Appendix A: Detailed Examination of Activities, Learnings and Theoretical Foundations of the Corporate Entrepreneurship Training

	Description of Activities	**Overall Learning from Exercises**	**Theoretical Foundation**
Vision & Lean Startup	- Corporate vision for growth opportunities - Testing loop by applying the rationales of the lean startup build-measure-learn - Understanding the Business Model Canvas and its building blocks	***Lean Startup Knowledge:*** - Entrepreneurial learning through personal experience, deliberate practice, and proactive application of lean startup iterations. Learning the operational steps implied in early-stage internal corporate venture projects - Structured ideation through decomposing customer needs, solution properties and business model characteristics by formulating testable hypotheses - Creation and development of minimum-viable products (e.g., low-fidelity and/or comprehensive prototypes) - Practice and refine experiment-based innovation methods - Gain presentation skills through customer interactions	***Corporate Entrepreneurship:*** - Exploration of novel market domains (e.g., Covin et al., 2018, 2020) - Managers' adeptness to accumulate novel knowledge (e.g., Covin et al., 2018, 2020) - Resource redeployment for real venture projects (e.g., Covin et al., 2018, 2020)
Customer Desirability	- Customer discovery by identifying relevant customer segments and value-driver for customer satisfaction/dissatisfaction - Customer journey by sketching and visualizing customer problems and their interrelations		***Entrepreneurial learning and Lean Startup:*** - Circularity of entrepreneurial learning and the lean startup framework as a common theoretical ground (e.g., Cope, 2005, Minniti & Bygrave, 2001, Ries, 2011) - Rationales of the Lean Startup build-measure-learn loop (e.g., Blank, 2006, Camuffo et al., 2020, Shepherd & Gruber, 2020, Ries, 2011) - Principles of the Business Model Canvas as an instrument to explore business opportunities (Camuffo et al., 2020, Osterwalder & Pigneur, 2010)
Product Feasibility	- Development of a preliminary solution matching the customer latent needs - Investigation of the key resources and activities to build a preliminary solution, based on the Business Model Canvas	***Entrepreneurial alertness:*** - Develop "antennas" for entrepreneurial opportunities by recognizing customer problems, observing possibilities in novel industries, and solving technological constraints - Explore new target markets as growth options for the parent firm - Continuous assessment of innovative solutions based on hypotheses, experiments and customer feedback - Value capture of entrepreneurial opportunities through experimenting and transforming the business model based on new solutions for future cash-flows	
Product Viability	- Calculation of cost and revenue structures - Selection of a pricing strategy - Validation of the customers' willingness to pay		***Entrepreneurial alertness:*** - Recognition of entrepreneurial opportunities by decomposing customer segments, customer latent needs, gaps in the external environment, and thus developing entrepreneurial alertness (e.g., Kaish & Gilad 1991, Tang et al., 2012)
Pitching for Funding	- Pitch the idea to the executive board (i.e., for receiving financial and human capital resources; for an extension and implementation of the internal corporate venture projects)	***Creative Self-Efficacy:*** - Creative self-efficacy (i.e., confidence) in applying the the build-measure-learn loop in entrepreneurial settings encountering novelty and high uncertainty - Creative self-efficacy through face-to-face customer interaction (e.g., in shopping malls, via telephone or video) - Creative self-efficacy through executives' encouragement to take entrepreneurial decision and freedom to make mistakes and take the risk of failure	***Creative Self-Efficacy:*** - Generation of creative outputs thereby gaining creative self-efficacy (Tierney & Farmer, 2002, 2011) - Creative self-efficacy through deliberate practice (e.g., Ericsson, 2008, Tierney & Farmer, 2002, 2011) - Management support as motivational encouragement (Hornsby et al., 2002)

Note. Each distinct iteration constitutes the following tasks/learning: formulate testable hypotheses, build experiments and prototypes, measure customer feedback empirically by creating a dashboard to track relevant key metrics, and learn by reflecting and re-adjusting prior assumptions