Appendix 1

Additional representative quotes for second-order themes and aggregate dimensions

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| Representative quotes | Second-order themes | Aggregate dimensions |
| * “The key element of our “Strategy 2018” is to position the Volkswagen Group as a global economic and environmental leader among automobile manufacturers. In 2018, the Volkswagen Group aims to be the most successful and fascinating automaker in the world.” (VW annual report VG-AG, 2008, p. 198) * “Strategy 2018”. The specific target areas are as follows: Top customer satisfaction, measured using the Customer Satisfaction Index, Top employer, measured using the Employee Index, Unit sales growth, measured using the Growth Index and Increase in the return on sales, measured using the Return Index.” (VW annual report VG-AG, 2008, p. 113). | Ambitious and personally significant goals | TRIGGERS |
| * “The seeds of VW's emissions scandal were sowed about a decade ago when the U.S. was drafting new emissions rules. Some carmakers began to develop electric vehicles and hybrids. U.S. environmental officials urged VW to develop hybrids as Toyota did. Under VW's then-Chairman Ferdinand Piech and then-CEO Martin Winterkorn, the company instead pushed to come up with a diesel engine that would meet U.S. emissions targets.” (The Wall Street Journal, 2 August 2017) * “VW hoped to increase its market share in America as part of a plan to overtake rivals and become the world’s biggest carmaker.” (The Sunday Times,5 March 2016) | Tough competition and strict constraints |
| * “Big firm like VW is under pressure from all directions. Regulators want reduced carbon emissions, customers want cheap but powerful cars, investors want healthy profit, and employees want good wages. Doing all these things at once is hard.” (CNN, 24 September 2015) * “Diesel is a petroleum-derived oil that can be used in some car engines. Diesel engines have a different design to those driven by petrol, which gives them a distinctive sound and makes them more efficient in their use of fuel, so less carbon dioxide is emitted per mile driven. However, a downside is that, without special adaptations and filters, diesel engines produce far more harmful air pollutants than petrol cars, including particulates - tiny unburnt fuel particles - and nitrogen oxides.” (The Guardian, 25 September 2015) * “Diesel engines have an inherent trade-off between power, fuel efficiency and clean emissions” (Live Science, 24th September 2005) | Contradictory demands | EXPERIENCED  TENSIONS |
| * “You have power; you have energy, you have emissions: You get to choose two of them.”(Live Science, 24th September 2005) * “It was inevitable that Volkswagen’s efforts to correct the issue would result in poorer performance and problems with component parts of the engine. “Volkswagen claimed that they would be able to deal with the problem without affecting the performance in any way, but unfortunately that’s just not possible.” (The Times, 1 April 2017) * “The ‘fix’ intended to reduce NOx emissions may, in fact, have a detrimental impact on the car’s performance and running costs.” (The Guardian, 12 July 2017) | interrelated demands |
| * “Volkswagen touted vehicles with “extremely high fuel mileage coupled with low emissions.” (The Guardian, 15 October 2015,) * “Consumers who paid higher prices […] for models advertised as clean diesel cars with impressive horsepower, fuel economy and emissions.” (The Wall Street Journal Online, 29 September 2015) * “With great fanfare, including Super Bowl commercials, the company flacked an environmentalist’s dream: high-performance cars that managed to achieve excellent fuel economy and emissions so squeaky clean as to rival those of electric hybrids like the Toyota Prius.” (Fortune, 6th February 2018 ) | Represented solution (transcendence) | MANAGING EXPERIENCED TENSIONS (illusion and reality ) |
| * “The engineers had installed defeat devices in engines after realizing they could not hit emissions targets for diesel cars in the US by “permissible means.”(The Guardian, 10 December 2015) * “Software that activates full exhaust emissions controls only during testing but then reduces their effectiveness during normal driving. The result is that cars can emit nitrogen oxides at up to 40 times the allowable standard.” (The Wall Street Journal Online, 21 September 2015) * “Code was installed by VW engineers who could find no other way to meet the company’s ambitious emissions targets.” (The Sunday Times, 5 March 2016) | Materialized solution (false transcendence) |
| * “There was always a distance, a fear and a respect... If he would come and visit or you had to go to him, your pulse would go up,” (Reuters, 10 October 2015) * “Do it, or I'll find somebody who will.” (Road and track, 4, November 2015) * “That's the way he ran everything. It's what I call a reign of terror and a culture where performance was driven by fear and intimidation.” (Road and track, 4, November 2015) * “Mr. Piëch was exacting, wilful, feared by subordinates and obsessive about his company’s products. He was also remarkably successful, leading Volkswagen from near bankruptcy in the early 1990s to No. 2 automaker in the world, after Toyota.” (The New York Times, 26 April 2015) | Fear as motivation | DECISION-MAKING CONTEXT |
| * “VW is entwined with German politics and labour relations. It has its own piece of legislation named after it, the Volkswagen Law. Put in place in 1960 to shield the company from takeovers, it gives huge power to the central German state of Lower Saxony, which owns a 20% stake.” (The Sunday Times, 8 November 2015) “ * …there is VW's odd shareholder structure [ …] more than 70% of VW's voting rights are devoted to preserving the status quo. As a result, protecting jobs, wages and working conditions remain top of the agenda. This has left VW's German operations saddled with costs and productivity way out of kilter with the rest of the industry.” (The Sunday Times, 8 November 2015) | Lax governance structure |
| * “Excellent reputation of the German car industry and especially Volkswagen will suffer.” (The Wall Street Journal Online, 21 September 2015) * “Volkswagen has always been known for high-quality vehicles, but the revelation of "cheat devices" has severely dented confidence.” (The Sun, 2 November 2015) * “The scandal has certainly helped dispel the aura of impeccable German corporate rectitude.” (Independent, 17 September 2016). | Loss of legitimacy and trust | IMPACT |
| * “A third of the company’s stock market value has evaporated in two days.” (The Guardian, 28 September 2015) * “VW has reported a €2.5 billion loss in the third quarter as the diesel emissions scandal that has rocked the group dragged it to its first quarterly loss in more than 15 years.” (The Times, 28 October 2015) * “Volkswagen is facing a £30bn lawsuit over its diesel emissions scandal.” (Mail Online, 18 October 2015) | Financial loss |
| * “Martin Winterkorn steps down despite denying wrongdoing, as legal claims and further senior departures loom.” (The Guardian, 23 September 2015) * “Mr. Hatz, well known in automotive circles because of his previous role as chief of research and development at Porsche, is the second person to be arrested in Germany in connection with the Volkswagen case and the first German citizen.” (The New York Times, 29 September 2017) * “Oliver Schmidt, a German citizen who for several years led Volkswagen's environment and engineering office in Auburn Hills, Mich., faces charges that he conspired to defraud U.S. officials and customers with diesel-powered vehicles featuring illegal software that duped government emissions tests.” (The Wall Street Journal (Europe Edition), 26 July 2017) | Descent from throne |