



*Supplementary information*

**GENERATING INTANGIBLE RESOURCE AND INTERNATIONAL  
PERFORMANCE: INSIGHTS INTO ENTERPRISES  
ORGANIZATIONAL BEHAVIOR AND CAPABILITY  
AT TRADE SHOWS**

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**APPENDIX**

**Questionnaire developed for the research framework in this study:  
The practical level of a company when participating in a trade show and  
after the trade show.**

*Relationship building* (Hansen, 2004)

Rb1: Through trade show participation, your company maintains and develops relationships with suppliers.

Rb2: Through trade show participation, your company meets decision-makers which normally would not be in contact.

Rb3: Through trade show participation, your company contacts competitors or observes the development of competitors.

Rb4: Through trade show participation, your company maintains and develops personal contacts with existing customers.

Rb5: Your company uses the trade show as an arena where your management can develop relationships with customers.

*Information sharing* (Li, 2006)

Is1: At trade shows, your company and participating firms exchange information on changing customer preferences and buying behaviors for products involved in the relationship.

Is2: At trade shows, your company and participating firms exchange information on experiences of success and failure with products involved in the relationship.

Is3: At trade shows, your company and participating firms exchange information on changes of market structure: mergers, acquisitions, or partnering.

*Commitment to learning* (Baker & Sinkula, 1999)

Cl1: Managers basically agree that your business unit's ability to learn in trade show is the key to your company's competitive advantage.

Cl2: The basic values of your company include that learning in trade shows is a key to improvement.

Cl3: The sense around here is that employee learning in trade shows is an investment, not an expense.

Cl4: Learning in trade shows in your company is seen as a key commodity necessary to guarantee organizational survival.

*Absorptive capacity* (Chen et al., 2009)

Ac1: Your company has the ability to apply new external knowledge obtained from trade show commercially and invent new products.

Ac2: Your company has the ability to understand, analyze, and interpret external knowledge gained from trade shows.

Ac3: Your company has the ability to combine existing knowledge with the newly acquired knowledge gained from trade shows and to assimilate this knowledge.

*Relationship performance* (Selnes & Sallis, 2003; Li, 2006)

Rp1: In comparison with competitors, your company's relationships with other firms result in flexible production that catered for fluctuating demand.

Rp2: In comparison with competitors, your company's relationships with other firms result in improved product/service quality.

Rp3: In comparison with competitors, your company's relationships with other firms result in decreased logistic costs.

Rp4: In comparison with competitors, your company's relationships with other firms result in getting ahead of competitors by understanding consumers' changing preferences.

Rp5: In comparison with competitors, your company's relationships with other firms result in better synergy over joint sales and marketing efforts.

*Innovation performance* (Chen et al., 2009)

Ip1: In comparison with competitors, your company accelerates the commercialization pace of new products by innovation

Ip2: In comparison with competitors, your company makes considerable profit from new products

Ip3: In comparison with competitors, your company develops new technology to improve operation process

Ip4: In comparison with competitors, your company purchases new instruments or equipment to accelerate productivity

*International performance* (He & Wei, 2011)

Intp1: Over the past 3 years, the most important international market of your company has been profitable.

Intp2: Over the past 3 years, the most important international market of your company has achieved rapid sales growth.

Intp3: Over the past 3 years, the most important international market of your company has had satisfactory export performance.

Intp4: Over the past 3 years, the most important international market of your company has achieved your initial strategic objectives.