

## Supplementary file S1: Interview guide

The interview guide was created to support the interviewer, who asked questions drawn from the guide along with unspecified follow-up questions.

TOPIC	QUESTIONS
<b>Icebreaker</b>	What is your educational background?
	What is your role today?
	When did you start working in forestry?
<b>HCG-related processes and decisions</b>	
HCG and the concept machine X19	How did your organization start working with harwarders?
	How did your organization start working with the Komatsu X19 machine concept? Describe how you started.
	Who was involved in the decision?
Specific decisions in the HCG and the users	What happened after that?
	From your organization's perspective, how did you decide to increase/reduce/not change the resources you contributed to HCG decisions? Who made the decision? When?
	X users supported decision Y in the HCG. Would your decision have changed if the number of users involved was Z? If so, how?
	How did you judge the HCG's relevance after decision X?
<b>The structure of "unstructured" decision processes</b>	
The routines	What prompted your involvement in the harwarder question? Did you see the introduction of the harwarder as a crisis, problem, or opportunity? (recognition)
	What prior knowledge did you have about harwarders? What did you discover before you started searching for a suitable technical composition of the X19 concept machine? (diagnosis)
	What alternatives were available? (search)

	<p>If there were many alternatives, how were they screened? (screening)</p>
Decision support	<p>What consequences were estimated for each alternative? Which consequences were considered and how? Were there uncertainties and risks? How were they estimated and how large were they? What objectives/criteria did you apply? How did you balance them? How many decisionmakers and/or stakeholders were involved and how? Who/which stakeholders made the decision? (judgment-analysis-bargaining)</p>
	<p>Was the decision process anchored before you proceeded? (authorization)</p>
Resource allocation	<p>How did this process compare to other decision processes you have participated in?</p>
	<p>What was the decision based on? Why was the decision made on that basis?</p>
	<p>Who/which did the analysis/decision basis? Who/which were involved, such as a reference group and/or board?</p>
	<p>Which resources are available for this kind of development efforts? How were the resources distributed in the decision process? What proportion of these resources were allocated to HCG activities?</p>
	<p>From today's perspective, would you do anything differently? Would you consider more/fewer/other factors when making your decision?</p>