Appendix A: Measurement items

Construct	Indicator	Items	Source
Business Analytics Capabilities (BAC)	cba1	The organization predicts and prepares for the future by proactively evaluating scenarios or potential trade-offs	Ashrafi et al. (2019).
	cba2	Decision making is based on rigorous analytic approaches (e.g., quantitative modelling, simulation)	
	cba3	The organization manages data to enable the ability to share and aggregate data across departments or business units	
	cba4	Business information and analytics differentiate us within the industry	
	cba5	Improving our information and analytics capability is a top priority	

Construct	Indicator	Items	Source
Acquisition (AQU)	aqu1	The search for relevant information concerning our industry is every-day business in our company.	Flatten et al. (2011).
	aqu2	Our management motivates the employees to use information sources within our industry.	
	aqu3	Our management expects that the employees deal with information beyond our industry.	
Assimilation (ASS)	ass1	In our company ideas and concepts are communicated cross-departmental.	
	ass2	Our management emphasizes cross-departmental support to solve problems.	
	ass3	In our company there is a quick information flow, e.g., if a business unit obtains important information it communicates this information promptly to all other business units or departments.	
	ass4	Our management demands periodical cross-departmental meetings to interchange new developments, problems, and achievements.	
Transformation (TRA)	tra1	Our employees have the ability to structure and to use collected knowledge.	

	tra2	Our employees are used to absorb new knowledge as well as to prepare it for further purposes and to make it available.	
	tra3	Our employees successfully link existing knowledge with new insights.	
	tra4	Our employees are able to apply new knowledge in their practical work.	
Exploitation (EXP)	exp1	Our management supports the development of prototypes.	
	exp2	Our company regularly reconsiders technologies and adapts them accordant to new knowledge.	
	exp3	Our company has the ability to work more effective by adopting new technologies.	

Construct	Indicator	Items	Source
Exploitation Innovations (IEXP)	iexp1	We frequently refine the provision of existing products and services	Jansen, Van Den Bosch e Volberda (2006).
	iexp2	We regularly implement small adaptations to existing products and services	
	iexp3	We introduce improved, but existing products and services for our local market	
	iexp4	We improve our provision's efficiency of products and services	
	iexp5	We increase economies of scales in existing markets	
	iexp6	Our unit expands services for existing clients	
	iexp7	Lowering costs of internal processes is an important objective	

Construct	Indicator	Items	Source
Data-Driven Culture (DCC)	cdd1	We consider data a tangible asset	Gupta e George (2016).
	cdd2	We base our decisions on data rather than on instinct	
	cdd3	We are willing to override our own intuition when data contradict our viewpoints	

	cdd4	We continuously assess and improve the business rules in response to insights extracted from data	
	cdd5	We continuously coach our employees to make decisions based on data	

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