Appendix SM1: Detailed Examination of Activities, Learnings and Theoretical Foundations of the Corporate Entrepreneurship Training

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|  | **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     ***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 opportunitiesthrough experimenting and transforming the business model based on new solutions for future cash-flows   ***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 | ***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)   ***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)   ***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)   ***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) |
| **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 |
| **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 |
| **Product**  **Viability** | * Calculation of cost and revenue structures * Selection of a pricing strategy * Validation of the customers’ willingness to pay |
| **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) |

*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*