

Appendix

Appendix A: Summary Table of Papers Included in the Systematic Literature Review

Work number	Author/s and year	Type of organisation analysed or proposed application	Sector or field of application	Methodology used	Lean Startup framework proposed
1	Aas and Alaassar (2018)	Startup	Diverse sectors (digital and non-digital)	Qualitative (single case study)	
2	Aguiar et al. (2019)	Startup accelerator, business incubator, or science park	Advanced technologies across multiple sectors	Qualitative (single case study)	Lean Mentorship
3	Ahmad et al. (2020)	Established company	Libraries	Quantitative	-
4	Armstrong (2017)	University	Education	Conceptual/Theoretical	-
5	Ávalos et al. (2019)	University	Education	Mixed (quantitative and qualitative)	-
6	Axelsson and Bjurström (2019)	Established company (spin-off)	Advanced technologies across multiple sectors	Qualitative (single case study)	-
7	Bajwa et al. (2017)	Startup	Software	Qualitative (multiple case study)	-
8	Baldassarre et al. (2017)	Not defined. Comprising conceptual and theoretical works	Construction and energy efficiency	Qualitative (single case study)	Model for defining a sustainable value proposition
9	Balocco et al. (2019)	Startup	Digital	Qualitative (multiple case study)	SMED4BMC Model
10	Baloutsos et al. (2020)	Established company (large company)	Industry 4.0	Qualitative (multiple case study)	-
11	Bieraugel (2015)	Established company	Libraries	Conceptual/Theoretical	-
12	Blank and Euchner (2018)	Governmental	Theoretical work	Other (SLR, interview)	-
13	Bocken and Snihur (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
14	Bocken et al. (2017)	Established company (large company)	Clothing retail	Qualitative (single case study)	-
15	Bocken et al. (2018)	Any type of organisation (established and startups)	Diverse sectors (digital and non-digital)	Qualitative (multiple case study)	Circular Business Experiment Cycle
16	Bohn and Kundisch (2020)	Startup	Digital	Qualitative (single case study)	-
17	Bohnsack and Liesner (2019)	Any type of organisation (established and startups)	Theoretical work	Conceptual/Theoretical	-
18	Boni (2016)	Established company	Biopharmaceutical	Conceptual/Theoretical	-
19	Bortolini et al. (2021)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Other (SLR, interview)	-
20	Brecht, Hendriks, et al. (2021)	Startup	Agriculture	Qualitative (multiple case study)	B2B-Startup Experimentation Framework (B-SEF)
21	Brecht, Niever, et al. (2021)	Startup	Digital	Qualitative (single case study)	Smart Platform Experiment Cycle (SPEC)

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22	Buhl (2018)	Any type of organisation (established and startups)	Diverse sectors (digital and non-digital)	Conceptual/Theoretical	Toolbox for Green Product Innovation
23	Burgi et al. (2017)	Not defined. Comprising conceptual and theoretical works	Governmental	Qualitative (single case study)	-
24	Čalopa et al. (2020)	Startup accelerator, business incubator, or science park	Diverse sectors (digital and non-digital)	Quantitative	-
25	Carroll and Casselman (2019)	Startup	Digital	Qualitative (single case study)	Lean Discovery Process
26	Cavallo et al. (2019)	Established company (SME)	Agriculture	Qualitative (single case study)	-
27	Chesbrough and Tucci (2020)	Established company	Diverse sectors (digital and non-digital)	Conceptual/Theoretical	-
28	Contigiani and Levinthal (2019)	Any type of organisation (established and startups)	Theoretical work	Conceptual/Theoretical	-
29	Coviello and Tanev (2017)	Startup	Advanced technologies across multiple sectors	Other (SLR, interview)	-
30	De Cock et al. (2020)	Startup	Digital	Qualitative (multiple case study)	-
31	Edison et al. (2018)	Established company (large company)	Software	Qualitative (multiple case study)	-
32	Euchner (2019)	Established company	Theoretical work	Conceptual/Theoretical	-
33	Fagerholm et al. (2017)	Any type of organisation (established and startups)	Software	Qualitative (multiple case study)	RIGHT Model
34	Felin et al. (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
35	Frederiksen and Brem (2017)	Any type of organisation (established and startups)	Theoretical work	Conceptual/Theoretical	-
36	Ganguly and Euchner (2018)	Established company	Tyre manufacturing	Qualitative (single case study)	-
37	Gay (2014)	Startup	Cinema	Conceptual/Theoretical	-
38	Gbadegeshin (2018)	Any type of organisation (established and startups)	Advanced technologies across multiple sectors	Qualitative (single case study)	Lean Commercialisation
39	Ghezzi and Cavallo (2020)	Startup	Digital	Qualitative (multiple case study)	-
40	Ghezzi (2019)	Startup	Digital	Mixed (quantitative and qualitative)	-
41	Ghezzi (2020)	Startup	Digital	Qualitative (multiple case study)	-
42	Ghorashi and Asghari (2019)	Startup	Startup accelerator	Conceptual/Theoretical	Minimum Viable Accelerator (MVA)
43	Harms and Schwery (2020)	Startup	Software	Quantitative	-
44	Harms (2015)	University	Education	Quantitative	-
45	Harms et al. (2015)	Any type of organisation (established and startups)	Advanced materials	Conceptual/Theoretical	-

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46	Humphreys (2015)	Startup	Digital	Qualitative (multiple case study)	-
47	Hwang and Shin (2019)	Established company (large company)	Consumer electronics	Qualitative (single case study)	-
48	Iazzolino et al. (2020)	University (spin-off)	Diverse sectors (digital and non-digital)	Qualitative (multiple case study)	Lean Accelerator Canvas
49	York and Danes (2014)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
50	York and York (2019)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Other (SLR, interview)	-
51	York (2018)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
52	York (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
53	Johnson et al. (2016)	Established company	Health	Qualitative (single case study)	-
54	Kaylan et al. (2021)	University	Education	Qualitative (single case study)	-
55	Khandros (2019)	Governmental	Local development	Qualitative (single case study)	-
56	König et al. (2019)	Startup	Diverse sectors (digital and non-digital)	Mixed (quantitative and qualitative)	-
57	Ladd and Kendall (2017)	Startup	Diverse sectors (digital and non-digital)	Quantitative	-
58	Lalic et al. (2012)	Startup	Diverse sectors (digital and non-digital)	Mixed (quantitative and qualitative)	-
59	Leal et al. (2021)	Established company (large company)	Electric power distribution	Qualitative (single case study)	-
60	Leatherbee and Katila (2020)	Startup	Advanced technologies across multiple sectors	Quantitative	-
61	Lichtenthaler (2020a)	Established company	Diverse sectors (digital and non-digital)	Conceptual/Theoretical	-
62	Lichtenthaler (2020b)	Any type of organisation (established and startups)	Theoretical work	Conceptual/Theoretical	-
63	Lindgren and Münch (2016)	Established company	Software	Qualitative (multiple case study)	-
64	Lizarelli et al. (2022)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Other (SLR, interview)	-
65	Magistretti et al. (2019)	Established company (large company)	Consultancy	Qualitative (single case study)	-
66	Mansoori and Lackeus (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
67	Mansoori (2017)	Startup	Digital	Qualitative (single case study)	-
68	Mansoori et al. (2019)	Startup accelerator, business incubator, or science park	Startup accelerator	Qualitative (single case study)	-
69	Millán Vázquez de la Torre et al. (2019)	Any type of organisation (established and startups)	Tourism	Qualitative (single case study)	-

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70	Miski (2014)	Not defined. Comprising conceptual and theoretical works	Software	Qualitative (single case study)	-
71	Moogk (2012)	Any type of organisation (established and startups)	Theoretical work	Conceptual/Theoretical	-
72	Nashaat et al. (2019)	Established company	Digital	Qualitative (single case study)	M-Lean
73	Neubert (2017)	Startup	Advanced technologies across multiple sectors	Qualitative (multiple case study)	-
74	Neubert (2018)	Startup	Advanced technologies across multiple sectors	Qualitative (multiple case study)	-
75	Newbert et al. (2020)	Startup	Diverse sectors (digital and non-digital)	Quantitative	-
76	Nientied (2015)	Startup	Education	Qualitative (single case study)	-
77	Peralta, Echeveste, Lermen, et al. (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	Customer Value Measurement and Identification (CVMI)
78	Peralta, Echeveste, Martins, et al. (2020)	Startup	Agriculture	Qualitative (single case study)	-
79	Pillai et al. (2020)	Established company	Automotive	Quantitative	-
80	Popowska and Nalepa (2015)	Startup	Software	Qualitative (single case study)	-
81	Qin et al. (2020)	University	Education	Qualitative (single case study)	-
82	Racolța-Paina and Andrieș (2017)	Startup	Diverse sectors (digital and non-digital)	Qualitative (single case study)	-
83	Rasmussen and Petersen (2017)	Established company	Diverse sectors (digital and non-digital)	Qualitative (multiple case study)	-
84	Rasmussen and Tanev (2015)	Startup	Advanced technologies across multiple sectors	Conceptual/Theoretical	-
85	Reis et al. (2019)	University	Education	Qualitative (single case study)	-
86	Reis et al. (2021)	Startup	Diverse sectors (digital and non-digital)	Conceptual/Theoretical	Framework for generating a new startup concept
87	Robb et al. (2020)	University	Education	Quantitative	-
88	Rübling (2016)	Startup	Diverse sectors (digital and non-digital)	Mixed (quantitative and qualitative)	-
89	Scheuenstuhl et al. (2021)	Established company	Software	Quantitative	-
90	Schultz (2022)	University	Education	Quantitative	-
91	Schuurman and Protic (2018)	Startup	Living Labs	Conceptual/Theoretical	-
92	Seggie et al. (2017)	Established company	Theoretical work	Conceptual/Theoretical	Model combining Lean Startup and big data
93	Semcow and Morrison (2018)	University (research)	Social entrepreneurship	Qualitative (single case study)	-

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94	Shanbhag and Pardede (2019)	Startup	Software	Conceptual/Theoretical	-
95	Shepherd and Gruber (2021)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Conceptual/Theoretical	-
96	Shiradkar et al. (2021)	University	Education	Qualitative (single case study)	-
97	Silva et al. (2020)	Not defined. Comprising conceptual and theoretical works	Theoretical work	Other (SLR, interview)	-
98	Silva et al. (2021)	Startup	Biotechnology	Qualitative (multiple case study)	-
99	Sołta-Drączkowska and Mrożewski (2020)	Startup	Advanced technologies across multiple sectors	Qualitative (multiple case study)	-
100	Still (2017)	Startup accelerator, business incubator, or science park	Public research centres and universities	Qualitative (single case study)	Innovation Acceleration Model
101	Tanev (2017)	Startup	Advanced technologies across multiple sectors	Conceptual/Theoretical	-
102	Tohanean and Weiss (2019)	Startup	Digital	Qualitative (single case study)	-
103	Traube et al. (2017)	Not defined. Comprising conceptual and theoretical works	Social work	Conceptual/Theoretical	-
104	Uansa-ard and Wannamakok (2020)	University	Education	Quantitative	-
105	Vliet (2020)	Not defined. Comprising conceptual and theoretical works	Financial	Conceptual/Theoretical	-
106	Weissbrod and Bocken (2017)	Established company	Clothing retail	Qualitative (single case study)	-
107	Welter et al. (2021)	Startup	Diverse sectors (digital and non-digital)	Quantitative	-
108	Xu and Koivumäki (2019)	Startup accelerator, business incubator, or science park	Digital	Qualitative (single case study)	-
109	Yaman et al. (2017)	Established company	Software	Qualitative (multiple case study)	-
110	Yang et al. (2019)	Any type of organisation (established and startups)	Libraries	Quantitative	-
111	Yordanova (2017)	Not defined. Comprising conceptual and theoretical works	Undefined sector	Quantitative	-
112	Yordanova (2018)	Not defined. Comprising conceptual and theoretical works	Undefined sector	Quantitative	-
113	Zijdemans and Tanev (2014)	Startup	Theoretical work	Conceptual/Theoretical	-