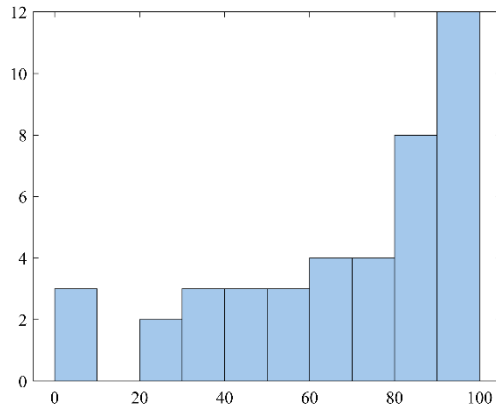


**SUPPLEMENTARY MATERIAL**



**Fig. 1.** Histogram of the Big Five personality test regarding extroversion.

**Tab. 1.** Results of the binomial test regarding the hypothesis: "The majority of extrovert participants considers the f2f format as more effective for phase 2." Results given for several extroversion thresholds. p-values given in brackets.

Threshold for extroversion	50	67	75
Impact Innovation	rejected (8.6·10 <sup>-1</sup> )	rejected (9.4·10 <sup>-1</sup> )	rejected (9.1·10 <sup>-1</sup> )
Strategic Dilemmas	rejected (1)	rejected (1)	rejected (> 9.9·10 <sup>-1</sup> )
Innovation Camp	rejected (2.4·10 <sup>-1</sup> )	rejected (2.2·10 <sup>-1</sup> )	rejected (1.9·10 <sup>-1</sup> )
Innovation Camp + company	rejected (6.4·10 <sup>-1</sup> )	rejected (5.0·10 <sup>-1</sup> )	rejected (3.3·10 <sup>-1</sup> )
Marketing	rejected (8.6·10 <sup>-1</sup> )	rejected (8.8·10 <sup>-1</sup> )	rejected (5.0·10 <sup>-1</sup> )

**Key statements of the qualitative interviews**

**Student 1:**

Phase 1: Major part is brainstorming; in a face-to-face meeting, it's easier to communicate via mimics and gesture, so it's easier for an introvert person to signalize that he/she wants to say something. Therefore, more people are heard during the discussion and this increases the probability of a better output --> effective There is usually a moderator or alpha-animal shaping the discussion. In a virtual meeting, it's harder to interrupt him/her in order to say something, because the effort is higher than in a f2f meeting (mimics).

Phase 2: Doesn't really care, depends on the team composition.

Phase 3: This depends on the perspective: From a presenter's point of view, it's more effective virtually because you can look directly at the slides you're presenting. From a listener's perspective it's more

effective f2f because the level of distraction is lower (doing other things on the computer). I chose f2f in the survey because I thought about the transfer of the content, so I considered the listeners' perspective.

**Student 2:**

Phase 1: According to Schulz-von-Thun, communication is clearer in f2f format, virtual limits the discussion to one speaker, physical tools (e.g. whiteboard) are useful, it's easier to get "warm" with a new team, attention response is clearer. sometimes there are connection issues in virtual.

Phase 2: Teacher is accessible in an easier way. The order of the classes is important for my responses. Innovation Camp was driven by the respect of the company experts, there was no such pressure virtually as it would have been face-to-face. A little bit biased by the way of organization of the meetings, pressure is bigger in presence.

Phase 3: f2f is more effective because the feedback of the audience is easier in presence. There is more feedback in presence. With Marketing, the feedback is major bad, that's why I don't enjoy it. For listener, it's more effective because you see the speaker and the slides, distraction is lower. It's harder in f2f meetings because otherwise it's a sign of lacking respect towards the speaker.

**Student 3:**

Phase 1: More creativity in a f2f meeting, because it's easier to "step out" in an online meeting. There is some distance between people that leads to fewer ideas. Therefore, f2f is more effective. This accounts for all classes.

Phase 2: This depended on the format of the previous phase. If it has happened f2f, preparation is more effective virtually. BUT Innovation Camp with company: The company people were not really responsive and therefore a lot of effectiveness was

lost during the online format. If phase 1 happened virtually, this needs to be f2f --> you have to meet at one point, distribution of roles is more effective in f2f formats and at one point, you have to discuss in a f2f format for effective teamwork

Phase 3: Preferring presenting in f2f format, because of interaction with audience. The transfer of information from speaker to audience is easier in f2f format. The speaker has the feeling that his goals (transferring the message) is reached better in f2f and therefore it's more effective. With writing it's a different process: writing and correcting, this is more effective with online tools, because people can work on their own without distracting each other.