*Appendix SM2: Question Wordings, Factor Loadings, and Reliabilities*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Construct and indicators | Factor loadings | | | Reliabilitiesa | | |
|  | T1 | T2 | T1 | | T2 | | |
| *Lean startup knowledge*  How do you assess your current level of knowledge in the following areas?   1. Experiment-based innovation methods | .95b | .95b | .87 | | .92 | | |
| 1. Agile working methods in the context of innovation projects |  |  |
| 1. Creation and presentation of pitch presentations |  |  |
| 1. Structured ideation |  |  |
| 1. Prototype design and development |  |  |
| *Entrepreneurial alertness*   1. I constantly have business ideas, that would fit the needs of our organization. |  |  | .88 | | .89 | | |
| .89 | .91 |  | |  | | |
| 1. During my everyday life, I often discover business ideas that would be interesting for our organization. | .90 | .89 |
| 1. I have certain sensitivity for new business opportunities.\* | -- | -- |
| *Creative self-efficacy*   1. I feel that I am good at generating novel ideas.\* | -- | -- | .67 | | .72 | | |
| 1. I have confidence in my ability to solve problems creatively. | .62 | .72 |
| 1. I have a knack for further developing the ideas of others. | .80 | .80 |
| *EEA*   1. I have engaged in a deliberate, systematic search for an idea for a new business. | .95b | .95b | .93 | | .93 | | |
| 1. I have been thinking about a business idea or a number of business ideas that can potentially grow into a real business. |  |  |  | |  | | |
| 1. I have discussed ideas for a new business with my friends and family. |  |  |  | | |
| 1. I have talked about a new business with people that I have a business or working relationship with. |  |  |  | | |  | | |
| 1. I have taken some classes or seminars on how to start a new business. |  |  |
| 1. I have devoted significant time to a new business idea. |  |  |
| 1. In the last year, I have engaged often in evaluating diverse options with respect to products/services, processes, or markets. |  |  |
| 1. In the last year, I have focused on strong renewal of products/services or processes. |  |  |

Note. EEA = employee entrepreneurial activity; \*Items excluded based on the confirmatory factor analysis; b aFor more than three items per construct, internal consistencies were estimated based on McDonalds Omega whereas for two-item measures, they were based on Cronbach’s alpha; bloadings of lean startup knowledge and EEA were fixed to an unstandardized value of 1 and the measurement error variance was fixed to 10 percent of the indicator’s variance.