

## Appendix Survey Measures

### Measures and Items

#### **Trust in the Partner Organization**

1. Supplier/Customer X has always been evenhanded in its negotiations with us.
  2. Supplier/Customer X may use opportunities that arise to profit at our expense. <sup>a</sup>
  3. Based on past experience, we cannot with complete confidence rely on Supplier/Customer X to keep promises made to us. <sup>a</sup>
  4. We are hesitant to transact with Supplier/Customer X when the specifications are vague. <sup>a</sup>
  5. Supplier/Customer X is trustworthy.
- (1 = strongly disagree, 4 = neither agree nor disagree, 7 = strongly agree)

#### **Asset Specificity**

1. Our production system has been tailored to meet the requirements of dealing with Supplier/Customer X.
  2. Gearing up to deal with Supplier/Customer X requires highly specialized tools and equipment.
  3. We have made significant investments in tools and equipment dedicated to our relationship with Supplier/Customer X.
- (1 = strongly disagree, 4 = neither agree nor disagree, 7 = strongly agree)

#### **Buyer Uncertainty**

1. How would you describe the supply of the component purchased from Supplier X compared to other similar products (not only provided by Supplier X)?
    - a. Stable availability <sup>a</sup>
    - b. Easy to monitor technological trends <sup>a</sup>
    - c. Stable industry volume <sup>a</sup>
    - d. Accurate sales forecasts <sup>a</sup>
- (1 = not at all, 4 = somewhat, 7 = very much)

#### **Supplier Uncertainty**

1. How would you describe the supply of the component provided by your business unit to Customer X compared to other similar products?
    - a. Stable availability <sup>a</sup>
    - b. Easy to monitor technological trends <sup>a</sup>
    - c. Stable industry volume <sup>a</sup>
    - d. Accurate sales forecasts <sup>a</sup>
- (1 = not at all, 4 = somewhat, 7 = very much)

<sup>a</sup> Reverse coded

**Appendix (continued)**  
**Survey Measures**

Measures and Items

**Shadow of the Future**

1. Our business unit expects our relationship with Supplier/Customer X to last a long time.
2. It is assumed that agreements with Supplier/Customer X will be renewed.
3. Our business unit makes plans not only for the terms of individual purchases but also for the long-term relationship with Supplier/Customer X.

(1 = strongly disagree, 4 = neither agree nor disagree, 7 = strongly agree)

**Tenure**

1. How long have you been working for this company? (z-score of years)

**Past Duration**

1. How long has your business unit had a business relationship with Supplier/Customer X?

Measure: mean of buyer & supplier variable in years (logarithm)

**Interpersonal Trust (Supplier/Buyer)**

1. My contact person has always been evenhanded in negotiations with me.
2. I have faith in my contact person to look out for my interests even when it is costly to do so.
3. I know how my contact person is going to act. S/he can always be counted on to act as I expect.
4. I would feel a sense of betrayal if my contact person's performance was below my expectations.
5. My contact person is trustworthy.

(1 = strongly disagree, 4 = neither agree nor disagree, 7 = strongly agree)

<sup>a</sup> Reverse coded