

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. ^a
 3. Based on past experience, we cannot with complete confidence rely on Supplier/Customer X to keep promises made to us. ^a
 4. We are hesitant to transact with Supplier/Customer X when the specifications are vague. ^a
 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 ^a
 - b. Easy to monitor technological trends ^a
 - c. Stable industry volume ^a
 - d. Accurate sales forecasts ^a
- (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 ^a
 - b. Easy to monitor technological trends ^a
 - c. Stable industry volume ^a
 - d. Accurate sales forecasts ^a
- (1 = not at all, 4 = somewhat, 7 = very much)

^a Reverse coded

Appendix (continued)
Survey Measures

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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)

^a Reverse coded