

**SUPPLEMENTAL MATERIAL**

**Supplemental Material Table 1: Manipulating Entrepreneurs’ Passion (Study 2)**

	<b>Components of Entrepreneurs’ Passion</b>	<b>Words and Phrases Used to Manipulate Strong Emotion Displays and Identity Displays in the Videos</b>
<b>Entrepreneurs’ Emotional Display of Passion</b> (Entrepreneurs’ Passion Contains Strong Positive Emotions)	A strong inclination towards an activity that individuals like (or even love)	I enjoy, love, it's great fun, it's a great experience, it's what drives us every day, wouldn't change it for anything in the world
	Individuals find the activity important, in which they invest time and energy	It's top priority, working enthusiastically every day
	Persistence, even in the face of obstacles	It's a challenge but it's worth it, it's a challenging adventure
<b>Entrepreneurs’ Identity Displays</b> (Entrepreneurs’ Passion Contains an Entrepreneurial Identity)	A passionate persons' identity includes: 1) inventing: searching for new and innovative ideas and identifying and exploring new opportunities 2) founding: establishing a venture by assembling necessary financial and human resources 3) developing: nurturing, growing and expanding the business	Doing activities related to inventing, founding, or developing (there are three versions of this manipulation) is of the most importance for me, is part of who I am, I'll continue doing this for the rest of my life

(Cardon et al., 2013; Vallerand & Houliort, 2003; Vallerand et al., 2007)

**Supplemental Material Table 2: Anchors for Coding Employee Creativity in the Ideas for the Marketing Concept (Study 2)**

	<b>Rating</b>	<b>Example</b>	
<b>Novelty</b>			
Originality	4	Not expressed before (rare, unusual), ingenious, imaginative or surprising; may be humorous	It would be neat to have a commercial where a guy gives a girl a bouquet and she basically kills it with neglect, then he shows up again with another bouquet and the device. Fast forward to a couple of years down the road, and they are still together and the bouquet is still gorgeous.
	3	Unusual (compared to ideas of other participants), interesting, shows some imagination	Compare it to a stoplight. Much like green means go and red means stop, with the Houseplant Guard, blue means it needs water, yellow means it needs light and so on and so forth.
	2	Interesting	You could even go to some agriculture schools.
	1	Common, mundane, boring	Radio and Internet ads, as well as social media, would also work well.
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Paradigm Relatedness	4	Paradigm breaking	Also, using twitter would be a great idea, people love that thing. IF the plant could also 'tweet' what it needs, I could see people wanting to buy it for that reason (like how people make Facebook/Twitter accounts for their animals, why not for their plants? that would just make it easier.) OR, have an 'advanced' version that does that.
	3	Paradigm stretching	I think this could also be used in the classroom setting to teach children how to care for plants while adding a technology component to the lesson since information can be accessed on the house plant guards app.
	2	Slightly paradigm stretching	Sell it to people owning plant shops, for keeping their flowers in optimal selling condition.
	1	Paradigm preserving (ideas are primarily adaptations)	Make more advertising to get the word around.
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<b>Feasibility</b>			
Acceptability	4	Consistent with social norms and law and common	This product could be used as an educational tool, both in schools and at home.
	3	Consistent with social norms and law, but in some way uncommon	I for one think that the medical marijuana industry could benefit from your product
	2	Consistent with laws, but socially, ethically, politically unacceptable	I would have someone on staff to go to all relevant forums and beginning hyping the pocket gardener. They'll have to be discreet about it and come across as an enthusiastic user not an employee of another company.
	1	Radically against laws, business practice (e.g. corruption), social norms	If you recognize copycats try to outrange them and burn their business down.

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Implement-ability	4	All dimensions positive, easy to implement	Open up an own website, sell it primarily there, and fulfill the orders you are able to.
	3	Probably possible, if you consider all dimensions	Get a professional model for your advertising
	2	Probably not possible, if you consider all dimensions	Another thing that could be of use would be to have the stores use it in their garden sections.
	1	Totally infeasible, too complex	My last suggestion would be to have a companion to the plant guard that would be able to automatically give the plant some water in the event of a dryness emergency.
<b>Relevance</b>			
Applicability	4	Solves an identified problem that is directly related to the stated task	Contact app review sites and bloggers by inviting them to try and review the product. Ask that they link to the app in the review.
	3	Solves an implied problem that is related to the stated task	Provide more than just a raw notice for the app. Have the app act as an adviser as well.
	2	May have some benefit within a special situation and for a small target group and somehow relates to the stated task	Hire models gardening in front of your store in spring.
	1	Idea does not apply to the task at all	n/a
Effectiveness	4	Reasonable and will solve the stated problem without regarding workability	I believe the best way to advertise is to use social media to get customers' attention, especially blogs. Contact blogs that are based around healthy eating and give them one of your products to use so they can spread the word to their viewer base about just how wonderful of a product you have.
	3	Reasonable and will contribute to the solution of the problem	You can create an Amazon store and have them handle fulfillment.
	2	Unreasonable or unlikely to solve the problem	Advertise the most to would be single 28-40 female and males.
	1	Solves an unrelated problem	n/a
<b>Specificity</b>			
Clarity	4	Easy to understand, crisp clear complete sentences, good word usage	Sell the product on your own website.
	3	Understandable, but not brought to the point, contains unnecessary details	I also think you really need to have a big social media presence. I can't count the number of times I saw cool ideas/products that I got really invested in, by social media. You need to be on Twitter, Instagram, I also would recommend getting on reddit.com, doing an IAMA (Ask Me Anything), prompts for others to ask questions about any topic. The online community if they love a product would really get behind you.

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	2	Somehow understandable, some missing links, some sentences incomplete	I would highlight the most useful feature aspect first, then the second, and so on, but it needs to be done so in laymen's terms that shows the product's simplicity. Marketing works best by using the K.I.S.S. approach, especially when selling a product worldwide.
	1	Vague, ambiguous expression, poor language structure	Where can we get customers' attention? at home and in a car
Completeness	4	Idea contains four dimensions or more	Now, if you want to increase awareness in the area you live in, contact or have someone contact your local newspaper to write an article about you. It could be about a local citizen who starts his own company and is successful. People love human interest stories.
	3	Idea contains three dimensions	I think one of the most convenient features that should be advertised of the product is the ability to send a push notification to a device. For people that live busy lifestyles, like someone who is constantly on-the-go in the city, they may sometimes forget to pay attention to their plants. This product would be able to send them a reminder regarding their plant's health before its too late, and they've ruined another plant.
	2	Idea contains two dimensions	Online ads are key as you can use tracking cookies hone in on your target demographics. You can promote it by trumpeting its environmental, entertainment and beautification aspects as developmental, beneficial, selfless, and fun.
	1	Idea contains only one dimension	You can get customers' attention by showing the product being used in common, everyday situations
Implicational explicitness	4	Implication is clearly stated and makes sense	Hang up a poster in front of a hardware store to address every potential customer entering the store.
	3	Implication is relatively well stated and makes sense	Emphasize how they can get notifications while out and about, such as reminders to buy plant food or even something like a reminder to come home for lunch to move the plant into better light.
	2	Implication is vaguely stated or intuitively given	I think it should be in a bright box and showing sort of what's in the product.
	1	Implication is not stated, even though relevant	This product could be improved by not only having the push notifications but also adding your own personalized music to play specific songs when the plant is in need of certain care.

We followed the approach of Dean et al. (2006).

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**Supplemental Material Table 3: Effects of Entrepreneurs’ Emotional Displays of Passion and Identity Displays (Study 2)**

**Dependent Variable: Employee Perceptions of Entrepreneurs’ Passion**

		Model 1a						Model 1b					
		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval	
Step 1: Control, independent, and moderator variables	Age	.042	.059	.037	.482	-.075	.159	.040	.059	.035	.501	-.076	.156
	Gender	-.042	.058	-.038	.468	-.157	.072	-.045	.058	-.041	.434	-.159	.069
	Product attractiveness	.327	.057	.296	.000	.215	.439	.337	.057	.305	.000	.225	.448
	Entrepreneurs’ emotional displays of passion (strong/weak)	.411	.057	.371	.000	.298	.524	.656	.119	.591	.000	.421	.891
	Entrepreneurs’ identity displays (yes/no)	.050	.057	.045	.382	-.062	.161	.208	.088	.189	.019	.034	.381
Step 2: Interaction variables	Entrepreneurs’ emotional displays of passion X entrepreneurs’ identity displays							-.631	.271	-.280	.021	-1.164	-.097
R <sup>2</sup>		.214						.228					
Change in R <sup>2</sup> (Sig.)								.014 (.021)					

*Note:* N = 306.

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**Supplemental Material Table 4: Effects of Employee Perceptions of Entrepreneurs’ Passion and Employee Passion at Outset (Study 2)**

**Dependent Variable: Employee Passion Response**

		Model 2a					Model 2b				
		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval	Unst. coeff.	Error	Stand. coeff.	p-value	95% interval
Step 1: Control, independent, and moderator variables	Employee age	.080	.050	.069	.112	-.019 .178	.073	.059	.063	.147	-.026 .171
	Employee gender	.080	.049	.071	.107	-.017 .177	.081	.049	.071	.101	-.016 .178
	Product attractiveness	.283	.053	.250	.000	.179 .387	.287	.053	.254	.000	.183 .391
	Employee perceptions of entrepreneurs’ passion	.321	.050	.284	.000	.222 .419	.330	.050	.293	.000	.232 .429
	Employee passion at outset	.441	.052	.393	.000	.339 .543	.442	.052	.395	.000	.341 .544
Step 2: Interaction variables	Employee perceptions of entrepreneurs’ passion X employee passion at outset						-.097	.050	-.083	.052	-.195 .001
R <sup>2</sup>		.468					.475				
Change in R <sup>2</sup> (Sig.)							.007(.052)				

**Dependent Variable: Employee Goal Commitment**

		Model 3a					Model 3b				
		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval	Unst. coeff.	Error	Stand. coeff.	p-value	95% interval
Step 1: Control, independent, and moderator variables	Employee age	.048	0.039	.059	.221	-.029 .124	.037	0.038	.046	.328	-.038 .113
	Employee gender	-.031	0.038	-.038	.427	-.106 .045	-.029	0.038	-.037	.438	-.103 .045
	Product attractiveness	.161	0.041	.204	.000	.080 .242	.167	0.040	.211	.000	.088 .246
	Employee perceptions of entrepreneurs’ passion	.299	0.039	.378	.000	.222 .375	.313	0.038	.396	.000	.238 .389
	Employee passion at outset	.166	0.040	.211	.000	.087 .245	.169	0.039	.215	.000	.091 .246
Step 2: Interaction variables	Employee perceptions of entrepreneurs’ passion X employee passion at outset						-.142	0.038	-.173	.000	-.217 -.067
R <sup>2</sup>		.347					.376				
Change in R <sup>2</sup> (Sig.)							.029 (.000)				

Note: N = 306.

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**Dependent Variable: Employee Effort**

		Model 4a						Model 4b					
		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval	
Step 1: Control, independent, and moderator variables	Employee age	15.232	11.405	.078	.183	-7.212	37.677	13.757	11.393	.070	.228	-8.664	36.178
	Employee gender	8.414	11.272	.044	.456	-13.769	30.598	8.608	11.231	.045	.444	-13.496	30.711
	Product attractiveness	16.966	12.068	.089	.161	-6.784	40.716	17.781	12.032	.093	.141	-5.899	41.461
	Employee perceptions of entrepreneurs' passion	26.873	11.403	.140	.019	4.433	49.313	28.930	11.419	.151	.012	6.458	51.403
	Employee passion at outset	1.019	11.803	.005	.931	-22.209	24.247	1.388	11.761	.007	.906	-21.759	24.534
Step 2: Interaction variables	Employee perceptions of entrepreneurs' passion X employee passion at outset							-20.284	11.345	-.102	.075	-42.611	2.043
R <sup>2</sup>		.043						.053					
Change in R <sup>2</sup> (Sig.)								.010 (.075)					

**Dependent Variable: Employee Creativity**

		Model 5a						Model 5b					
		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval		Unst. coeff.	Error	Stand. coeff.	p-value	95% interval	
Step 1: Control, independent, and moderator variables	Employee age	.109	.041	.153	.008	.028	.190	.100	.041	.140	.015	.020	.180
	Employee gender	.063	.041	.090	.124	-.017	.143	.064	.040	.091	.112	-.015	.143
	Product attractiveness	-.080	.043	-.115	.066	-.166	.005	-.075	.043	-.108	.081	-.159	.009
	Employee perceptions of entrepreneurs' passion	.093	.041	.133	.025	.012	.174	.106	.041	.152	.010	.025	.186
	Employee passion at outset	.038	.043	.055	.375	-.046	.122	.040	.042	.058	.340	-.042	.123
Step 2: Interaction variables	Employee perceptions of entrepreneurs' passion X employee passion at outset							-.126	.040	-.176	.002	-.206	-.047
R <sup>2</sup>		.053						.084					
Change in R <sup>2</sup> (Sig.)								.030 (.002)					

Note: N = 306.