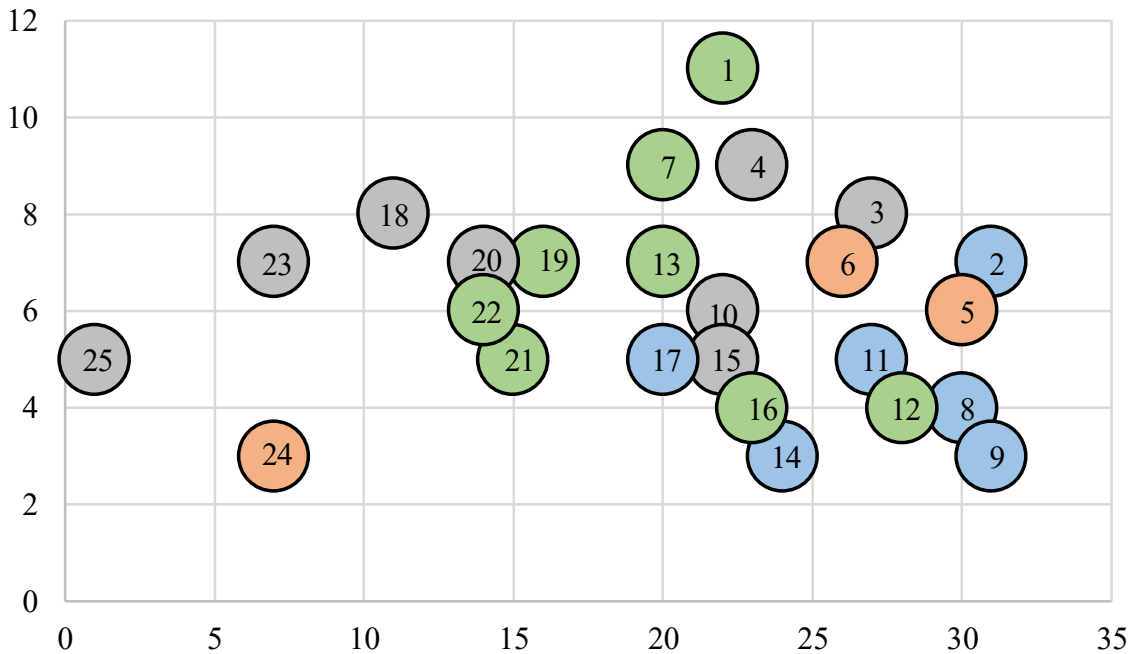


Figure 2: Tesla Inc. Materiality Matrix

Source: Tesla Inc. Impact Report (2021)

- where*
- 1 Environmental Management, Reducing Carbon
 - 2 Quality Management– Product Safety
 - 3 Employee Workplace Safety
 - 4 Employee Attraction, Retention, Development
 - 5 Ethical Business Conduct, Integrity, Transparency
 - 6 Data Protection, Cybersecurity
 - 7 Supply Chain Management, Sustainable Materials/Products
 - 8 Customer Satisfaction, Trust and Loyalty
 - 9 Company Brand and Mission
 - 10 Employee Health and Wellness
 - 11 Company's Intellectual Property, Innovation, R&D
 - 12 Renewable Energy
 - 13 Waste Management/Recycling
 - 14 Company Financial Health (Product Sold, Profitability)
 - 15 Employee Compensation and Benefits
 - 16 Air Quality, Reducing Toxic Emissions
 - 17 New Markets, EV, Autonomous Cars
 - 18 Labour Relations
 - 19 Water Management
 - 20 Diversity, Equity and Inclusion
 - 21 Climate Change and Risk Management
 - 22 Biodiversity Preservation, Natural Resource Conservation
 - 23 Human Trafficking, Forced Labour
 - 24 Critical Events, Disaster Relief, Pandemic
 - 25 Community Engagement, Economic Development

A successful management and effective implementation of socially-friendly and environmentally-friendly program requires robust engagement with all stakeholders including employees, customers, investors, suppliers, non-profit organizations, educational institutions, governments, the communities in which Tesla Inc. operates and trade associations to make a positive impact.

RESULTS AND FINDINGS

This part of this research covers economic and business analyses taken and the results obtained to answer my RQ. In particular, online surveying EV Tesla owners helps to interpret the influence of both price-benefit factor and innovation factor to the providing of the future sustainable development by the Tesla Inc.

Having researched a consumer opinion, it enables to describe the correlation and prove its significance.

Survey results

To find out if whether are the relations between examined in RQ variables – concepts of sustainability and innovative culture of Tesla Inc. it is useful to survey their direct consumers – EV Tesla drivers. An online-survey was selected as the primary source of research. The reasons for my choice of online-survey are convenience, high-speed of results receive, availability of target respondents, digital support and costlessness. However, the main disadvantage of this method is bias, because mostly EV Tesla owners are motivated respondents, they are EV Tesla lovers. Therefore, their answers might be predetermined. Anyway, the respondents are the owners of various Tesla EVs and are members of the Tesla WYE Lovers Group in Facebook (2021). It includes 283 followers.

A questionnaire was sent to all group members, which included only 3 short questions.

1. Do you believe that your EV Tesla purchase makes a good contribution into the future sustainable development (in particular, reducing NO and CO₂ emissions)?

2. Whether the price paid for EV Tesla is fair from the point of the balance between achieving better sustainable surroundings and business appetite of the company covering its R&D?

3. Could you consider Tesla Inc. as a company with an innovative business culture, delivering innovative products and services that can change the future?

The first question is goal-setting and is aimed at identifying the real attitude of EV Tesla consumers to the sustainable development (if they are really were motivated to buy this EV because of belief in their contribution into the future sustainable development). In the context of factor analysis, this is a dependent variable (S). The second question is aimed at clarifying the respondent attitudes to the "price-benefit" fairness (P) compared to the impact on future sustainability. The third question is aimed to find out whether the innovativeness of the proposed product (I) impacts future sustainable development. Thus, inspected relation can be expressed as $S = f(P, I)$.

General population is 283 participants. The sample included 47 respondents, $N = 47$. The response rate is 16.7% (can be considered as acceptable) compared to the widespread practice 20% in the online-surveys concerning using cars (dell'Olio, Ibeas, and de Oña, 2018). To estimate the answers, it is proposed to set Assessment scale of respondents' answers (see Appendix), where answer options organised from strong disagreement with the questioning statement (estimated as “zero”) to the total agreement (estimated as “one”) with a step equals to 0.25 (in the case, when respondents have a different opinion or unsure). The results of online-survey are presented also in Appendix 1 in a great detail. To summarise, 33 respondents (70.2%) believe that they have contributed to the sustainable future while purchasing EV Testa (14 respondents answered “totally agree” and 19 “rather yes than no”). In total scoring of 33.25 the mean is 0.7074. 33 respondents (70.2%) believe that the “price-benefit” attitudes are fair compared to the have contributed to the sustainable future while purchasing EV Testa (24 respondents answered “totally agree” and 9 “rather yes than no”). In total scoring of 35,5 the mean is 0.7553. 33 respondents (70.2%) believe that the EVs technical and technological innovativeness improve an environmental sustainability (14 respondents answered “totally agree” and 19 “rather yes than no”). In total scoring of 33 the mean is 0.7021. The results obtained show a strong and significant correlation between examined factors that is proven by determination ratio $R^2 = 0.8006 > 0.75$. It means providing the future sustainable development (S) is a main leitmotif EV Tesla owners under the strong influence of “profit-benefit” factor and “innovativeness” declared by the Tesla Inc. in their EV use. In addition, this means that 80.06% of the variation in S can be explained by the relationship between variables P and I . The remaining 19.94% of the variation is unexplained and is due to other factors or to sampling error.

PESTEL-analysis

Tesla Inc. similarly to other businesses depend on understanding and responding to external factors that are beyond its control. They are constraints limiting the nature of decisions making. PESTEL-analysis an acronym standing for political, economic, social, technological, environmental, and legal external factors impacting the business; it

refers to a framework for analysing the external environmental factors affecting business objectives and strategies (Stimpson, and Smith, 2015). Detailed PESTEL-analysis for Tesla Inc. is presented in *Table 1*.

Table 1: PESTEL-analysis of Tesla Inc.

Factors	(+/-)	Description
Political	(+)	Tesla taking the political-economic concept of COVID-19 as a base.
Economical	(-) (+/-) (+)	Only people of high income can afford the EVs that Tesla produces because the cost of the car ranges between \$39,990-\$129,990. This is a branded idea targeting the upper class that gives an opportunity to monopolize the market. That is a positive factor for the company, however not for the consumers because of the price control. Decreasing costs for renewable energy.
Socio-cultural	(+) (+) (+) (-) (-)	The increasing popularity of low carbon lifestyles. Higher preference for renewable energy around the world. Social perception of the idea for clean technology transition. Decreasing income among the population worldwide EVs are considered a luxury good and the majority of the population isn't ready to spend money on such a cause.
Technological	(+) (+) (+)	The use of innovative technologies by the company. Leadership preferences to automation, AI technologies, and smart technologies. The increasing popularity of innovations in automobile market.
Environmental	(+) (+) (+) (-)	Climate change regulations NO, CO ₂ controls, and developed recycling technology by the company. Tightening standards on the waste disposal. Mass resource depletion and irrational resource use.
Legal	(+) (+) (+)	Potent protection of the business and its innovations. The worldwide trend of increase in tax for oil-based product use. European union establishment of new tax laws regarding CO ₂ emissions by vehicles.

Source: own development based on the EU law (2020); Tesla Impact Report (2021); Tesla Artificial Intelligence & Autopilot (2020); International Renewable Energy Agency (2021)

Based on the aforementioned data stated in the PESTEL-analysis, the main conclusions accumulate to the fact that most of the factors that play into the success of this company are favourable. They justify the company's success. Although the negative factors involved such as high costs for EVs and the outlook of the population on Tesla's Inc. products seeing the EVs as an item of luxury could certainly slow down the suitability to the mission statement provided by the company. Meanwhile, it is still important to consider the worldwide growing recognition of the issue of global warming and extensive CO₂ emissions with which a company deals successfully. A modern trend of the movement towards “green economy” contributes to the tax hikes on petrol vehicles, which eventually could make some customers switch to the EVs. It is notably, that the innovative culture of Tesla Inc. which makes their products technologically advanced and even futuristic could shift the decision of the customer to purchase the EV from Tesla and not any other company. So far, based on the PESTEL-analysis it could be said that the factors involved are beneficial for the company in terms of achieving its mission statement. The new EU laws, restrictions on CO₂ emissions and the outlook of the public on the concept of renewable green energy will only increase Tesla reputation worldwide.

The 4Ps analysis of innovative culture

Innovation culture is a part of organizational culture that is a proper behavioural direction to take within the business organization. It consists of mutual values and views taken on by the leaders of the company which is then communicated and enforced accordingly.

The innovative culture consists of different elements including innovative management tools, innovative marketing tools, high-tech oriented production, customer outreach, and many more.

Tesla's Inc. innovative culture is a set of mechanisms including paradigm innovations, product innovations, process and position innovations. Those parts make up the culture of innovation which can appear completely different for every company. A more specific current innovation strategy of Tesla Inc. is presented in the diagram below (*Figure 3*):

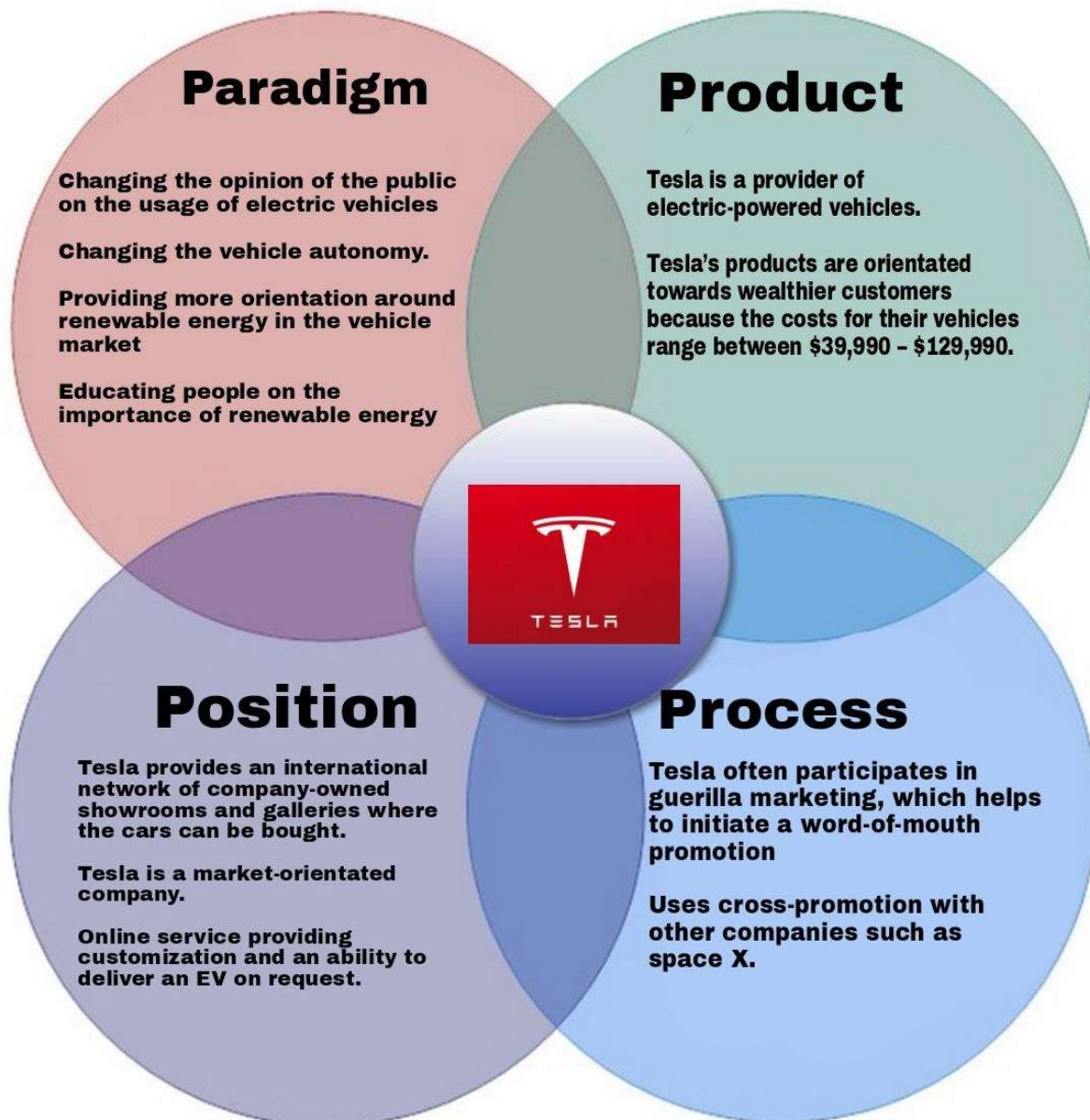


Figure 3: The 4Ps of current innovative culture of Tesla Inc.
 Source: own development based on Morgan (2019); Tesla Impact Report (2021); Tesla Artificial Intelligence & Autopilot (2020)

The innovative culture of the company describes a specific form of corporate culture that is primarily intended to development promotion of innovations. Since innovation processes are cross-divisional and multi-dimensional processes, the innovation culture functions as a type of cross-cutting culture, whose standards and values are shaped and supported by all process participants – from CEO to its shareholders. A positive innovation culture, which is seen in Tesla Inc. creates

incentives for employees and increase the innovative strength of the company. Based on the four sections provided in the 4Ps analysis it is possible to conclude that Tesla Inc. initiates aggressive marketing trying to popularise their products to customers in order to promote their brand.

Another important aspect is the fact that the company is influencing a mind of consumers adapting them to the needs and to the necessity to make choices of innovative products for the sake of the future sustainable development.

In addition, Tesla Inc. is trying to stay ahead of other car companies in terms of providing innovative solutions for the current global problems such as making EVs to target the problem of climate change. In order to communicate the importance of the climate change in order to motivate the possible customers to purchase the EV the company provides things such as climate reports for those who are interested in the global issues or modern vehicles. However, the customer base for Tesla Inc. is quite exclusive and only targets customers of the upper-class due to the high costs of the EVs, which would essentially be a barrier for this business in achieving its mission statement because less people would be able to purchase their products.

CONCLUSIONS

Nowadays, the EVs industry is actively represented in society as a substitute for gasoline and diesel vehicles industry. Without delving into the debate, as to which of these competing industries can cause more damage to the social sustainability and the environment, and without comparing the results of possible negative externalities, the emphasis of our study should be put on the concept of sustainability adopted by the EVs industry. It is already a fait accompli that the global society with the transition to Economy 4.0 requires innovations linked to the digital and engineering technologies, which are already globally rooted and have shown themselves as advanced tools that have been successfully adopted by society.

One of the best representatives of EVs industry is Tesla Inc. starting business in 2003 by several engineers who believed in the future sustainability achieved with the EVs use. So far, the financial results

of Tesla Inc. showed a very positive dynamics enabling to set new standards and compete within the car market across the world. Tesla Inc. supports the idea of climate change through the use of sustainable energy. This is written in its mission statement "*to accelerate the world's transition to sustainable energy*".

Tesla Inc. is following Sustainability Program represented to the world by The UN in 2015. In particular, it targets 10 of the 17 SDGs: industrial innovations and innovative infrastructure; clean energy use; climate control mechanisms; environmentally responsible consumption and production; support healthier technologies aimed at a good well-being provisions; movement towards the clean water management and well-organised sanitation; gender equality support, promotions of decent jobs and economic growth together with high-qualitative education; support of peace, justice and strong social institutions protecting human rights and supporting principles of free choices.

Materiality analysis has shown the focus of the EVs company at environmental issues (32%) and human issues (32%). Thus, Tesla Inc. provides effective environmental management, reducing carbon campaign, sustainable supply chain management, both sustainable material and product use, renewable energy use, effective waste management and recycling programs, air quality management, reducing toxic emissions, sustainable water management, effective climate control and correct risk management towards this issue, as well as biodiversity support, natural resource conservation in its environmental targeting. As for human (social) branch Tesla Inc. is focused on employee workplace safety, the best brains attraction, their retention, and development, employees' health and wellness, employees' fair compensation and benefits, developing good labour relations, and providing diversity, equity and effective inclusion, and fighting with human trafficking, forced labour, and moving towards community engagement and qualitative economic development.

Surveying results have shown that 70.2% of respondents believe that they have contributed to the sustainable future while purchasing EV Testa. In addition, they pointed out that the "price-benefit" view is fair compared to the have contributed to the sustainable future while purchasing EV Testa. Finally, they believe that the EVs technical and

technological innovativeness improve an environmental sustainability. The results obtained show a strong and significant correlation between examined factors that is proven by determination ratio $R^2 = 0.8006$. It means providing the future sustainable development is a main leitmotif EV Tesla owners under the strong influence of “profit-benefit” factor and “innovativeness” declared by the Tesla Inc. in their EV use.

Both PESTEL-analysis and 4P analysis of innovative culture of Tesla Inc. have shown that a company influences minds of consumers adapting them to the needs and to the necessity to make choices of innovative products for the sake of the future sustainable development. From the point of segmentation-positioning-targeting Tesla Inc. has chosen a well-structured strategy and follows it very successfully. Based on PESTEL-analysis, the main conclusions accumulate to the fact that most of the factors that play into the success of this company are favourable. They justify the company's success.

Summarising the results obtained, it is necessary to state that our exploration has showed the EV's industry is able to meet its challenges and achieve sustainability beliefs of customers.

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Appendix

Questionnaire for online-survey

Question	do not agree at all	more likely no than yes	not sure	rather yes than no	totally agree
<i>Options</i>					
<i>Do you believe that your EV Tesla purchase makes a good contribution into the future sustainable development (in particular, reducing NO and CO₂ emissions)?</i>					
<i>Whether the price paid for EV Tesla is fair from the point of the balance between achieving better for sustainable surrounding and business appetite of the company covering its R&D?</i>					
<i>Could you consider Tesla Inc. as a company with an innovative business culture, delivering innovative products and services that can change the future?</i>					

Marking table of responses received from participants of online survey

Assessment scale of respondents' answers

0,00	do not agree at all
0,25	more likely no than yes
0,50	not sure
0,75	rather yes than no
1,00	totally agree

Surveying results

<i>Owners EV Tesla</i>	<i>Do you believe that your EV Tesla purchase makes a good contribution into the future sustainable development (in particular; reducing NO and CO2 emissions)?</i>	<i>Whether the price paid for EV Tesla is fair from the point of the balance between achieving better for sustainable surrounding and business appetite of the company covering its R&D?</i>	<i>Could you consider Tesla Inc. as a company with an innovative business culture, delivering innovative products and services that can change the future?</i>
<i>No.</i>	<i>S</i>	<i>P</i>	<i>I</i>
1	0,75	0,75	0,75
2	0,5	0,5	0,5
3	1	0,75	0,75
4	0,75	0,75	0,75
5	0,75	0,5	0,75
6	0,5	0,75	0,75
7	0,75	0,75	0,75
8	0,75	0,75	0,75
9	1	1	0,75
10	0,25	0,25	0,25
11	0,75	1	0,75
12	0,25	0,25	0,25
13	0,75	0,75	0,75
14	0,75	0,75	1
15	0,75	1	1
16	1	1	1
17	1	1	1
18	1	1	1
19	1	1	0,75
20	1	1	0,75
21	0,75	1	0,75
22	0,5	0,5	0,5
23	0,75	0,5	0,5
24	0,75	1	1
25	0,75	1	0,75
26	0,25	0	0
27	0,25	0,25	0,25
28	0,75	1	0,75
29	0,25	0,25	0,25
30	0,5	0,5	0,5

31	0,25	0,25	0,25
32	0,75	1	1
33	0,75	1	1
34	1	1	0,75
35	0,5	0,75	0,75
36	1	1	1
37	0,25	0,25	0,25
38	0,25	0,25	0,25
39	0,75	1	0,5
40	0,75	1	0,75
41	0,75	1	0,75
42	0,5	0,5	0,5
43	1	1	1
44	1	1	1
45	1	1	1
46	1	1	1
47	1	1	1

Statistic results of online-survey

<i>Sustainability aimed question (S)</i>		<i>Price-benefit aimed question (P)</i>		<i>Innovative culture aimed question (I)</i>	
Mean	0,7074	Mean	0,7553	Mean	0,7021
Median	0,75	Median	1	Median	0,75
Mode	0,75	Mode	1	Mode	0,75
Standard Deviation	0,2623	Standard Deviation	0,3017	Standard Deviation	0,2741
Sample Variance	0,0688	Sample Variance	0,0910	Sample Variance	0,0751
Range	0,75	Range	1	Range	1
Minimum	0,25	Minimum	0	Minimum	0
Maximum	1	Maximum	1	Maximum	1
Sum	33,25	Sum	35,5	Sum	33

ANOVA (ANalysis Of Variance) of survey results

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0,8947							
R ²	0,8006	> 0,75; significant						
Adjusted R ²	0,7915							
Standard Error	0,1198							
Observations	47							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	2	2,5337	1,2669	88,3184	3,93591 E-16			
Residual	44	0,6312	0,0143					
Total	46	3,1649						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95,0%</i>	<i>Upper 95,0%</i>
Intercept	0,0980	0,0493	1,9899	0,0528	-0,0013	0,1973	-0,0013	0,1973
P	0,4761	0,1287	3,6987	0,0006	0,2167	0,7355	0,2167	0,7355
I	0,3558	0,1417	2,5109	0,0158	0,0702	0,6414	0,0702	0,6414