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The valorization of export information and its impact upon the international performance of SMEs
APPENDIX

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Summary

Appendix 1: Table 1. Characteristics of the reviewed studies concerning the impact of export information activities on the international performance of firms

Authors	Country of Study	Sample size	Industrial sector	Firm size	Data collection	Response rate	Non response bias	Key informant	Level of analysis	Statistical Analysis	Focus on information	Use of a grounded theory	Use of research hypothesis
Rosson and Ford (1982)	Canada (Ontario)	42	Various Industries	NI	Personal interviews	40%	NI	NI	Relationship	COR	No	No	Yes
Cavusgil (1984a)	USA (Wisconsin)	175	Various Industries	SML	Postal survey	NI	NI	CEO, VO, SM, EM	Firm	MCA	No	No	No
Cavusgil (1984b)	USA (Wisconsin and Illinois)	70	Various industries	SML	Personal interviews	NI	NCI	EE	Firm	TT, Chi2	Yes	No	Yes
Denis et Depelteau (1985)	Canada	51	Metal, wood and steel industry	NI	Postal survey	15,47%	NI	NI	Firm	COR	Yes	No	No
Kleinschmidt and Ross (1986)	Canada	85	Various industries	SM	Postal survey	46%	NI	NI	Firm	Chi2, TT, DA	Yes	No	Yes
Diamantopoulos and Inglis (1988)	Scotland	48	Food and beverage industries	NI	Postal survey	41,8%	NI	NI	Firm	Chi2, TT, DA	No	No	No
Madsen (1989)	Denmark	82	Various industries	NCI	Postal survey	52%	NI	NI	Export venture	RA, ANOVA	No	No	No
Koh (1991)	USA	233	Various industries	NI	Postal survey	24,5%	Tested	NI	Firm	Chi2, ANOVA	No	No	No
Dominguez and Sequeira (1993)	Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua	253 (from all the countries under study)	Various industries	NCI	Personal interviews	NI	NI	PRES, CEO, MD, EM, MKD, EE	Firm	CA, Chi2	No	No	No

Authors	Country of Study	Sample size	Industrial sector	Firm size	Data collection	Response rate	Non response bias	Key informant	Level of analysis	Statistical Analysis	Focus on information	Use of a grounded theory	Use of research hypothesis
Seringhaus (1993)	Austria and Canada	73 Canadian and 48 Austrian	High tech firms	SM	Postal survey	43,5% in Canada and 15.2 % in Austria	NI	NI	Firm	COR, TT	Yes	No	Yes
Donthu and Kim (1993)	USA (a single southern state)	640	Various industries	NCI	Postal survey	23,13%	NI	NI	Firm	DA, FA	No	No	Yes
De Luz (1993)	BRAZIL (Sao Paolo area)	31	Various industries	NI	Postal survey	NCI	NI	EE	Firm	TT, COR and RA	No	No	Yes
Hart *et al.* (1994)	UK	50	Various industries	SML	Postal survey	33%	NI	NI	Firm	TT and MANOVA	Yes	No	No
Bijmolt and Zwart (1994)	Netherlands	248	Various industries	SM	Postal survey	NI	NI	NI	Firm	SEM	No	No	No
Moini (1995)	USA (Wisconsin)	102	Various industries	SM	Postal survey	30,6%	Tested	OE	Firm	ANOVA	No	No	No
Leonidou and Katsikeas (1997)	Cyprus	80	Various industries	NCI	Personal interviews	25%	NI	EE, MD, MKD	Firm	TT	Yes	No	No
Souchon and Diamantopoulos (1997)	UK (Welch)	39	Various industries	NCI	Postal survey	26%	NI	NI	Firm	ANOVA and COR	Yes	No	Yes
Weaver *et al.* (1998)	Norway	697	Various industries	SML	Postal survey	31,7%	Tested	NI	Firm	ANOVA and RA	No	No	No
Boutary (1998, 2000)	France	92	Various industries	M	Postal survey	13,4%	NI	EE	Firm	Chi2, TT	Yes	No	No

Authors	Country of Study	Sample size	Industrial sector	Firm size	Data collection	Response rate	Non response bias	Key informant	Level of analysis	Statistical Analysis	Focus on information	Use of a grounded theory	Use of research hypothesis
Ogunmokun and Ng (1999)	Australia	224	Various industries	SM	Postal survey	37,5%	NI	EM, CEO	Firm	Chi2, TT	No	No	No
Hart and Tzokas (1999)	UK	50	Various industries	SM	Postal survey	30%	Tested	MD	Firm	COR, FA	Yes	No	No
MacPherson (2000)	USA (5 states)	173	Machine tool industry	NCI	Fax survey	58%	NI	NI	Firm	COR and RA	No	No	No
Yeoh (2000)	USA	180	Various industries	SML	Postal survey	32,7%	Tested	EM, CEO, PRES	Firm	SEM, CFA	Yes	No	Yes
Gençtürk and Kotabe (2001)	USA	162	Various industries	SML	Postal survey	32,4%	Tested	SM, EM	Firm	ANOVA, COR	No	No	Yes
Ramangalahy (2001)	Canada (Quebec)	110	Various industries	SM	Postal survey	10,7%	NI	NCI	Firm	PLS	No	RBV	Yes
Cadogan *et al*. (2002)	USA	206	Various industries	NI	Postal survey	34%	Tested	yes	Firm	SEM	Yes	No	Yes
Souchon and Durden (2002)	UK and New Zeeland	200 in UK and 178 from New Zeeland	Various industries	NCI	Postal survey	24% in UK and 41% in New Zeeland	Tested	EM, CEO, MKD	Firm	SEM	Yes	No	Yes
Akyol and Akehurst (2003)	Turkey	387	Textile	NCI	Postal survey	66%	Tested	yes	Firm	SEM	Yes	No	Yes
Morgan *et al.* (2003)	U.K. and China	243 in U.K. and 198 in China	Various industries	NI	Postal survey	43% in UK and 88% in China	Tested	yes	Export venture	SEM	No	KBV	Yes

Authors	Country of Study	Sample size	Industrial sector	Firm size	Data collection	Response rate	Non response bias	Key informant	Level of analysis	Statistical Analysis	Focus on information	Use of a grounded theory	Use of research hypothesis
Spence (2003)	U.K.	113	Various industries	SML	Postal survey	44%	NI	NCI	Firm	Recursive RA	No	No	Yes
Voerman (2003)	Interstratos project: Austria, Belgium, The Netherlands, Switzerland, Norway, Sweden and Finland	3562	Various industries	SM	Postal survey	50,4 % first year to 7,5% last year (longitudinal study, realized over five years)	Tested	NCI	Firm	ANOVA, RA	No	No	No
Julien and Ramangalahy (2003)	Canada (Quebec)	366	Various industries	SM	Postal survey	11,6%	NI	NI	Firm	SEM	Yes	Yes	Yes
Alvarez (2004)	Chile	138	Various industries	SM	Postal survey	46,78%	Tested	NCI	Firm	RA	No	No	No
Walliser and Mogos-Descotes (2004)	France	125	Various industries	SM	Postal survey	25%	NI	EM, CEO, MKD, EE, OE	Firm	RA, COR	Yes	No	No
Souchon *et al.* (2004)	New Zeeland	253	Various industries	No clear information	Postal survey	28%	Tested	MKD,MD, CEO	Firm	SEM	Yes	No	Yes
Wilkinson and Brouthers (2006)	USA	105	Various industries	SML	Postal survey	13,74%	Testes	Yes	Firm	RA	No	RBV	Yes

Legend – Abbreviations used in the table:	
Codes used for key-informant CEO = Chief Executive Officer EE = the Executives responsible of Exporting activities EM = Export Managers MD = Managing Director MKD = Marketing Director NCI = No Clear Information NI = No Information OE = Other Executives PRES = President SM = Senior Managers **Firm size** S = small - under 50 employees M = medium - 50-250 employees L = large - 251-500 employees XL = more than 500 employees	**Non-response bias** NCI = no clear information NI = no information provided by the study Tested = they were tested **Statistical Analysis** SEM = Structural Equation Modeling PLS = Partial Least Squares RA = Regression Analysis COR = CORrelations Chi2 = Chi-square test TT = T Tests FA = Factorial Analysis CFA = Confirmatory Factorial Analysis MCA = Multiple Classification Analysis CORA = CORrespondence Analysis DA = Discriminant Analysis CA = Cluster Analysis

Appendix 2. Interview Guide

1. Presentation

My name is Raluca MOGOS DESCOTES and I am a PhD student. I'm currently undertaking a study on the SMEs behaviours in terms of export information and the way their impact upon enterprises' levels of export performance. Thank you for accepting this interview.

If you allow me, I would like to register our conversation. I am asking you this in order to better remember and be able to analyse afterwards our conversation. I ensure you that our conversation is strictly confidential.

2. The main topics addressed during the interviews

2.1. The way the company got international

Q1: Could you please explain how did you begin your international activities?

2.2. Information acquisition

I would like to discuss with you about your export information activities.

Q1: Which are the information sources you consult in order to keep track of foreign markets changes? Could you please refer to them in order of importance for your business development?

Q2: Which is the export information source you prefer and why?

Q3: Which are the other export information that you find most useful and you use on a current basis?

Q4: Are there other information sources you know and do not use on a current basis? Why is that?

Q5: Which are the main export information elements you search for on foreign markets? (*explain if necessary what "information elements" are*)

2.3. Information Use

I would like to know now more about the way you use export information in your company.

Q1: According to you in which way export information is useful to your business developement?

Q2: If you would need to extend your export activities in a new market how would you proceed in terms of information research? More specifically, how would you search for information in order to take this decision?

2.4. Factors enhancing export information use

2.4.1. Managerial perspective

I would like now to discuss with you about which are the factors enabling you to maximise the use of export information in your company. It could hang on personal factors as well as more organizational related aspects or also elements exterior to your company.

Q1: Generally, what helps you to better use export information to commercial ends?

2.4.2. Export information assimilation practices

I would like to know more about the organizational mechanisms that enhance export information use in your company such as the way you coordinate, communicate export information.

Q1: How you ensure coordination and communication in your company? Do you consider these procedures efficient in your company? Do you mainly use formal of informal procedures for ensuring coordination and communication?

Q2: How do you transfer and integrate export information in your company? Do you do it in an informal way, or are you employing more formalized procedures as company's newsletters for example?

Q3: Is the collaboration among the departments in your company easy-going?

Q4: When you make decisions concerning foreign markets operations do you take them by yourself or you consult several members in your company or your social circle?

Q5: Do you think that you generally exchange with the employees in your company in a rather formal or informal manner?

Q6: Do you form sometimes work teams for the management of certain projects in your company?

Q7: Do you think that employees in your enterprise have a clear view about your firm's main objectives and how they can help for their achievement?

2.5. Other aspects

I would like to have some additional information concerning yourself.

Q1: Could you briefly describe me your educational background and your previous professional experience?

Q2: How important is it for you having a clear vision of the future development of your enterprise? How long is the time period you can visualise the activities of your enterprise?

Q3: Do you work on the basis of a planning?

Q4: Are you fixing any goal achievement every year (or other time period)?

Q5: Which is your advantage face to the average of your competitors on foreign markets? What drives you successful on export markets?

Other information asked to the interviewees:

- enterprise size
- network membership
- percentage of sales abroad
- percentage of sales abroad as a sub-supplier
- internationalization length (number of years the company has been going international)
- foreign presence modes

3. Basic rules for managing the interview

- *Empathy*
- *Neutrality*
- *Symbolic violence limitation*
- *Unconditional acceptance*
- *Reformulation and rebounding on the main topics when needed*
- *Respect of the "full" silences*

4. Interview's conditions

4.1. The place

We chose to undertake the interviews at the professional workplace of the interviewees. The workplace is a personal "territory", where they are expected to feel rather comfortable. Moreover, this does not require additional efforts from them such as to reach a particular place for the RDV.

The interviews were realized by standing face to face around a table.

4.1. The time

The interviews were held in the evening, after the interviewees have finished their working hours.

Appendix 3. First questionnaire draft

GREFIGE
Groupe de Recherche en Economie Financière et en Gestion des Entreprises
Université Nancy2

Inquiry into the development of international performance of exporting SMEs

I. THE EXPORT CHARACTERISTICS OF YOUR COMPANY

This first group of questions concerns your exporting activities. It is important that you answer all the questions so that we can take into account your answer. Indicate the answer which describes the best the situation in your enterprise. Your answers are strictly confidential.

1. The year your enterprise began selling abroad: /_/_/_/_/

2. Number of foreign countries where your company made sales abroad the last year: /_/_/_/

3. In how many border countries did you sell during the last year: /_/

4. Your main export market: .....

5. Percentage of export sales in this main exporting market: /_/_/ **%**

6. Export sales percentage from the total turnover of your company: /_/_/ **%**

7. Percentage of export sales as a sub-supplier: /_/_/ **%**

8. How many employees are assigned within your firm for dealing with international activities on a regular basis (more then 50% of their working time): /_/_/ **employees**

9a. Do you have a export department? □ **Yes** □ **No** **9b. Since when?** /_/_/_/_/

10. Please indicate the approximate growth/decline rate of your export sales over the past 3 years.

/_/_/_/ **%** | Growth | Decline | (PLEASE TICK AS APPROPRIATE)

11. Please indicate the approximate growth/decline rate of your export profits over the past 3 years.

/_/_/_/ **%** | Growth | Decline | (PLEASE TICK AS APPROPRIATE)

12. What is the relative importance of the following export objectives in your firm? PLEASE ALLOCATE 100 PERCENT BETWEEN THE FOLLOWING FOUR DIMENSIONS.

- Export sales volume	/_/_/_/ % of export markets
- Export profitability	/_/_/_/ % of export markets
- Export market share	/_/_/_/ % of export markets
- Rate of new market entry	/_/_/_/ % of export markets

TOTAL 100 %

13. In what proportions of your export markets do you hold the following competitive positions? PLEASE ALLOCATE 100 PERCENT BETWEEN THE FOLLOWING FOUR DIMENSIONS.

- Market leader	/_/_/_/ % of export markets
- Second to market leader	/_/_/_/ % of export markets
- Major supplier	/_/_/_/ % of export markets
- Minor supplier	/_/_/_/ % of export markets

TOTAL 100 %

14. How satisfied are you with the evolution of the following export objectives over the last three years:	**Not at all satis-fied**						**Comple tely satis-fied**
- Your market share abroad	1	2	3	4	5	6	7
- The profits you obtain from international activities	1	2	3	4	5	6	7
- Your sales volume on international markets	1	2	3	4	5	6	7
- Rate of new market entry	1	2	3	4	5	6	7

15. Which are the foreign presence modes used by your company and since how many years are you using them?
(tick and complete all the relevant boxes with respect to your situation)

□ Indirect exporting since /_/_/_/ years	□ Direct exporting since /_/_/_/ years
□ Collaborative modes (strategic alliance, joint venture, etc.) since /_/_/_/ years	□ Franchising, licensing since /_/_/_/ years
□ Foreign subsidiary since /_/_/_/ years	□ Selling on Internet since /_/_/_/ years
□ Another mode (specify) : ……..…… since /_/_/_/ years	□ Another mode (specify) : ……..…… since /_/_/_/ years

16. Please rate the foreign presence modes used by your company in terms of:

Length of experiences – number of years the company has been using the foreign presence mode
Number of projects, clients or contracts - the firm had to deal with in this specific mode of foreign presence
Challenge complexity - in terms of problems the firm needs to solve by using a certain foreign presence mode
Context diversity - the social, cultural, economic environment aspects that characterize the environments the firm has worked in
Impact on the know-how - in terms of how much the firm has learned through this experience

On a scale from 1 to 5 where**:**

1= very limited	2= limited	3= moderate	4=extended	5= very extended

	Length of experiences	Number of projects	Challenge complexity	Context diversity	Impact on the know-how
- Indirect exporting	.../5	.../5	.../5	.../5	.../5
- Direct exporting	.../5	.../5	.../5	.../5	.../5
- Collaborative modes (strategic alliance, joint venture, etc.)	.../5	.../5	.../5	.../5	.../5
- Franchising, licensing	.../5	.../5	.../5	.../5	.../5
- Foreign subsidiary	.../5	.../5	.../5	.../5	.../5
- Selling on Internet	.../5	.../5	.../5	.../5	.../5
- Another mode (specify): ……..……	.../5	.../5	.../5	.../5	.../5
- Another mode (specify): ……..……	.../5	.../5	.../5	.../5	.../5

17. Please indicate us the extent you consider your enterprise is competitive concerning the evolution of the following export objectives over the last three years:	Not competitive at all						Very competitive
- Market share abroad	1	2	3	4	5	6	7
- Profits from the international activities	1	2	3	4	5	6	7
- Sales volume on international markets	1	2	3	4	5	6	7
- Rate of new market entry	1	2	3	4	5	6	7

18. Compared to your main competitors on export markets, please indicate the extent you consider your enterprise competitive concerning the evolution of the following export objectives over the last three years:	Not competitive at all						Very competitive
- Market share abroad	1	2	3	4	5	6	7
- Profits from the international activities	1	2	3	4	5	6	7
- Sales volume on international markets	1	2	3	4	5	6	7
- Rate of new market entry	1	2	3	4	5	6	7

II. EXPORT INFORMATION MANAGEMENT

*This group of questions concerns the information estate of your company with respect to your foreign markets. Please answer **all** the questions.*

1. Please indicate to which extent are you informed compared to your competitors regarding the following elements on your export markets :	**Much worse than competitors**						**Much better than competitors**
- The potential clients (characteristics, needs, demand, preferences, mentalities, buying behavior, new niches, potential contacts/partners)	- 3	- 2	- 1	0	1	2	3
- Competitors (actors, general situation, strategies they deploy, forces and strengths)	- 3	- 2	- 1	0	1	2	3
- Products (characteristics, technical norms, adaptation needs, packaging, innovation cycles)	- 3	- 2	- 1	0	1	2	3
- Prices (level, tendencies, margins and commissions, credit policies, mode and delay of payment)	- 3	- 2	- 1	0	1	2	3
- Foreign markets environment (economic, social, political risks, barriers to exporting, legislation)	- 3	- 2	- 1	0	1	2	3
- Communication practices (available media, methods employed, type of message, costs)	- 3	- 2	- 1	0	1	2	3
- Distribution practices (channels, modes, costs, selling points, transport and deposit infrastructure, delays, intermediaries efficiency)	- 3	- 2	- 1	0	1	2	3

3. Please note the information sources listed in the table bellow in terms of:

Contacts facility - *with the sources in obtaining information*
Reliability – *of the information they provide you*
Interactivity - *the possibility of debate around/verify the information you get from the source*
Information quantity – *the quantity of information provided*
Contacts density - communicating with different interfaces (density) and providing diverse indications

On a scale from 1 to 5 where:

1= very limited **2= limited** **3= moderate** **4=extended** **5= very extented**

Note	**Contact facility**	**Relia-bility**	**Interac-tivity**	**Infor-mation quantity**	**Contact density**
- Clients	.../5	.../5	.../5	.../5	.../5
- Competitors	.../5	.../5	.../5	.../5	.../5
- Agent/distributors	.../5	.../5	.../5	.../5	.../5
- Trade fares	.../5	.../5	.../5	.../5	.../5
- Chambers of Commerce	.../5	.../5	.../5	.../5	.../5
- Marketing research	.../5	.../5	.../5	.../5	.../5
- Internet	.../5	.../5	.../5	.../5	.../5

III. MANAGERIAL PRACTICES

Please indicate your agreement degree with the following statements below - concerning the managerial practices you adopt in terms of:

1. Please indicate your agreement with the following statements below:	**Totally dis-agree**				**Totally agree**
- The senior management's strategic objectives are well known and accepted.	1	2	3	4	5
- The manager's vision is well known and accepted by the employees.	1	2	3	4	5
- The members of the management team closely coordinate their activities.	1	2	3	4	5

2. Please indicate the agreement with the following statements below :	**Totally dis-agree**						**Totally agree**
- The mistakes and failures are always discussed in this enterprise, at all levels.	1	2	3	4	5	6	7
- The employees have the chance to discuss among them about new ideas, projects and activities that could be useful to the enterprise.	1	2	3	4	5	6	7
- The firm has instruments (manuals databases, files, organizational routines, etc.) that allow what has been learnt in the past situations to remain valid.	1	2	3	4	5	6	7

V. INTERNATIONAL STRATEGY

1. Please indicate the extent to which you agree with the following statements :	**Totally disa-gree**						**Totally-agree**
- It takes us forever to decide how to respond to price changes on our export markets.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- For one reason or another we tend to ignore changes in our foreign customers' product or services needs.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- We periodically review our product development efforts to ensure that they are in line with what foreign customers want.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Our strategy for standardizing or adapting our export product offerings is based on detailed customer observation.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- The managerial team gets together periodically to plan a response to changes taking place in our foreign business environment (e.g. regulations, technology, etc.).	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- The choice of the product we sell to foreign markets depend more on internal politics than real markets needs.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- If a major competitor were to launch an intensive campaign targeted to our foreign costumers, we would implement a response immediately.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Foreign costumer complaints fall on deaf ears in this company.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- We are quick to respond to significant changes in our competitors' price structures on foreign markets.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- We are quick to respond to important changes in our business environment (e.g. regulatory, technology, economy, etc.).	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- All 'departments' in our firm are involved in implementing our export market strategies.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Our export business strategies are driven by our beliefs about how we can create greater values for export customers.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- We give close attention to after sales service for our foreign customers.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Our export business objectives are driven primarily by costumer satisfaction.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- We rapidly respond to competitive actions that threaten us in our export markets.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Our export strategy for competitive advantage is based on our understanding of export costumer needs.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Generally our export sales are much more profitable than our sales in France.	**1**	**2**	**3**	**4**	**5**	**6**	**7**

2. Please indicate the extent to which you agree with the following statements: *Senior management in our company…*	**Totally dis agree**						**Totally-agree**
- Consider our exporting activities to be important.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Intend to increase the company's exporting activities.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
- Actively explore international market opportunities.	**1**	**2**	**3**	**4**	**5**	**6**	**7**

IV. INTERNATIONAL COMPETENCES

Please rate your business unit relative to your major competitors on export markets in terms of its marketing capabilities in the following areas:

1. International networking	**Much worse than compe-titors**						**Much better than compe-titors**
- Identifying contacts abroad	- 3	- 2	- 1	0	1	2	3
- Entertaining developing relationships with the contacts abroad	- 3	- 2	- 1	0	1	2	3
- Knowledge and understanding of business practices	- 3	- 2	- 1	0	1	2	3
- Foreign languages skills	- 3	- 2	- 1	0	1	2	3
2. International marketing management							
- Setting clear export marketing goals	- 3	- 2	- 1	0	1	2	3
- Formulating creative export marketing strategies	- 3	- 2	- 1	0	1	2	3
- Translating export marketing strategies into action	- 3	- 2	- 1	0	1	2	3
- Control and evaluation of marketing costs for the exporting activities	- 3	- 2	- 1	0	1	2	3
3. Export product strategy							
- Providing additional services for export customers	- 3	- 2	- 1	0	1	2	3
- Ability to developing new export products/services	- 3	- 2	- 1	0	1	2	3
- Developing new export products/services in order to exploit R&D investment	- 3	- 2	- 1	0	1	2	3
- Launching successfully new products sales development abroad	- 3	- 2	- 1	0	1	2	3
- Insuring that product/service development efforts are responsive to foreign costumer's needs	- 3	- 2	- 1	0	1	2	3
- Technical development of export products	- 3	- 2	- 1	0	1	2	3
4. Export price strategy							
- Doing an effective job of pricing export products/services	- 3	- 2	- 1	0	1	2	3
- Responsiveness in terms of pricing to foreign market change	- 3	- 2	- 1	0	1	2	3
- Knowledge of foreign competitors pricing techniques	- 3	- 2	- 1	0	1	2	3
5. Export distribution strategy							
- Selecting the export distributor/agents	- 3	- 2	- 1	0	1	2	3
- Training foreign selling personnel	- 3	- 2	- 1	0	1	2	3
- Entertaining the relations, collaboration with foreign distributor/agents	- 3	- 2	- 1	0	1	2	3
- Choosing the localization of the selling points abroad	- 3	- 2	- 1	0	1	2	3
- Selling skills of salespeople abroad	- 3	- 2	- 1	0	1	2	3

6. Export communication strategy							
- Promoting sales, products on foreign markets	- 3	- 2	- 1	0	1	2	3
- Developing enterprise image and reputation abroad	- 3	- 2	- 1	0	1	2	3
- Marketing communication skills	- 3	- 2	- 1	0	1	2	3
- Effectively managing international marketing communication programs	- 3	- 2	- 1	0	1	2	3
7. Foreign market information management							
- Gathering information about foreign costumers and competitors	- 3	- 2	- 1	0	1	2	3
- Tracking foreign customers wants and needs	- 3	- 2	- 1	0	1	2	3
- Analyzing our export market information	- 3	- 2	- 1	0	1	2	3
- Identifying export information sources	- 3	- 2	- 1	0	1	2	3
8. Marketing segmentation							
- Identifying, developing new markets	- 3	- 2	- 1	0	1	2	3
- Segmenting, targeting new markets	- 3	- 2	- 1	0	1	2	3
- Opportunity seeking abroad	- 3	- 2	- 1	0	1	2	3

VII. COMPLEMENTARY INFORMATION

• **Which regions are you currently exporting to?** PLEASE TICK THE RELEVANT BOXES.

- EU ☐ - Eastern Europe ☐
- South/Central America ☐ -Australia and New Zealand ☐
- Other European countries (excluding East EU and Eastern Block) ☐
- Africa ☐ - Asia ☐
- Other ☐ Please specify: .....

• **Social name of your enterprise: .....**

• **The year you created your enterprise:** /_/_/_/_/

• **Which is actually the number of employees within your enterprise:** /_/_/_/

• **Is your enterprise majoritary owned by a group?** ☐ **Yes** ☐ **No**

• **Is your enterprise majoritary owned by a foreign person?** ☐ **Yes** ☐ **No**

• **Which is your precise function within the enterprise? …….....**

• **I wish to be informed about the results of the study:** ☐ **Yes** ☐ **No**

• **Your e-mail address: …..…….....**

We <u>THANK YOU</u> for your kind and precious help. Please return our questionnaire in the envelope we sent you.

Appendix 4. Final questionnaire

Questionnaire number /_/_/_/_/

GREFIGE
Research Group in Financial Economics and Management
Université Nancy2

THE FRENCH EXPORTERS FACE TO THE EUROPEAN INTEGRATION
Study conducted by Prof. Bjorn WALLISER and Prof. Hartmut HOLZMUELLER

I. THE INTERNATIONAL CHARACTERISTICS OF YOUR COMPANY

This first group of questions concerns your exporting activities. It is important that you answer all the questions so that we can take into account your answer. Indicate the answer, which describes the best the situation in your enterprise. Your answers are ***strictly confidential****.*

1. The year your enterprise began selling abroad: /_/_/_/_/

2. Number of foreign countries where your company made sales abroad in 2005: /_/_/_/

3. Among these countries *(question 2)* how many of them are border countries to France: /_/

4. Export sales percentage from the total turnover of your company in 2005: /_/_/ **%**

5. Percentage of export sales as a sub-supplier the total turnover of your company in 2005: /_/_/ **%**

6a. Do you have a export department? □ Yes □ No **6b. Since when?** /_/_/_/_/

6. How many of your employees (administration, sales, managers) are actually assigned for dealing with international activities more then 50% of their working time: /_/_/ employees

7. Indicate your agreement with the following statements concerning the working experiences of your "export employees" *(those mentioned in question 6)*:	Totally disagree						Totally agree
- The working experiences of "export employees" are rich.	1	2	3	4	5	6	7
- The working experiences of "export employees" are long lasting.	1	2	3	4	5	6	7
- The working experiences of "export employees" are varied.	1	2	3	4	5	6	7

8. Which are the foreign presence modes used by your company and since how many years are you using them? *(tick and complete all the relevant boxes with respect to your situation)*	
□ Indirect exporting since /_/_/_/ years	□ Direct exporting since /_/_/_/ years
□ Collaborative modes (strategic alliance, joint venture, etc.) since /_/_/_/ years	□ Franchising, licensing since /_/_/_/ years
□ Foreign subsidiary since /_/_/_/ years	□ Selling on Internet since /_/_/_/ years
□ Another mode (specify) : …… since /_/_/_/ years	□ Another mode (specify) : …… since /_/_/_/ years

9. Indicate how satisfied are you with the evolution in 2005 of the following "export" objectives :	Not at all satisfied						Com-pletely satisfied
- Market share abroad	1	2	3	4	5	6	7
- Profits you obtain from international activities	1	2	3	4	5	6	7
- Sales volume on international markets	1	2	3	4	5	6	7
- Number of new foreign markets "conquered"	1	2	3	4	5	6	7

10. Please indicate us the extent you consider your enterprise is competitive in terms of:	Not compe-titive at all						Very compe-titive
- Market share abroad	1	2	3	4	5	6	7
- Profits you obtain from international activities	1	2	3	4	5	6	7
- Sales volume on international markets	1	2	3	4	5	6	7
- Number of new foreign markets "conquered"	1	2	3	4	5	6	7

II. MANAGERIAL PRACTICES

*The statements bellow concern different managerial practices in your enterprise. For every statement, please **tick only one box** – the one reflecting the best the practices currently in place in your enterprise.*

1. Indicate to what extent you agree or disagree with the following statements :	Totally dis-agree						Totally agree
- The senior management strategic objectives are well known and accepted.	1	2	3	4	5	6	7
- The leadership employed by the direction is efficient.	1	2	3	4	5	6	7
- The members of the management team coordinate closely their activities.	1	2	3	4	5	6	7

2. Please indicate your agreement degree with the following statements below :	Totally dis-agree						Totally agree
- We try to keep the know-how acquired by past experiences even though the employees are no longer the same	1	2	3	4	5	6	7
- The firm has instruments (manuals databases, files, organizational routines, etc.) that allow what has been learnt in the past situations to remain valid, although the employees are no longer the same.	1	2	3	4	5	6	7
- In this enterprise we try to learn from our mistakes in order to avoid them in the future.	1	2	3	4	5	6	7
- At all levels, we try to send as fast as possible the know-how of older employees to newer ones.	1	2	3	4	5	6	7

III. INTERNATIONAL STRATEGY

*This part is composed by statements concerning the strategy employed by your enterprise concerning the foreign markets and clients. Please tick **only one box** for every statement, the box reflecting the best the practices in place in your enterprise.*

1. Please indicate the extent to which you agree/disagree with the following statements :	Totally disagree						Totally agree
- For one reason or another we tend to ignore changes in our foreign customers' product or services needs.	1	2	3	4	5	6	7
- The choice of the product we sell to foreign markets depend more on internal politics than real markets needs.	1	2	3	4	5	6	7
- When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.	1	2	3	4	5	6	7
- Our export business objectives are driven primarily by customer satisfaction.	1	2	3	4	5	6	7
- Our export strategy for competitive advantage is based on our understanding of export costumer needs.	1	2	3	4	5	6	7
- Our export business strategies are driven by our beliefs about how we can create greater value for export customers	1	2	3	4	5	6	7
- We are quick to respond to important changes in our business environment (e.g. regulatory, technology, economy, etc.).	1	2	3	4	5	6	7
- We rapidly respond to competitive actions that threaten us in our export markets.	1	2	3	4	5	6	7
- Generally our export sales are much more profitable than our sales in France.	1	2	3	4	5	6	7

2. Please indicate the extent to which you agree with the following statements: *Senior management in our company…*	Totally disagree						Totally agree
- Consider our exporting activities to be important.	1	2	3	4	5	6	7
- Intend to increase the company's exporting activities.	1	2	3	4	5	6	7
- Actively explore international market opportunities.	1	2	3	4	5	6	7

IV. EXPORT INFORMATION MANAGEMENT

*This group of questions concerns the information estate of your company with respect to your foreign markets. Please answer **all** the questions.*

1. Please indicate to which extent are you informed *compared to your main competitors on export markets* **regarding the following elements on your export markets :**	Informed much worse than compe-titors			Informed as well as the compe-titors			Informed much better than compe-titors
- General foreign markets environment (economic, social, political environment, barriers to exporting, legislation)	1	2	3	4	5	6	7
- The potential clients (characteristics, needs, demand, preferences, mentalities, buying behavior, new niches, potential partners)	1	2	3	4	5	6	7
- Competitors (main actors on the market, general situation, strategies they deploy, forces and strengths)	1	2	3	4	5	6	7
- Products (characteristics, technical norms, adaptation needs, packaging, innovation cycles)	1	2	3	4	5	6	7
- Price and payment practices (level, tendencies, margins and commissions, credit policies, mode and delay of payment)	1	2	3	4	5	6	7
- Communication practices (available media, methods employed, type of message, costs)	1	2	3	4	5	6	7
- Distribution practices (channels, costs, selling points, transport and deposit infrastructure, payment delays, intermediaries efficiency)	1	2	3	4	5	6	7

6. Please *rate* the export information sources listed in the table bellow (e.g. clients, competitors) for every one of the 4 characteristics:

Contacts facility - *with the sources in obtaining the necessary information*
Interactivity - *the possibility of debate the information you get*
Reliability - *of the information they provide you*
Information quantity - *the quantity of information provided*

On a scale from 1 to 5 where:

1= very limited	**2= limited**	**3= moderate**	**4=extended**	**5= very extended**

Please tick one box for each of the 4 characteristics characterizing the information sources listed bellow.

	Contacts facility					Interactivity					Reliability					Information quantity				
- Clients	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Competitors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Agent/distributors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Personal contacts	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Trade fares	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Chambers of Commerce	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
- Marketing research	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

V. INTERNATIONAL COMPETENCES

*These questions bellow aim to describe the managerial competencies your enterprise owns with respect to the international activities management. We remind you that **your answers are strictly confidential**.*

1. Please indicate to which extent your enterprise owns international competencies *compared to your main competitors on export markets* in the fields listed here bellow :	Much worse than compe-titors			As much as the compe-titors			Much better than compe-titors
- Networking (e.g.: identifying contacts abroad, entertaining developing relationships with the contacts abroad, knowledge and understanding of business practices, foreign languages skills)	1	2	3	4	5	6	7
- International marketing management (e.g.: setting marketing goals, formulating creative marketing strategies, translating marketing strategies into action, control and evaluation of marketing costs)	1	2	3	4	5	6	7
- Foreign markets segmentation (e.g. : opportunity seeking, studying foreign markets characteristics, targeting and penetrating foreign markets, identification potential clients/markets)	1	2	3	4	5	6	7
- Product strategy (e.g.: R&D of new products/services, products and service adaptation, packaging, launching successfully new products/ services)	1	2	3	4	5	6	7
- Price strategy (e.g. : negotiating and fixing the price and the payment delays, responsiveness in terms of pricing to market change, fixing the margins, evaluation of the credit risks)	1	2	3	4	5	6	7
- Communication strategy (e.g.: promoting sales, products, developing enterprise image and reputation, managing communication programs)	1	2	3	4	5	6	7
- Distribution strategy (e.g. : selecting the distributor agents and the sale force, entertaining the relations/collaboration with distributor agents, choosing the localization of the selling/distribution points, training selling personnel)	1	2	3	4	5	6	7
- Information management (e.g. : identification of information sources, collecting information on clients and competitors, tracking customers wants and needs, collecting and analyzing market information)	1	2	3	4	5	6	7

VI. COMPLEMENTARY INFORMATION

In this last section of the questionnaire, we aim to obtain complementary information concerning your enterprise.

- **Industry code:** /_/_/_/_/
- **Number of employees:** /_/_/_/
- **Is your enterprise majoritary owned by a group?** ☐ Yes ☐ No
- **Is your enterprise majoritary owned by a foreign person?** ☐ Yes ☐ No
- **Which is your precise function within the enterprise?**

…….....

- **I wish to be informed about the results of the study:**
  - **By e-mail:** ☐ Yes ☐ No

    Email address: .....……..…….....
  - **By post:** ☐ Yes ☐ No

    Address: ……..…….....
    ……..

We <u>THANK YOU</u> for your kind and precious help. Please return our questionnaire in the envelope we sent you to Bjorn WALLISER, GREFIGE, 13, rue Michel Ney, 54037 Nancy Cedex or by fax: 03 83 54 25 51.

Appendix 5. Confirmatory factor analysis of the reflexive international performance constructs

DATE: 8/ 5/2008
TIME: 14:26

L I S R E L 8.54

BY

Karl G. Joreskog & Dag Sorbom

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The following lines were read from file C:\Documents and Settings\RALUCA\Mes documents\Recherche\Raluca\RalucS2008.ls8:

```
CFA
Observed variables: S1 S2 S3 S4 PC1 PC2 PC3 PC4 RC1 RC2 RC3 RC4
Covariance matrix from file C:\Raluca\Raluca08.COV
Sample size 107
Latent variables: S PC RC
Relationships:
S1=1*S
S2 S3 S4=S
PC1=1*C
PC2 PC3 PC4=C
RC1=1*RC
RC2 RC3 RC4=RC
Lisrel Output SC
Path diagram
Admissibility check=off
End of problem
```

CFA

Covariance Matrix

	S1	S2	S3	S4	PC1	PC2
S1	2.57					
S2	1.89	2.36				
S3	1.80	1.71	2.92			
S4	1.18	1.10	1.04	1.54		
PC1	1.55	1.53	1.80	0.92	2.57	
PC2	1.72	1.77	1.61	1.01	1.86	2.62
PC3	1.60	1.40	2.31	0.93	1.91	1.82
PC4	0.98	1.01	1.13	1.15	1.27	1.11
RC1	1.60	1.62	1.71	1.10	1.91	1.65
RC2	1.57	1.74	1.81	1.11	1.64	1.94
RC3	1.77	1.59	2.22	1.00	1.69	1.84
RC4	0.92	1.02	1.18	1.08	1.18	1.13

Covariance Matrix

	PC3	PC4	RC1	RC2	RC3	RC4
PC3	2.43					
PC4	1.08	1.54				
RC1	1.65	1.26	2.34			
RC2	1.64	1.22	1.85	2.27		
RC3	2.15	1.09	1.76	1.94	2.56	
RC4	0.99	1.24	1.27	1.37	1.09	1.52

CFA

Parameter Specifications

LAMBDA-X

	S	PC	RC
S1	0	0	0
S2	1	0	0
S3	2	0	0
S4	3	0	0
PC1	0	0	0
PC2	0	4	0
PC3	0	5	0
PC4	0	6	0
RC1	0	0	0
RC2	0	0	7
RC3	0	0	8
RC4	0	0	9

PHI

	S	PC	RC
S	10		
PC	11	12	
RC	13	14	15

THETA-DELTA

S1	S2	S3	S4	PC1	PC2
16	17	18	19	20	21

THETA-DELTA

PC3	PC4	RC1	RC2	RC3	RC4
22	23	24	25	26	27

CFA

Number of Iterations = 9

LISREL Estimates (Maximum Likelihood)

LAMBDA-X

	S	PC	RC
S1	1.00	- -	- -
S2	0.98	- -	- -
	(0.09)		
	10.40		
S3	1.06	- -	- -
	(0.11)		
	10.02		
S4	0.64	- -	- -
	(0.08)		
	7.75		
PC1	- -	1.00	- -
PC2	- -	1.01	- -
		(0.09)	
		10.85	

PC3	- -	1.00	- -
		(0.09)	
		11.27	
PC4	- -	0.66	- -
		(0.08)	
		8.61	
RC1	- -	- -	1.00
RC2	- -	- -	1.04
			(0.08)
			13.71
RC3	- -	- -	1.05
			(0.08)
			12.36
RC4	- -	- -	0.69
			(0.07)
			9.35

PHI

	S	PC	RC
S	1.75		
	(0.34)		
	5.10		
PC	1.65	1.82	
	(0.29)	(0.34)	
	5.78	5.28	
RC	1.65	1.73	1.76
	(0.28)	(0.28)	(0.32)
	5.91	6.06	5.58

THETA-DELTA

S1	S2	S3	S4	PC1	PC2
0.82	0.68	0.94	0.82	0.76	0.77
(0.14)	(0.12)	(0.16)	(0.12)	(0.12)	(0.12)
6.03	5.82	6.05	6.78	6.15	6.15

THETA-DELTA

PC3	PC4	RC1	RC2	RC3	RC4
0.63	0.73	0.58	0.37	0.62	0.68
(0.11)	(0.11)	(0.09)	(0.07)	(0.10)	(0.10)
5.92	6.79	6.15	5.30	6.12	6.84

Squared Multiple Correlations for X - Variables

S1	S2	S3	S4	PC1	PC2
0.68	0.71	0.68	0.47	0.71	0.71

Squared Multiple Correlations for X - Variables

PC3	PC4	RC1	RC2	RC3	RC4
0.74	0.52	0.75	0.84	0.76	0.55

Goodness of Fit Statistics

Degrees of Freedom = 51
Minimum Fit Function Chi-Square = 352.94 (P = 0.0)
Normal Theory Weighted Least Squares Chi-Square = 340.43 (P = 0.0)
Estimated Non-centrality Parameter (NCP) = 289.43
90 Percent Confidence Interval for NCP = (234.75 ; 351.61)

Minimum Fit Function Value = 3.33
Population Discrepancy Function Value (F0) = 2.73
90 Percent Confidence Interval for F0 = (2.21 ; 3.32)
Root Mean Square Error of Approximation (RMSEA) = 0.23
90 Percent Confidence Interval for RMSEA = (0.21 ; 0.26)
P-Value for Test of Close Fit (RMSEA < 0.05) = 0.00

Expected Cross-Validation Index (ECVI) = 3.72
90 Percent Confidence Interval for ECVI = (3.21 ; 4.31)
ECVI for Saturated Model = 1.47
ECVI for Independence Model = 28.59

Chi-Square for Independence Model with 66 Degrees of Freedom = 3006.04
Independence AIC = 3030.04
Model AIC = 394.43
Saturated AIC = 156.00
Independence CAIC = 3074.12
Model CAIC = 493.60
Saturated CAIC = 442.48

Normed Fit Index (NFI) = 0.88
Non-Normed Fit Index (NNFI) = 0.87
Parsimony Normed Fit Index (PNFI) = 0.68
Comparative Fit Index (CFI) = 0.90
Incremental Fit Index (IFI) = 0.90
Relative Fit Index (RFI) = 0.85

Critical N (CN) = 24.24

Root Mean Square Residual (RMR) = 0.15
Standardized RMR = 0.075
Goodness of Fit Index (GFI) = 0.65
Adjusted Goodness of Fit Index (AGFI) = 0.47
Parsimony Goodness of Fit Index (PGFI) = 0.43

CFA

Standardized Solution

LAMBDA-X

	S	PC	RC
S1	1.32	- -	- -
S2	1.29	- -	- -
S3	1.40	- -	- -
S4	0.85	- -	- -
PC1	- -	1.35	- -
PC2	- -	1.36	- -
PC3	- -	1.34	- -
PC4	- -	0.90	- -
RC1	- -	- -	1.33
RC2	- -	- -	1.38
RC3	- -	- -	1.39
RC4	- -	- -	0.92

PHI

	S	PC	RC
S	1.00		
PC	0.93	1.00	
RC	0.94	0.96	1.00

CFA

Completely Standardized Solution

LAMBDA-X

	S	PC	RC
S1	0.83	- -	- -
S2	0.84	- -	- -
S3	0.82	- -	- -
S4	0.68	- -	- -
PC1	- -	0.84	- -
PC2	- -	0.84	- -
PC3	- -	0.86	- -
PC4	- -	0.72	- -
RC1	- -	- -	0.87
RC2	- -	- -	0.92
RC3	- -	- -	0.87
RC4	- -	- -	0.74

PHI

	S	PC	RC
S	1.00		
PC	0.93	1.00	
RC	0.94	0.96	1.00

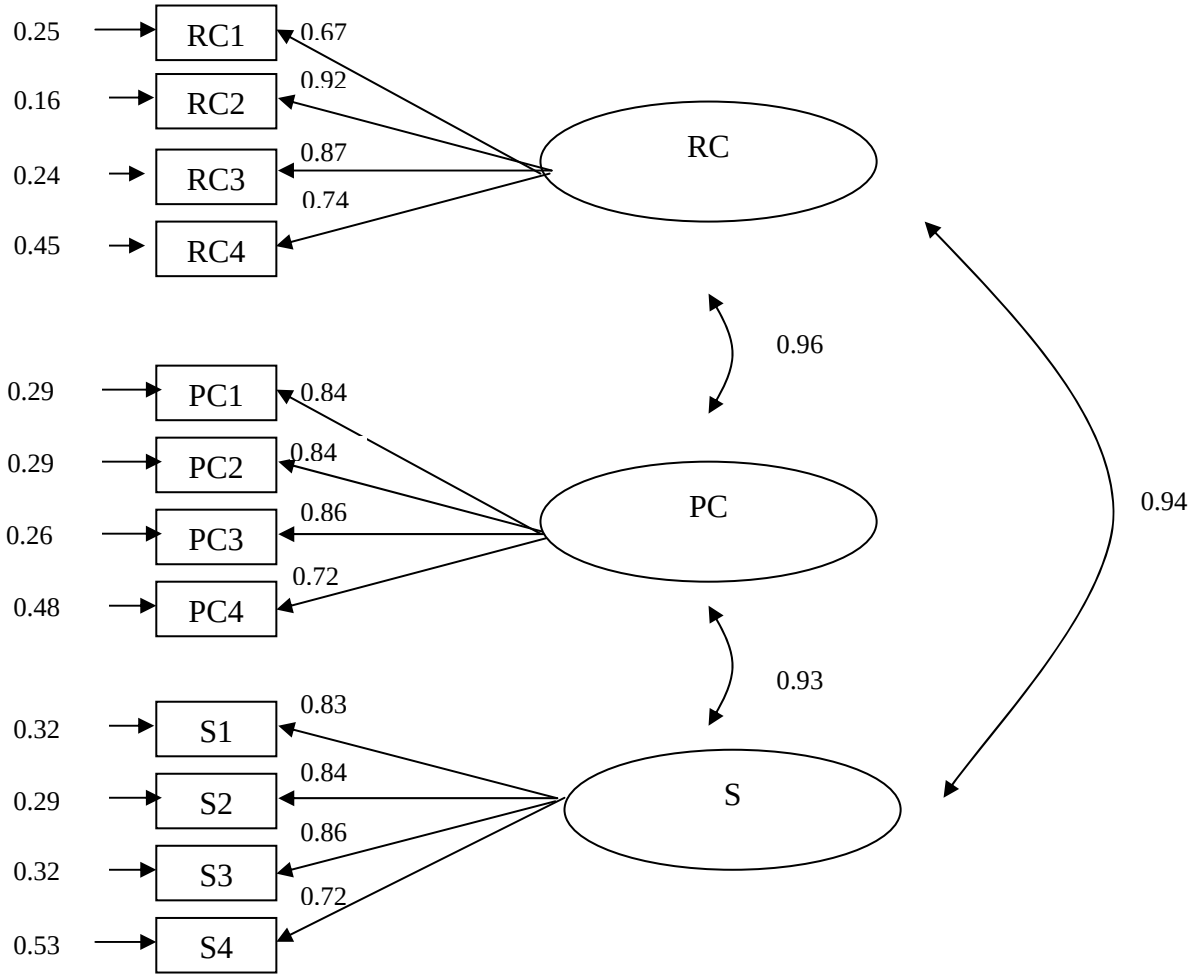
THETA-DELTA

S1	S2	S3	S4	PC1	PC2
0.32	0.29	0.32	0.53	0.29	0.29

THETA-DELTA

PC3	PC4	RC1	RC2	RC3	RC4
0.26	0.48	0.25	0.16	0.24	0.45

Time used: 0.060 Seconds



All parameters are significant at the level of 0.05. All parameters are completely standardized solutions.

Legend: RC= relative competitivity with the evolution of export objectives; RC1 = relative competitivity in terms of foreign market share, RC2 = relative competitivity in terms of export sales volume; RC3 = relative competitivity in terms of number of new foreign markets entered; RC4 = relative competitivity in terms of foreign profits; PC = perceived competitivity, PC1 = perceived competitivity in terms of foreign market share, PC2 = perceived competitivity in terms of export sales volume; PC3 = perceived competitivity in terms of number of new foreign markets entered; PC4 = perceived competitivity in terms of foreign profits; S = satisfaction with the evolution of export objectives; S1 = satisfaction with the evolution of the foreign market share, S2 = satisfaction with the evolution of the export sales volume; S3 = satisfaction with the evolution of the number of new foreign markets entered; S4 = satisfaction with the evolution of the foreign profits.

Appendix 6. Estimation of the research model with the international "strategic performance" as a dependent construct

XLSTAT 2008.6.01 - Run - on 17/08/2008 at 10:13:20
Missing data: Lohmöller (Use the mean)
Treatment of the manifest variables: Standardized, weights on standardized MV
Initial weights: Values of the first eigenvector
Internal estimation: Centroid
Regression: OLS
Stop conditions: Iterations = 100 / Convergence = 0,0001
Confidence intervals: 95 / Bootstrap / Resamplings = 100
Latent variable scores: Standardized
Blindfolding: 30

Note: Not all the tables from the XLSTAT output have been copied within the Appendix. For instance the tables relative to the calculation of the scores predicted using the structural model were not reported since they do not have any relevance for the results' interpretation.

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
clients1	107	3	104	1,000	5,000	4,038	0,820
clients2	107	5	102	1,000	5,000	3,873	0,882
clients3	107	3	104	1,000	5,000	3,577	0,840
clients4	107	4	103	1,000	5,000	3,544	0,845
agents1	107	6	101	1,000	5,000	3,594	1,127
agents2	107	9	98	1,000	5,000	3,224	1,121
agents3	107	7	100	1,000	5,000	3,000	1,131
agents4	107	8	99	1,000	5,000	2,758	1,215
tradefairs1	107	2	105	1,000	5,000	3,600	1,029
tradefairs2	107	3	104	1,000	5,000	3,096	1,079
tradefairs3	107	2	105	1,000	5,000	2,838	0,937
tradefairs4	107	3	104	1,000	5,000	3,019	1,109
cci1	107	4	103	1,000	5,000	3,301	1,221
cci2	107	5	102	1,000	5,000	2,892	1,145
cci3	107	4	103	1,000	5,000	2,748	1,086
cci4	107	5	102	1,000	5,000	2,647	1,126
mktgres1	107	11	96	1,000	5,000	2,906	1,128
mktgres2	107	12	95	1,000	5,000	2,779	1,180
internet1	107	8	99	1,000	5,000	3,061	0,802
internet2	107	10	97	1,000	5,000	3,773	1,079
clients1	107	3	104	1,000	5,000	4,038	0,820
clients2	107	5	102	1,000	5,000	3,873	0,882
clients3	107	3	104	1,000	5,000	3,577	0,840

clients4	107	4	103	1,000	5,000	3,544	0,845
agents1	107	6	101	1,000	5,000	3,594	1,127
agents2	107	9	98	1,000	5,000	3,224	1,121
agents3	107	7	100	1,000	5,000	3,000	1,131
agents4	107	8	99	1,000	5,000	2,758	1,215
tradefairs1	107	2	105	1,000	5,000	3,600	1,029
tradefairs2	107	3	104	1,000	5,000	3,096	1,079
tradefairs3	107	2	105	1,000	5,000	2,838	0,937
tradefairs4	107	3	104	1,000	5,000	3,019	1,109
cci1	107	4	103	1,000	5,000	3,301	1,221
cci2	107	5	102	1,000	5,000	2,892	1,145
cci3	107	4	103	1,000	5,000	2,748	1,086
cci4	107	5	102	1,000	5,000	2,647	1,126
mktgres1	107	11	96	1,000	5,000	2,906	1,128
mktgres2	107	12	95	1,000	5,000	2,779	1,180
internet1	107	8	99	1,000	5,000	3,061	0,802
internet2	107	10	97	1,000	5,000	3,773	1,079
rich_exp1	107	9	98	1,000	7,000	4,908	1,436
rich_exp2	107	9	98	1,000	7,000	4,745	1,438
rich_exp3	107	11	96	1,000	7,000	4,708	1,492
RIE	107	6	101	4,000	129,000	37,703	27,066
infok1	107	0	107	1,000	7,000	4,168	1,227
infok2	107	0	107	2,000	7,000	4,570	1,128
infok3	107	0	107	1,000	7,000	4,234	1,132
infok4	107	0	107	1,000	7,000	4,636	1,271
infok5	107	0	107	1,000	7,000	4,327	1,158
infok6	107	0	107	1,000	7,000	4,047	1,363
infok7	107	0	107	1,000	7,000	4,150	1,190

coord1	107	0	107	2,000	7,000	5,056	1,366
coord2	107	1	106	3,000	7,000	5,311	0,984
coord3	107	4	103	2,000	7,000	5,485	1,023
kti1	107	1	106	1,000	7,000	5,943	0,930
kti2	107	0	107	1,000	7,000	5,159	1,536
kti3	107	0	107	3,000	7,000	5,869	0,958
kti4	107	0	107	1,000	7,000	5,654	1,153
resp1	107	0	107	2,000	7,000	5,561	1,422
resp2	107	0	107	1,000	7,000	4,935	1,784
resp3	107	0	107	1,000	7,000	5,047	1,573
resp4	107	1	106	1,000	7,000	4,821	1,491
resp5	107	0	107	1,000	7,000	5,121	1,392
resp6	107	0	107	1,000	7,000	5,028	1,329
comp1	107	1	106	1,000	7,000	4,708	1,288
comp2	107	2	105	1,000	7,000	3,905	1,404
comp3	107	1	106	1,000	7,000	4,292	1,296
comp4	107	1	106	1,000	7,000	4,755	1,212
comp5	107	1	106	1,000	7,000	4,406	1,097
comp6	107	1	106	1,000	7,000	4,123	1,286
comp7	107	2	105	1,000	7,000	4,076	1,378
comp8	107	1	106	1,000	7,000	4,255	1,214
S1	107	0	107	1,000	7,000	4,430	1,595
S3	107	0	107	1,000	7,000	4,664	1,528
S2	107	0	107	1,000	7,000	4,075	1,700
PC1	107	0	107	1,000	7,000	4,112	1,596
PC3	107	0	107	1,000	7,000	4,393	1,610
PC2	107	0	107	1,000	7,000	4,000	1,553
RC1	107	0	107	1,000	7,000	4,290	1,522

RC3	107	0	107	1,000	7,000	4,458	1,499
RC2	107	0	107	1,000	7,000	4,009	1,591
TAILLE	107	2	105	10,000	300,000	86,701	70,028
io1	107	1	106	1,000	7,000	5,745	1,408
io2	107	0	107	1,000	7,000	5,664	1,394
io3	107	1	106	1,000	7,000	5,481	1,506

Model specification (Measurement model):

Latent variable	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Nr of MV	4	4	4	4	2	2	20	3	1	7	3	4	6	8	1	3	9
Mode	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A
Type	Exo	Exo	Exo	Exo	Exo	Exo	Exo	Exo	Exo	Endo	Exo	Exo	Endo	Endo	Exo	Exo	Endo
Invert sign	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Dimensions	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
MV	clients1	agents1	tradefairs1	cci1	mktgres1	internet1	clients1	rich_exp1	RIE	infok1	coord1	kti1	resp1	comp1	TAILLE	io1	S1
	clients2	agents2	tradefairs2	cci2	mktgres2	internet2	clients2	rich_exp2		infok2	coord2	kti2	resp2	comp2		io2	S3
	clients3	agents3	tradefairs3	cci3			clients3	rich_exp3		infok3	coord3	kti3	resp3	comp3		io3	S2
	clients4	agents4	tradefairs4	cci4			clients4			infok4		kti4	resp4	comp4			PC1
							agents1			infok5			resp5	comp5			PC3
							agents2			infok6			resp6	comp6			PC2
							agents3			infok7				comp7			RC1
							agents4							comp8			RC3
							tradefairs1										RC2
							tradefairs2										
							tradefairs3										
							tradefairs4										
							cci1										
							cci2										
							cci3										
							cci4										
							mktgres1										
							mktgres2										
							internet1										
							internet2										

Model specification (Structural model):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Clients	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade fairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CCI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EMR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internet	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFO RICH	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
IER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RIE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIA	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0
COORD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KT&I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESP	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
PA	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0
SIZE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IPstrat	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0

The main algorithm did converge after 4 iterations.

The algorithm converged on average after 4 iterations.

Composite reliability:

Latent variable	Dimensions	Cronbach's alpha	D.G. rho (PCA)	Condition number	Critical value	Eigenvalues
Clients	4	0,843	0,895	3,075	1,000	2,719
						0,598
						0,395
						0,288
Agents	4	0,920	0,944	5,663	1,000	3,232
						0,483
						0,184
						0,101
Trade fairs	4	0,869	0,911	3,035	1,000	2,872
						0,435
						0,381
						0,312
CCI	4	0,888	0,923	3,838	1,000	2,997
						0,546
						0,254
						0,203
EMR	2	0,899	0,952	3,152	1,000	1,817
						0,183
Internet	2	0,534	0,811	1,464	1,000	1,364
						0,636
INFO RICH	20			9,053	1,000	6,308
						3,107
						2,142
						1,842
						1,494
						0,854
						0,776
						0,544
						0,507

						0,414
						0,344
						0,307
						0,290
						0,257
						0,214
						0,191
						0,131
						0,107
						0,095
						0,077
IER	3	0,649	0,811	1,944	1,000	1,772
						0,759
						0,469
RIE	1					
EIA	7	0,851	0,887	3,577	1,000	3,717
						0,871
						0,693
						0,661
						0,438
						0,328
						0,290
COORD	3	0,675	0,823	2,067	1,000	1,829
						0,743
						0,428
KT&I	4	0,762	0,849	2,500	1,000	2,348
						0,766
						0,511
						0,376
RESP	6	0,808	0,863	2,979	1,000	3,080
						0,956
						0,724
						0,481

						0,410
						0,347
PA	8		0,886	0,910	4,312	1,000	4,473
						0,864
						0,754
						0,490
						0,454
						0,404
						0,320
						0,241
SIZE	1					
IO	3		0,780	0,873	2,710	1,000	2,091
						0,624
						0,285
IPstrat	9		0,955	0,962	10,946	1,000	6,634
						0,631
						0,501
						0,369
						0,337
						0,239
						0,120
						0,113
						0,055

Variables/Factors correlations (Clients / 1):

	F1	F2	F3	F4
clients1	0,837	-0,407	0,047	-0,364
clients2	0,851	-0,336	-0,157	0,373
clients3	0,789	0,476	-0,376	-0,099
clients4	0,821	0,305	0,476	0,080

Variables/Factors correlations (Agents / 1):

	F1	F2	F3	F4
agents1	0,837	0,513	-0,168	0,092
agents2	0,929	0,150	0,315	-0,121
agents3	0,919	-0,270	-0,228	-0,175
agents4	0,908	-0,353	0,063	0,217

Variables/Factors correlations (Trade fairs / 1):

	F1	F2	F3	F4
tradefairs1	0,832	0,468	0,220	-0,200
tradefairs2	0,862	0,156	-0,322	0,359
tradefairs3	0,840	-0,334	0,392	0,172
tradefairs4	0,855	-0,284	-0,275	-0,336

Variables/Factors correlations (CCI / 1):

	F1	F2	F3	F4
cci1	0,822	0,514	-0,043	-0,240
cci2	0,910	0,195	0,023	0,364
cci3	0,871	-0,318	0,360	-0,102
cci4	0,856	-0,378	-0,349	-0,053

Variables/Factors correlations (EMR / 1):

	F1	F2
mktgres1	0,953	0,302
mktgres2	0,953	-0,302

Variables/Factors correlations (Internet / 1):

	F1	F2
internet1	0,826	0,564
internet2	0,826	-0,564

Variables/Factors correlations (INFO RICH / 1):

	F1	F2	F3	F4	F5	F6	F7	F8	F9
clients1	0,368	-0,436	0,588	-0,038	-0,260	0,070	-0,193	-0,170	-0,150
clients2	0,482	-0,408	0,561	-0,017	-0,183	0,110	-0,198	-0,175	-0,122
clients3	0,292	-0,611	0,460	0,093	0,080	-0,101	0,295	0,227	-0,125
clients4	0,384	-0,363	0,628	0,100	-0,012	0,095	0,254	0,177	0,340
agents1	0,614	-0,141	-0,219	-0,533	-0,298	0,116	-0,111	0,265	-0,085
agents2	0,735	-0,193	-0,310	-0,427	-0,144	-0,022	-0,108	-0,085	0,000
agents3	0,682	-0,265	-0,243	-0,497	0,124	-0,060	0,202	-0,116	0,006
agents4	0,718	-0,280	-0,252	-0,395	0,133	-0,092	0,152	-0,188	0,171
tradefairs1	0,611	0,029	-0,310	0,299	-0,469	-0,071	0,069	0,277	-0,127
tradefairs2	0,608	0,045	-0,146	0,544	-0,298	-0,110	-0,237	-0,107	-0,010
tradefairs3	0,677	-0,136	-0,214	0,435	-0,038	-0,173	0,241	-0,048	-0,093
tradefairs4	0,700	-0,011	-0,153	0,414	-0,129	-0,185	-0,020	-0,144	0,302
cci1	0,262	0,740	0,146	-0,196	-0,339	0,016	0,169	0,205	0,043
cci2	0,350	0,775	0,264	-0,070	-0,226	-0,046	0,118	-0,124	0,034
cci3	0,494	0,617	0,327	-0,149	0,099	-0,165	0,092	-0,089	-0,299
cci4	0,460	0,646	0,381	-0,073	0,214	-0,018	0,030	-0,095	0,098
mktgres1	0,695	0,071	-0,035	0,158	0,529	-0,054	-0,214	0,165	-0,130
mktgres2	0,656	0,076	0,047	0,075	0,614	-0,164	-0,173	0,162	0,005
internet1	0,398	0,047	-0,274	0,326	0,196	0,630	0,353	-0,151	-0,178
internet2	0,631	0,245	0,019	0,026	0,046	0,504	-0,297	0,116	0,187

Variables/Factors correlations (INFO RICH / 1):

	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19	F20
clients1	-0,166	0,285	0,130	-0,119	-0,122	-0,029	-0,037	0,089	-0,050	0,006	0,000
clients2	0,018	-0,240	-0,071	0,025	0,272	-0,098	-0,017	-0,091	-0,005	-0,020	0,001
clients3	0,148	-0,201	0,217	0,132	-0,124	0,061	0,017	0,035	-0,037	0,032	0,034
clients4	-0,072	0,144	-0,233	0,011	-0,010	0,063	0,042	-0,059	0,057	-0,017	-0,046
agents1	-0,065	-0,034	-0,024	-0,059	0,087	0,155	-0,034	0,105	0,139	-0,023	0,078
agents2	0,047	-0,047	-0,021	0,035	-0,092	0,215	-0,004	-0,090	-0,131	-0,056	-0,123
agents3	0,036	0,031	-0,017	0,067	0,047	-0,170	0,032	0,098	0,055	0,146	-0,108
agents4	-0,055	0,032	0,009	0,056	-0,094	-0,128	-0,011	-0,085	-0,020	-0,083	0,162
tradefairs1	-0,110	-0,077	-0,182	-0,138	-0,081	-0,151	0,040	-0,024	-0,111	0,055	0,018
tradefairs2	-0,015	0,002	-0,060	0,310	-0,141	0,011	-0,093	-0,004	0,117	0,024	-0,004
tradefairs3	0,311	0,180	-0,028	-0,075	0,160	0,010	-0,091	0,075	-0,014	-0,109	-0,009
tradefairs4	-0,106	-0,129	0,236	-0,210	0,055	0,076	0,104	-0,004	0,052	0,041	-0,009
cci1	-0,106	0,063	0,257	0,091	0,075	-0,119	-0,111	-0,083	0,010	-0,065	-0,065
cci2	-0,009	0,072	-0,048	0,174	0,131	0,126	0,128	0,079	-0,115	0,074	0,080
cci3	0,139	0,041	-0,042	-0,145	-0,117	0,039	0,090	-0,144	0,120	0,030	0,008
cci4	-0,034	-0,249	-0,114	-0,091	-0,135	-0,034	-0,135	0,162	-0,014	-0,072	-0,026
mktgres1	-0,162	0,040	0,024	0,102	0,038	-0,060	0,228	0,049	-0,001	-0,115	-0,036
mktgres2	-0,094	0,078	0,003	-0,028	0,095	0,066	-0,213	-0,067	-0,056	0,117	0,031
internet1	-0,188	-0,031	0,025	0,005	0,000	0,071	-0,034	-0,023	0,009	0,011	0,000
internet2	0,356	0,042	0,069	-0,028	-0,067	-0,079	0,044	-0,005	-0,023	0,037	0,022

Variables/Factors correlations (IER / 1):

	F1	F2	F3
rich_exp1	0,842	-0,163	0,515
rich_exp2	0,787	-0,445	-0,428
rich_exp3	0,667	0,731	-0,145

Variables/Factors correlations (RIE / 1):

	F1
RIE	1,000

Variables/Factors correlations (EIA / 1):

	F1	F2	F3	F4	F5	F6	F7
infok1	0,695	0,257	-0,339	0,517	-0,066	0,145	0,209
infok2	0,760	0,320	0,315	0,196	-0,267	-0,231	-0,242
infok3	0,607	0,480	-0,404	-0,446	0,160	-0,108	-0,045
infok4	0,737	0,200	0,491	-0,214	0,099	0,326	0,114
infok5	0,710	-0,428	-0,241	-0,246	-0,392	0,177	-0,096
infok6	0,807	-0,356	0,115	-0,082	0,049	-0,321	0,310
infok7	0,768	-0,351	-0,055	0,209	0,413	0,044	-0,261

Variables/Factors correlations (COORD / 1):

	F1	F2	F3
coord1	0,685	0,708	-0,172
coord2	0,859	-0,129	0,496
coord3	0,789	-0,474	-0,391

Variables/Factors correlations (KT&I / 1):

	F1	F2	F3	F4
kti1	0,804	0,003	0,555	-0,214
kti2	0,633	0,747	-0,115	0,168
kti3	0,816	-0,170	-0,435	-0,340
kti4	0,796	-0,423	-0,023	0,431

Variables/Factors correlations (RESP / 1):

	F1	F2	F3	F4	F5	F6
resp1	0,773	0,013	-0,421	-0,314	-0,119	-0,334
resp2	0,733	-0,467	-0,258	-0,070	-0,069	0,410
resp3	0,729	-0,374	0,264	0,422	-0,204	-0,199
resp4	0,692	-0,059	0,597	-0,353	0,192	0,000
resp5	0,768	0,296	-0,203	0,272	0,456	0,005
resp6	0,588	0,712	0,111	0,038	-0,324	0,168

Variables/Factors correlations (PA / 1):

	F1	F2	F3	F4	F5	F6	F7	F8
comp1	0,790	-0,133	-0,221	-0,087	0,440	-0,137	0,289	-0,080
comp2	0,815	-0,146	-0,402	0,027	-0,092	-0,003	-0,076	0,372
comp3	0,815	-0,062	-0,360	-0,049	-0,183	-0,134	-0,256	-0,289
comp4	0,647	0,644	-0,108	0,104	-0,238	0,135	0,261	-0,037
comp5	0,700	0,414	0,303	-0,401	0,184	0,007	-0,215	0,073
comp6	0,738	0,083	0,329	0,526	0,139	-0,164	-0,126	0,015
comp7	0,699	-0,339	0,423	-0,170	-0,327	-0,216	0,186	0,017
comp8	0,762	-0,337	0,149	0,038	0,035	0,525	-0,018	-0,072

Variables/Factors correlations (SIZE / 1):

	F1
TAILLE	1,000

Variables/Factors correlations (IO / 1):

	F1	F2	F3
io1	0,754	0,643	-0,138
io2	0,839	-0,443	-0,315
io3	0,905	-0,125	0,408

Variables/Factors correlations (IPstrat / 1):

	F1	F2	F3	F4	F5	F6	F7	F8	F9
S1	0,816	0,263	-0,352	-0,203	-0,155	-0,258	-0,077	-0,054	0,016
S3	0,829	0,409	-0,193	-0,051	0,047	0,281	0,142	0,055	0,030
S2	0,854	-0,348	-0,254	-0,076	0,078	0,201	-0,152	-0,006	-0,098
PC1	0,837	-0,064	0,383	-0,292	-0,168	0,075	0,055	-0,160	-0,016
PC3	0,850	0,190	0,187	0,301	-0,308	0,003	-0,070	0,098	-0,078
PC2	0,886	-0,393	-0,018	0,010	-0,148	0,001	0,015	0,116	0,158
RC1	0,862	0,087	0,260	-0,185	0,311	-0,141	-0,028	0,170	-0,029
RC3	0,893	0,131	0,099	0,272	0,237	0,010	-0,111	-0,162	0,085
RC2	0,896	-0,232	-0,126	0,188	0,083	-0,164	0,222	-0,055	-0,073

Goodness of fit index (1):

	GoF	GoF (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)	Minimum	1st Quartile	Median	3rd Quartile	Maximum
Absolute	0,556	0,567	0,023	24,335	0,524	0,610	0,501	0,552	0,567	0,584	0,620
Relative	0,888	0,840	0,022	39,549	0,791	0,890	0,775	0,824	0,842	0,855	0,897
Outer model	0,993	0,988	0,002	526,876	0,981	0,991	0,979	0,988	0,988	0,989	0,991
Inner model	0,895	0,850	0,022	39,830	0,799	0,899	0,787	0,834	0,853	0,865	0,906

Cross-loadings (Monofactorial manifest variables / 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	IPstrat	SIZE	IO
clients1	**0,841**	0,229	0,184	0,028	0,112	0,081	0,387	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,227	-0,194	0,239
clients2	**0,873**	0,304	0,267	0,091	0,208	0,193	0,497	0,132	0,061	0,240	0,132	0,026	-0,003	0,204	0,220	-0,097	0,081
clients3	**0,760**	0,200	0,167	-0,153	0,193	-0,005	0,305	0,137	-0,007	0,203	0,143	0,131	0,127	0,307	0,204	-0,097	0,221
clients4	**0,815**	0,146	0,202	0,086	0,214	0,156	0,401	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,261	-0,101	0,192
agents1	0,237	**0,836**	0,318	0,154	0,245	0,310	0,590	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,347	0,180	0,222
agents2	0,238	**0,931**	0,467	0,152	0,364	0,358	0,706	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,295	0,137	0,253
agents3	0,263	**0,918**	0,324	0,126	0,415	0,304	0,650	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,242	0,079	0,250
agents4	0,281	**0,911**	0,404	0,110	0,454	0,328	0,693	0,222	0,344	0,421	0,271	0,137	0,256	0,452	0,213	0,081	0,271
tradefairs1	0,134	0,409	**0,827**	0,184	0,238	0,352	0,616	0,099	0,200	0,348	0,203	-0,023	0,153	0,267	0,372	0,162	0,322
tradefairs2	0,210	0,241	**0,854**	0,196	0,361	0,404	0,607	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,185	0,013	0,283
tradefairs3	0,254	0,386	**0,847**	0,120	0,433	0,415	0,669	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,172	0,016	0,411
tradefairs4	0,249	0,375	**0,862**	0,218	0,443	0,420	0,695	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,146	0,001	0,300
cci1	-0,125	0,108	0,133	**0,775**	0,035	0,225	0,283	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,092	0,071	-0,070	-0,018
cci2	-0,037	0,052	0,213	**0,888**	0,139	0,270	0,374	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,001	-0,077	-0,129
cci3	0,098	0,195	0,211	**0,899**	0,400	0,307	0,512	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,011	0,006	-0,155	-0,052
cci4	0,099	0,113	0,164	**0,883**	0,426	0,382	0,484	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,055	-0,096	-0,163

mktgres1	0,205	0,401	0,470	0,316	**0,957**	0,504	0,700	0,227	0,195	0,425	0,209	-0,136	0,184	0,429	0,209	0,164	0,221
mktgres2	0,214	0,397	0,386	0,343	**0,950**	0,398	0,657	0,117	0,220	0,326	0,201	-0,097	0,170	0,325	0,088	0,138	0,092
internet1	0,021	0,194	0,375	0,094	0,307	**0,741**	0,406	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,194	0,194	0,064
internet2	0,189	0,354	0,395	0,421	0,458	**0,901**	0,637	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,319	0,164	0,176
clients1	0,841	0,229	0,184	0,028	0,112	0,081	**0,387**	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,227	-0,194	0,239
clients2	0,873	0,304	0,267	0,091	0,208	0,193	**0,497**	0,132	0,061	0,240	0,132	0,026	-0,003	0,204	0,220	-0,097	0,081
clients3	0,760	0,200	0,167	-0,153	0,193	-0,005	**0,305**	0,137	-0,007	0,203	0,143	0,131	0,127	0,307	0,204	-0,097	0,221
clients4	0,815	0,146	0,202	0,086	0,214	0,156	**0,401**	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,261	-0,101	0,192
agents1	0,237	0,836	0,318	0,154	0,245	0,310	**0,590**	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,347	0,180	0,222
agents2	0,238	0,931	0,467	0,152	0,364	0,358	**0,706**	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,295	0,137	0,253
agents3	0,263	0,918	0,324	0,126	0,415	0,304	**0,650**	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,242	0,079	0,250
agents4	0,281	0,911	0,404	0,110	0,454	0,328	**0,693**	0,222	0,344	0,421	0,271	0,137	0,256	0,452	0,213	0,081	0,271
tradefairs1	0,134	0,409	0,827	0,184	0,238	0,352	**0,616**	0,099	0,200	0,348	0,203	-0,023	0,153	0,267	0,372	0,162	0,322
tradefairs2	0,210	0,241	0,854	0,196	0,361	0,404	**0,607**	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,185	0,013	0,283
tradefairs3	0,254	0,386	0,847	0,120	0,433	0,415	**0,669**	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,172	0,016	0,411
tradefairs4	0,249	0,375	0,862	0,218	0,443	0,420	**0,695**	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,146	0,001	0,300
cci1	-0,125	0,108	0,133	0,775	0,035	0,225	**0,283**	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,092	0,071	-0,070	-0,018
cci2	-0,037	0,052	0,213	0,888	0,139	0,270	**0,374**	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,001	-0,077	-0,129
cci3	0,098	0,195	0,211	0,899	0,400	0,307	**0,512**	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,011	0,006	-0,155	-0,052
cci4	0,099	0,113	0,164	0,883	0,426	0,382	**0,484**	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,055	-0,096	-0,163
mktgres1	0,205	0,401	0,470	0,316	0,957	0,504	**0,700**	0,227	0,195	0,425	0,209	-0,136	0,184	0,429	0,209	0,164	0,221
mktgres2	0,214	0,397	0,386	0,343	0,950	0,398	**0,657**	0,117	0,220	0,326	0,201	-0,097	0,170	0,325	0,088	0,138	0,092
internet1	0,021	0,194	0,375	0,094	0,307	0,741	**0,406**	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,194	0,194	0,064
internet2	0,189	0,354	0,395	0,421	0,458	0,901	**0,637**	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,319	0,164	0,176
rich_exp1	0,152	0,160	0,057	-0,069	0,130	0,096	0,140	**0,813**	0,086	0,290	0,203	0,199	0,409	0,331	0,274	0,032	0,459
rich_exp2	0,213	0,169	0,134	-0,173	0,116	-0,054	0,147	**0,845**	0,063	0,377	0,287	0,311	0,536	0,425	0,418	0,006	0,291
rich_exp3	-0,016	0,126	0,136	-0,066	0,162	0,220	0,134	**0,635**	0,150	0,266	0,337	0,228	0,397	0,236	0,308	0,134	0,190
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,261	0,184	0,242	0,198

infok1	-0,016	0,177	0,136	0,095	0,221	0,190	0,222	0,232	0,220	**0,668**	0,239	-0,007	0,249	0,513	0,346	0,183	0,264
infok2	0,269	0,341	0,246	0,143	0,371	0,209	0,422	0,322	0,194	**0,762**	0,349	0,231	0,425	0,603	0,432	0,149	0,272
infok3	0,188	0,277	0,216	0,192	0,294	0,221	0,359	0,126	0,185	**0,575**	0,141	-0,046	0,121	0,387	0,260	0,174	0,314
infok4	0,347	0,344	0,271	0,069	0,291	0,125	0,387	0,299	0,169	**0,745**	0,378	0,234	0,433	0,665	0,413	0,013	0,328
infok5	0,097	0,364	0,222	0,016	0,383	0,240	0,337	0,244	0,262	**0,713**	0,230	0,075	0,356	0,413	0,210	0,131	0,280
infok6	0,242	0,271	0,282	-0,002	0,289	0,133	0,328	0,453	0,258	**0,824**	0,379	0,271	0,468	0,573	0,362	-0,015	0,253
infok7	0,281	0,409	0,325	-0,062	0,224	0,162	0,381	0,305	0,296	**0,780**	0,311	0,162	0,413	0,581	0,323	0,124	0,445
coord1	0,060	0,242	0,084	-0,210	0,059	-0,109	0,059	0,274	0,249	0,292	**0,774**	0,521	0,547	0,311	0,134	0,048	0,419
coord2	0,257	0,233	0,136	0,086	0,244	0,054	0,273	0,320	0,271	0,402	**0,831**	0,311	0,479	0,516	0,530	0,257	0,398
coord3	0,102	0,218	0,173	0,042	0,235	0,165	0,241	0,163	0,030	0,255	**0,717**	0,403	0,386	0,314	0,308	0,118	0,249
kti1	0,225	0,127	-0,016	-0,171	-0,106	-0,063	0,003	0,246	0,062	0,160	0,417	**0,779**	0,422	0,188	0,097	-0,146	0,054
kti2	-0,156	-0,011	-0,076	-0,197	-0,181	-0,213	-0,184	0,311	-0,064	0,127	0,393	**0,713**	0,541	0,122	0,050	0,007	0,221
kti3	0,197	0,105	-0,044	-0,094	-0,026	-0,015	0,028	0,183	-0,030	0,207	0,394	**0,799**	0,460	0,267	0,094	-0,123	0,153
kti4	0,110	0,072	-0,079	-0,076	-0,033	0,044	-0,010	0,247	0,000	0,147	0,423	**0,758**	0,432	0,228	0,147	-0,013	0,004
resp1	0,013	0,104	-0,012	-0,220	0,087	-0,136	-0,021	0,430	0,092	0,249	0,413	0,570	**0,749**	0,276	0,216	-0,017	0,290
resp2	-0,010	0,129	0,072	-0,189	0,118	-0,079	0,014	0,307	0,001	0,238	0,375	0,503	**0,700**	0,289	0,036	-0,082	0,290
resp3	0,073	0,206	0,154	-0,075	0,158	0,011	0,147	0,378	0,156	0,335	0,567	0,463	**0,732**	0,396	0,359	-0,008	0,495
resp4	0,170	0,175	0,131	-0,126	0,043	0,020	0,123	0,501	0,104	0,439	0,394	0,420	**0,709**	0,489	0,413	0,018	0,407
resp5	-0,069	0,082	0,085	-0,065	0,137	0,013	0,050	0,454	0,180	0,361	0,491	0,433	**0,766**	0,394	0,312	0,082	0,227
resp6	0,152	0,166	0,081	-0,091	0,276	0,034	0,156	0,459	0,135	0,528	0,382	0,270	**0,626**	0,485	0,505	0,122	0,112
comp1	0,296	0,186	0,117	-0,026	0,239	0,115	0,239	0,412	0,173	0,559	0,364	0,175	0,455	**0,795**	0,476	0,096	0,498
comp2	0,227	0,257	0,164	-0,152	0,285	0,164	0,250	0,398	0,221	0,637	0,381	0,181	0,475	**0,821**	0,455	0,189	0,390
comp3	0,254	0,410	0,259	-0,035	0,398	0,194	0,386	0,328	0,218	0,613	0,474	0,254	0,523	**0,818**	0,472	0,142	0,378
comp4	0,219	0,297	0,188	-0,113	0,197	0,116	0,249	0,166	0,151	0,508	0,265	0,335	0,340	**0,626**	0,363	0,103	0,223
comp5	0,304	0,334	0,191	-0,015	0,328	0,144	0,338	0,194	0,046	0,472	0,318	0,141	0,334	**0,682**	0,485	0,100	0,323
comp6	0,255	0,245	0,197	0,009	0,231	0,135	0,284	0,371	0,074	0,563	0,344	0,236	0,350	**0,732**	0,496	0,161	0,286
comp7	0,277	0,566	0,314	-0,036	0,309	0,176	0,458	0,276	0,348	0,451	0,343	0,029	0,321	**0,708**	0,474	0,150	0,316
comp8	0,360	0,397	0,278	0,018	0,421	0,275	0,454	0,406	0,285	0,624	0,393	0,220	0,446	**0,774**	0,395	0,115	0,423

S1	0,247	0,234	0,148	0,118	0,132	0,246	0,292	0,404	0,096	0,274	0,254	0,107	0,308	0,449	**0,809**	0,128	0,391
S3	0,265	0,287	0,191	0,025	0,172	0,265	0,317	0,417	0,103	0,322	0,277	0,025	0,315	0,491	**0,821**	0,159	0,363
S2	0,265	0,207	0,259	-0,036	0,049	0,236	0,274	0,294	0,122	0,386	0,342	0,082	0,289	0,454	**0,852**	0,159	0,438
PC1	0,127	0,365	0,161	-0,049	0,144	0,231	0,269	0,430	0,274	0,455	0,393	0,160	0,486	0,583	**0,849**	0,337	0,446
PC3	0,181	0,266	0,191	-0,017	0,163	0,222	0,268	0,418	0,204	0,429	0,356	0,099	0,425	0,563	**0,857**	0,342	0,363
PC2	0,181	0,195	0,219	-0,090	0,101	0,278	0,232	0,365	0,240	0,426	0,405	0,123	0,421	0,540	**0,893**	0,268	0,495
RC1	0,268	0,251	0,192	0,113	0,144	0,241	0,309	0,300	0,055	0,376	0,288	0,070	0,318	0,452	**0,856**	0,117	0,364
RC3	0,314	0,335	0,277	0,075	0,226	0,275	0,389	0,397	0,086	0,476	0,408	0,138	0,405	0,549	**0,886**	0,095	0,365
RC2	0,323	0,216	0,302	-0,051	0,108	0,206	0,297	0,314	0,156	0,388	0,369	0,122	0,389	0,518	**0,894**	0,164	0,449
TAILLE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	0,242	**1,000**	0,199
io1	0,128	0,181	0,309	-0,099	0,102	0,088	0,211	0,281	0,164	0,321	0,395	0,070	0,367	0,395	0,456	0,217	**0,838**
io2	0,222	0,105	0,264	-0,175	0,086	0,015	0,166	0,340	0,077	0,273	0,356	0,252	0,363	0,363	0,195	-0,014	**0,737**
io3	0,226	0,342	0,379	-0,039	0,215	0,235	0,374	0,366	0,199	0,418	0,416	0,125	0,343	0,437	0,454	0,190	**0,897**

Weights (Dimension 1):

Latent variable	Manifest variables	Outer weight	Outer weight (normalized)	Outer weight (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	clients1	0,296		0,294	0,051	5,768	0,126	0,404
	clients2	0,377		0,384	0,079	4,791	0,277	0,739
	clients3	0,233		0,225	0,063	3,733	0,041	0,333
	clients4	0,305		0,305	0,054	5,672	0,191	0,440
Agents	agents1	0,250		0,249	0,019	13,030	0,203	0,288
	agents2	0,295		0,296	0,016	18,323	0,264	0,336
	agents3	0,274		0,275	0,017	15,875	0,243	0,313
	agents4	0,290		0,293	0,018	16,018	0,255	0,340
Trade fairs	tradefairs1	0,282		0,281	0,023	12,525	0,218	0,319
	tradefairs2	0,276		0,278	0,020	13,643	0,228	0,315
	tradefairs3	0,306		0,306	0,024	12,752	0,268	0,378
	tradefairs4	0,317		0,321	0,024	13,135	0,277	0,401

CCI	cci1	0,197	0,182	0,056	3,500	0,054	0,274
	cci2	0,260	0,256	0,032	8,205	0,183	0,313
	cci3	0,357	0,365	0,058	6,159	0,267	0,472
	cci4	0,336	0,343	0,041	8,239	0,263	0,489
EMR	mktgres1	0,547	0,544	0,018	29,822	0,502	0,596
	mktgres2	0,507	0,509	0,019	27,123	0,451	0,550
Internet	internet1	0,462	0,445	0,071	6,482	0,239	0,566
	internet2	0,723	0,744	0,074	9,818	0,623	0,905
INFO RICH	clients1	0,067	0,067	0,016	4,269	0,026	0,101
	clients2	0,083	0,082	0,013	6,459	0,052	0,105
	clients3	0,052	0,052	0,015	3,528	0,008	0,077
	clients4	0,071	0,071	0,015	4,607	0,031	0,099
	agents1	0,089	0,087	0,010	8,868	0,067	0,106
	agents2	0,107	0,106	0,010	10,630	0,081	0,127
	agents3	0,102	0,101	0,010	10,361	0,079	0,124
	agents4	0,107	0,107	0,011	9,565	0,086	0,133
	tradefairs1	0,094	0,093	0,013	7,176	0,061	0,119
	tradefairs2	0,095	0,095	0,013	7,173	0,069	0,124
	tradefairs3	0,104	0,103	0,010	10,411	0,081	0,127
	tradefairs4	0,104	0,104	0,010	10,656	0,085	0,124
	cci1	0,043	0,040	0,015	2,813	0,012	0,074
	cci2	0,058	0,057	0,014	4,096	0,024	0,091
	cci3	0,082	0,080	0,011	7,794	0,060	0,108
	cci4	0,078	0,076	0,012	6,344	0,050	0,108
	mktgres1	0,120	0,117	0,009	13,626	0,102	0,134
	mktgres2	0,109	0,108	0,009	11,609	0,091	0,130
	internet1	0,070	0,067	0,015	4,602	0,035	0,097
	internet2	0,109	0,108	0,008	13,088	0,092	0,127
IER	rich_exp1	0,412	0,403	0,068	6,063	0,226	0,542
	rich_exp2	0,532	0,536	0,096	5,548	0,362	0,831
	rich_exp3	0,333	0,342	0,097	3,426	0,159	0,601
RIE	RIE	1,000	1,000	0,000		1,000	1,000

EIA	infok1	0,148	0,152	0,027	5,557	0,092	0,212
	infok2	0,218	0,214	0,025	8,579	0,166	0,282
	infok3	0,126	0,127	0,029	4,332	0,060	0,184
	infok4	0,206	0,202	0,026	7,803	0,140	0,255
	infok5	0,191	0,194	0,028	6,867	0,131	0,259
	infok6	0,239	0,235	0,022	11,006	0,194	0,287
	infok7	0,225	0,225	0,022	10,021	0,171	0,280
COORD	coord1	0,501	0,501	0,064	7,783	0,390	0,653
	coord2	0,437	0,431	0,043	10,111	0,336	0,524
	coord3	0,355	0,354	0,062	5,722	0,171	0,480
KT&I	kti1	0,300	0,298	0,046	6,514	0,189	0,412
	kti2	0,384	0,388	0,055	6,987	0,288	0,533
	kti3	0,327	0,330	0,033	9,955	0,253	0,389
	kti4	0,307	0,299	0,040	7,592	0,206	0,395
RESP	resp1	0,217	0,218	0,018	11,881	0,176	0,257
	resp2	0,202	0,205	0,027	7,460	0,152	0,256
	resp3	0,254	0,254	0,031	8,231	0,202	0,326
	resp4	0,248	0,249	0,024	10,488	0,205	0,313
	resp5	0,242	0,235	0,023	10,560	0,177	0,290
	resp6	0,240	0,239	0,030	8,068	0,177	0,299
PA	comp1	0,184	0,185	0,020	8,998	0,146	0,230
	comp2	0,186	0,189	0,022	8,299	0,139	0,250
	comp3	0,188	0,189	0,023	8,140	0,146	0,255
	comp4	0,124	0,119	0,032	3,872	0,047	0,191
	comp5	0,130	0,127	0,025	5,205	0,066	0,187
	comp6	0,157	0,154	0,024	6,468	0,103	0,216
	comp7	0,172	0,174	0,024	7,271	0,123	0,222
	comp8	0,186	0,186	0,017	10,846	0,155	0,224
IPstrat	S1	0,112	0,113	0,011	9,892	0,087	0,135
	S3	0,118	0,117	0,011	10,458	0,089	0,142
	S2	0,121	0,119	0,013	9,310	0,084	0,149
	PC1	0,158	0,159	0,015	10,372	0,131	0,198

	PC3	0,147	0,149	0,011	13,559	0,133	0,178
	PC2	0,151	0,151	0,011	13,752	0,132	0,180
	RC1	0,108	0,105	0,012	8,706	0,070	0,123
	RC3	0,117	0,117	0,010	11,935	0,095	0,135
	RC2	0,131	0,131	0,008	15,515	0,114	0,152
SIZE	TAILLE	1,000	1,000	0,000		1,000	1,000
	io1	0,489	0,482	0,066	7,395	0,342	0,642
IO	io2	0,210	0,201	0,078	2,681	-0,034	0,324
	io3	0,486	0,491	0,053	9,150	0,411	0,631

Correlations (Dimension

LVs	MVs	Standardized loadings	Communalities	Redundancies	Standardized loadings (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)
Clients	clients1	0,841	0,707		0,838	0,044	19,123	0,711
	clients2	0,873	0,762		0,877	0,027	32,195	0,812
	clients3	0,760	0,577		0,745	0,079	9,672	0,531
	clients4	0,815	0,664		0,806	0,060	13,552	0,608
Agents	agents1	0,836	0,699		0,828	0,042	19,797	0,741
	agents2	0,931	0,865		0,927	0,018	51,975	0,881
	agents3	0,918	0,843		0,916	0,019	49,583	0,862
	agents4	0,911	0,829		0,909	0,015	62,145	0,866
Trade fairs	tradefairs1	0,827	0,684		0,820	0,039	21,037	0,715
	tradefairs2	0,854	0,729		0,851	0,035	24,278	0,770
	tradefairs3	0,847	0,717		0,841	0,036	23,399	0,750
	tradefairs4	0,862	0,742		0,862	0,024	35,282	0,809
CCI	cci1	0,775	0,601		0,758	0,081	9,623	0,541
	cci2	0,888	0,789		0,880	0,040	21,990	0,776
	cci3	0,899	0,808		0,903	0,021	43,513	0,835
	cci4	0,883	0,779		0,883	0,024	37,477	0,832
EMR	mktgres1	0,957	0,915		0,957	0,010	95,898	0,932
	mktgres2	0,950	0,901		0,950	0,011	85,097	0,922

Internet	internet1	0,741	0,549		0,705	0,102	7,238	0,436
	internet2	0,901	0,811		0,906	0,030	30,327	0,827
INFO RICH	clients1	0,387	0,150	0,149	0,392	0,120	3,216	0,070
	clients2	0,497	0,247	0,247	0,496	0,103	4,819	0,248
	clients3	0,305	0,093	0,093	0,310	0,126	2,422	0,026
	clients4	0,401	0,161	0,161	0,407	0,118	3,393	0,106
	agents1	0,590	0,348	0,347	0,590	0,083	7,138	0,425
	agents2	0,706	0,498	0,497	0,707	0,069	10,238	0,526
	agents3	0,650	0,422	0,421	0,654	0,075	8,635	0,502
	agents4	0,693	0,480	0,479	0,698	0,069	10,060	0,527
	tradefairs1	0,616	0,380	0,379	0,614	0,091	6,781	0,381
	tradefairs2	0,607	0,368	0,367	0,610	0,089	6,784	0,401
	tradefairs3	0,669	0,448	0,447	0,666	0,070	9,515	0,501
	tradefairs4	0,695	0,483	0,482	0,700	0,055	12,733	0,556
	cci1	0,283	0,080	0,080	0,265	0,116	2,447	0,050
	cci2	0,374	0,140	0,140	0,367	0,107	3,479	0,143
	cci3	0,512	0,262	0,262	0,502	0,087	5,876	0,310
	cci4	0,484	0,234	0,233	0,478	0,095	5,069	0,262
	mktgres1	0,700	0,490	0,489	0,694	0,064	10,976	0,548
	mktgres2	0,657	0,432	0,431	0,656	0,060	10,931	0,510
	internet1	0,406	0,165	0,164	0,388	0,100	4,074	0,166
	internet2	0,637	0,405	0,404	0,636	0,065	9,773	0,465
IER	rich_exp1	0,813	0,661		0,796	0,072	11,300	0,539
	rich_exp2	0,845	0,714		0,838	0,060	14,176	0,665
	rich_exp3	0,635	0,403		0,629	0,102	6,216	0,339
RIE	RIE	1,000			1,000	0,000		1,000
EIA	infok1	0,668	0,447	0,162	0,669	0,058	11,485	0,516
	infok2	0,762	0,580	0,210	0,758	0,056	13,564	0,579
	infok3	0,575	0,331	0,120	0,568	0,110	5,250	0,256
	infok4	0,745	0,554	0,201	0,742	0,046	16,021	0,643
	infok5	0,713	0,509	0,184	0,720	0,070	10,178	0,509
	infok6	0,824	0,679	0,246	0,823	0,035	23,520	0,732
	infok7	0,780	0,608	0,220	0,784	0,040	19,512	0,687

COORD	coord1	0,774	0,598		0,778	0,058	13,407	0,618
	coord2	0,831	0,690		0,827	0,041	20,021	0,721
	coord3	0,717	0,514		0,715	0,095	7,572	0,464
KT&I	kti1	0,779	0,607		0,773	0,052	14,945	0,638
	kti2	0,713	0,508		0,715	0,056	12,808	0,580
	kti3	0,799	0,638		0,805	0,055	14,465	0,671
	kti4	0,758	0,575		0,744	0,058	13,075	0,604
RESP	resp1	0,749	0,561	0,323	0,750	0,043	17,343	0,653
	resp2	0,700	0,491	0,282	0,696	0,065	10,747	0,505
	resp3	0,732	0,536	0,308	0,731	0,054	13,523	0,604
	resp4	0,709	0,503	0,289	0,713	0,048	14,667	0,621
	resp5	0,766	0,587	0,337	0,761	0,057	13,455	0,627
	resp6	0,626	0,391	0,225	0,626	0,074	8,496	0,480
PA	comp1	0,795	0,632	0,234	0,794	0,045	17,724	0,695
	comp2	0,821	0,675	0,250	0,824	0,034	24,010	0,738
	comp3	0,818	0,669	0,248	0,817	0,034	23,743	0,732
	comp4	0,626	0,392	0,146	0,615	0,088	7,134	0,388
	comp5	0,682	0,465	0,172	0,671	0,089	7,624	0,439
	comp6	0,732	0,536	0,199	0,723	0,051	14,480	0,602
	comp7	0,708	0,502	0,186	0,713	0,072	9,848	0,502
	comp8	0,774	0,600	0,223	0,775	0,048	15,970	0,671
IPstrat	S1	0,809	0,655	0,275	0,812	0,033	24,318	0,712
	S3	0,821	0,675	0,283	0,821	0,039	21,298	0,741
	S2	0,852	0,727	0,305	0,854	0,029	29,190	0,780
	PC1	0,849	0,721	0,302	0,851	0,032	26,350	0,773
	PC3	0,857	0,734	0,308	0,856	0,028	30,967	0,789
	PC2	0,893	0,798	0,335	0,900	0,016	54,249	0,855
	RC1	0,856	0,733	0,307	0,852	0,030	28,871	0,785
	RC3	0,886	0,785	0,329	0,884	0,025	35,432	0,821
	RC2	0,894	0,800	0,335	0,895	0,019	47,232	0,855
SIZE	TAILLE	1,000			1,000	0,000	94430541,999	1,000

IO	io1	0,838	0,702	0,839	0,048	17,379	0,705
	io2	0,737	0,543	0,727	0,096	7,710	0,450
	io3	0,897	0,805	0,899	0,030	29,815	0,818

Inner model (Dimension 1):

R^2 (INFO RICH / 1):

R^2	R^2(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,998	0,998	0,001	841,266	0,995	1,000

Path coefficients (INFO RICH / 1):

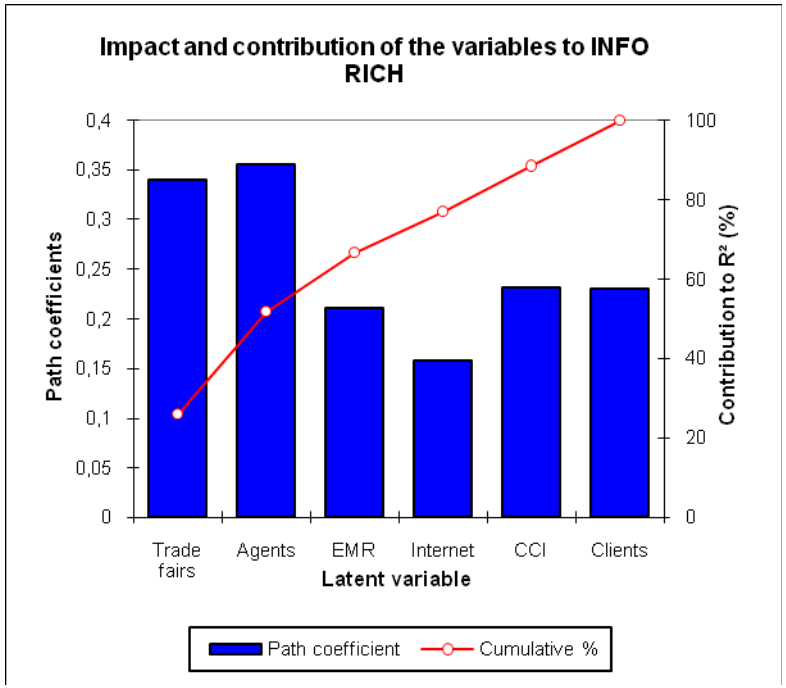
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	0,230	0,005	47,839	0,000	0,230	0,040	5,792	0,130	0,300
Agents	0,356	0,005	66,300	0,000	0,352	0,030	11,726	0,293	0,412
Trade fairs	0,340	0,006	58,999	0,000	0,336	0,033	10,272	0,258	0,418
CCI	0,232	0,005	43,230	0,000	0,225	0,035	6,686	0,149	0,309
EMR	0,211	0,006	37,486	0,000	0,208	0,017	12,188	0,173	0,243
Internet	0,158	0,006	28,264	0,000	0,153	0,019	8,323	0,117	0,205

Equation of the model:

INFO RICH = 0,230336730514623*Clients+0,355746955097762*Agents+0,340213713760232*Trade fairs+0,232026513230138*CCI+0,210578326395581*EMR+0,15800264863793*Internet

Impact and contribution of the variables to INFO RICH (Dimension 1):

	Trade fairs	Agents	EMR	Internet	CCI	Clients
Correlation	0,764	0,727	0,704	0,651	0,497	0,494
Path coefficient	0,340	0,356	0,211	0,158	0,232	0,230
Correlation * path coefficient	0,260	0,259	0,148	0,103	0,115	0,114
Contribution to R^2 (%)	26,015	25,895	14,849	10,300	11,555	11,385
Cumulative %	26,015	51,910	66,759	77,059	88,615	100,000



R^2 (EIA / 1):

R^2	R^2(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,362	0,398	0,089	4,072	0,225	0,561

Path coefficients (EIA / 1):

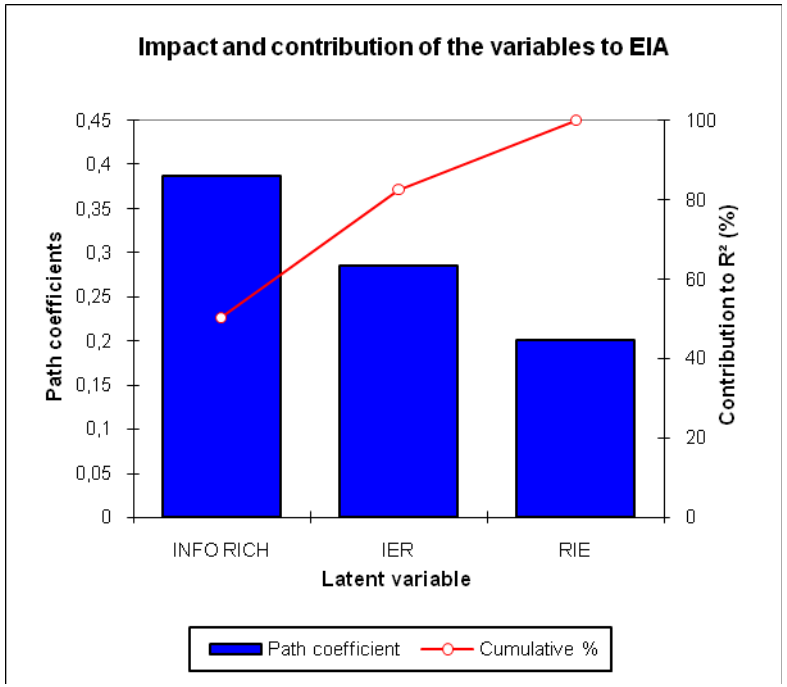
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
INFO RICH	0,387	0,084	4,616	0,000	0,399	0,088	4,418	0,185	0,557
IER	0,285	0,081	3,508	0,001	0,304	0,101	2,814	0,115	0,556
RIE	0,201	0,080	2,499	0,014	0,183	0,094	2,142	-0,047	0,332

Equation of the model:

EIA=0,386849733530159*INFORICH+0,285439805982875*IER+0,201054294471718*RIE

Impact and contribution of the variables to EIA (Dimension 1):

	INFO RICH	IER	RIE
Correlation	0,470	0,405	0,313
Path coefficient	0,387	0,285	0,201
Correlation * path coefficient	0,182	0,116	0,063
Contribution to R^2 (%)	50,457	32,102	17,442
Cumulative %	50,457	82,558	100,000



R² (RESP / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,575	0,602	0,059	9,779	0,459	0,713

Path coefficients (RESP / 1):

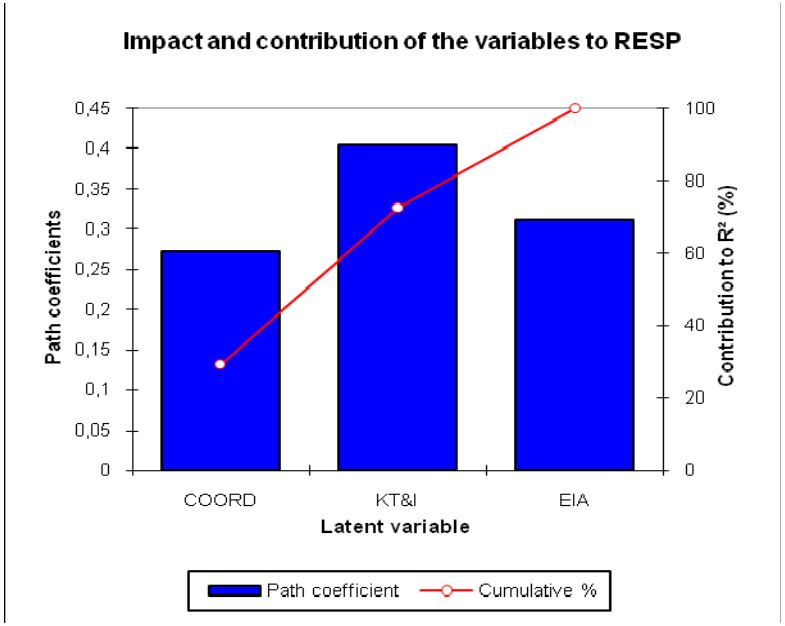
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
EIA	0,311	0,071	4,411	0,000	0,320	0,061	5,127	0,184	0,468
COORD	0,272	0,082	3,339	0,001	0,284	0,083	3,279	0,109	0,451
KT&I	0,405	0,076	5,333	0,000	0,396	0,085	4,757	0,204	0,578

Equation of the model:

RESP=0,311063900622292*EIA+0,272269679727553*COORD+0,405148073834971*KT&I

Impact and contribution of the variables to RESP (Dimension 1):

	COORD	KT&I	EIA
Correlation	0,616	0,615	0,507
Path coefficient	0,272	0,405	0,311
Correlation * path coefficient	0,168	0,249	0,158
Contribution to R^2 (%)	29,201	43,347	27,452
Cumulative %	29,201	72,548	100,000



R² (PA / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,371	0,408	0,073	5,116	0,263	0,549

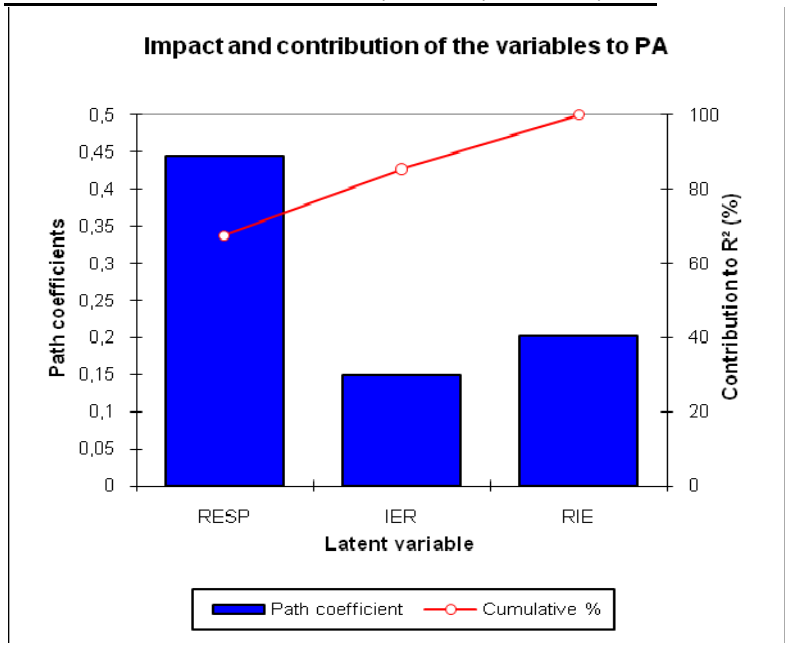
Path coefficients (PA / 1):

Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
IER	0,148	0,098	1,518	0,132	0,159	0,096	1,551	-0,041	0,346
RIE	0,202	0,079	2,571	0,012	0,207	0,076	2,669	0,058	0,401
RESP	0,445	0,096	4,651	0,000	0,449	0,107	4,171	0,194	0,658

Equation of the model:
PA = 0,148401395997271*IER+0,202270234275308*RIE+0,445301347457716*RESP

Impact and contribution of the variables to PA (Dimension 1):

	RESP	IER	RIE
Correlation	0,550	0,435	0,261
Path coefficient	0,445	0,148	0,202
Correlation * path coefficient	0,245	0,065	0,053
Contribution to R^2 (%)	67,598	17,845	14,556
Cumulative %	67,598	85,444	100,000



R^2 (IPstrat / 1):

R^2	R^2(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,419	0,442	0,063	6,613	0,293	0,568

Path coefficients (IPstrat / 1):

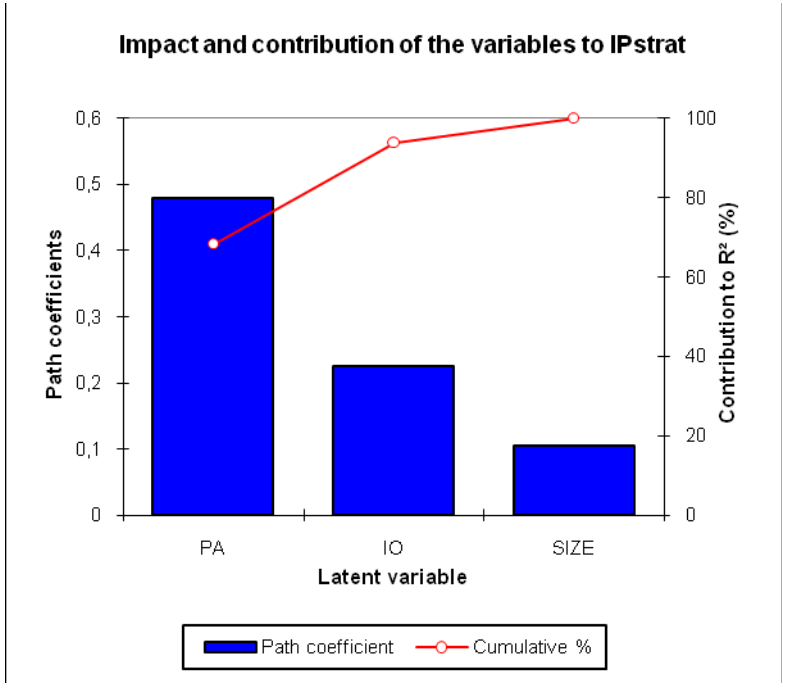
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
PA	0,479	0,086	5,573	0,000	0,481	0,089	5,379	0,283	0,686
SIZE	0,106	0,077	1,367	0,175	0,097	0,068	1,546	-0,045	0,247
IO	0,226	0,088	2,580	0,011	0,235	0,089	2,534	0,020	0,423

Equation of the model:

IPstrat = 0,478889928314212*PA+0,105641925087958*SIZE+0,225889255860112*IO

Impact and contribution of the variables to IPstrat (Dimension 1):

	PA	IO	SIZE
Correlation	0,602	0,480	0,242
Path coefficient	0,479	0,226	0,106
Correlation * path coefficient	0,288	0,108	0,026
Contribution to R^2 (%)	68,284	25,670	6,046
Cumulative %	68,284	93,954	100,000


Impact and contribution of the variables to IPstrat
Path coefficients
Contribution to R² (%)
0,6
0,5
0,4
0,3
0,2
0,1
0
100
80
60
40
20
0
PA
IO
SIZE
Latent variable
Path coefficient
Cumulative %

Model assessment (Dimension 1):

Latent variable	Type	Mean (Manifest variables)	R^2	Adjusted R^2	Mean Communalities (AVE)	Mean Redundancies	D.G. rho	Mean(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	Exogenous	0,000			0,678		0,894	0,000		0,000	0,000
Agents	Exogenous	0,000			0,809		0,944	0,000		0,000	0,000
Trade fairs	Exogenous	0,000			0,718		0,911	0,000		0,000	0,000
CCI	Exogenous	0,000			0,744		0,921	0,000		0,000	0,000
EMR	Exogenous	0,000			0,908		0,952	0,000		0,000	0,000
Internet	Exogenous	0,000			0,680		0,809	0,000		0,000	0,000
INFO RICH	Endogenous	0,000	0,998	0,998	0,314	0,314	0,896	0,000		0,000	0,000
IER	Exogenous	0,000			0,593		0,812	0,000		0,000	0,000
RIE	Exogenous	0,000			0,999		1,000	0,000		0,000	0,000
EIA	Endogenous	0,000	0,362	0,350	0,530	0,192	0,886	0,000		0,000	0,000
COORD	Exogenous	0,000			0,601		0,818	0,000		0,000	0,000
KT&I	Exogenous	0,000			0,582		0,848	0,000		0,000	0,000
RESP	Endogenous	0,000	0,575	0,566	0,511	0,294	0,862	0,000		0,000	0,000
PA	Endogenous	0,000	0,371	0,359	0,559	0,207	0,910	0,000		0,000	0,000
SIZE	Exogenous	0,000			1,000		1,000	0,000		0,000	0,000
IO	Exogenous	0,000			0,683		0,865	0,000		0,000	0,000
IPstrat	Endogenous	0,000	0,419	0,408	0,736	0,309	0,962	0,000		0,000	0,000
Mean			0,545		0,567	0,263					

Correlations (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Clients	**1,000**	0,269	0,254	0,034	0,220	0,144	0,494	0,171	0,067	0,287	0,178	0,096	0,082	0,357	-0,147	0,210	0,274
Agents	0,269	**1,000**	0,416	0,144	0,414	0,342	0,727	0,213	0,312	0,422	0,291	0,085	0,206	0,444	0,120	0,276	0,308
Trade fairs	0,254	0,416	**1,000**	0,208	0,442	0,462	0,764	0,132	0,208	0,334	0,162	-0,074	0,123	0,279	0,053	0,390	0,251
CCI	0,034	0,144	0,208	**1,000**	0,330	0,357	0,497	-0,122	0,043	0,070	-0,054	-0,181	-0,174	-0,055	-0,117	-0,111	0,002
EMR	0,220	0,414	0,442	0,330	**1,000**	0,470	0,704	0,182	0,205	0,396	0,216	-0,122	0,190	0,396	0,149	0,165	0,160
Internet	0,144	0,342	0,462	0,357	0,470	**1,000**	0,651	0,118	0,161	0,237	0,022	-0,097	-0,027	0,219	0,172	0,156	0,286
INFO RICH	0,494	0,727	0,764	0,497	0,704	0,651	**1,000**	0,195	0,272	0,470	0,230	-0,069	0,115	0,436	0,076	0,314	0,339
IER	0,171	0,213	0,132	-0,122	0,182	0,118	0,195	**1,000**	0,116	0,405	0,334	0,328	0,588	0,435	0,065	0,396	0,438
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,261	0,242	0,198	0,184
EIA	0,287	0,422	0,334	0,070	0,396	0,237	0,470	0,405	0,313	**1,000**	0,412	0,207	0,507	0,702	0,134	0,420	0,462
COORD	0,178	0,291	0,162	-0,054	0,216	0,022	0,230	0,334	0,252	0,412	**1,000**	0,533	0,616	0,488	0,177	0,470	0,406
KT&I	0,096	0,085	-0,074	-0,181	-0,122	-0,097	-0,069	0,328	-0,015	0,207	0,533	**1,000**	0,615	0,259	-0,085	0,152	0,123
RESP	0,082	0,206	0,123	-0,174	0,190	-0,027	0,115	0,588	0,159	0,507	0,616	0,615	**1,000**	0,550	0,031	0,427	0,442
PA	0,357	0,444	0,279	-0,055	0,396	0,219	0,436	0,435	0,261	0,702	0,488	0,259	0,550	**1,000**	0,179	0,484	0,602
SIZE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	**1,000**	0,199	0,242
IO	0,210	0,276	0,390	-0,111	0,165	0,156	0,314	0,396	0,198	0,420	0,470	0,152	0,427	0,484	0,199	**1,000**	0,480
IPstrat	0,274	0,308	0,251	0,002	0,160	0,286	0,339	0,438	0,184	0,462	0,406	0,123	0,442	0,602	0,242	0,480	**1,000**

Direct effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,000	0,000	0,000	0,000	0,000	0,000	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,311	0,272	0,405					
PA	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,148	0,202	0,000	0,000	0,000	0,445				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IPstrat	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,479	0,106	0,226	

Indirect effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,000	0,000	0,000	0,000	0,000	0,000											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,000	0,000	0,000								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,000	0,000	0,000					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,040	0,028	0,139	0,121	0,180	0,000				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IPstrat	0,006	0,009	0,009	0,006	0,005	0,004	0,026	0,090	0,110	0,066	0,058	0,086	0,213	0,000	0,000	0,000	

Total effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,311	0,272	0,405					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,188	0,230	0,139	0,121	0,180	0,445				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IPstrat	0,006	0,009	0,009	0,006	0,005	0,004	0,026	0,090	0,110	0,066	0,058	0,086	0,213	0,479	0,106	0,226	

Discriminant validity (Squared correlations < AVE) (Dimension 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IPstrat	AVE
Clients	**1**	0,072	0,065	0,001	0,048	0,021	0,244	0,029	0,005	0,082	0,032	0,009	0,007	0,128	0,022	0,044	0,075	0,678
Agents	0,072	**1**	0,173	0,021	0,171	0,117	**0,529**	0,045	0,097	0,178	0,084	0,007	0,042	0,197	0,014	0,076	0,095	0,809
Trade fairs	0,065	0,173	**1**	0,043	0,195	0,214	**0,583**	0,017	0,043	0,112	0,026	0,006	0,015	0,078	0,003	0,152	0,063	0,718
CCI	0,001	0,021	0,043	**1**	0,109	0,128	0,247	0,015	0,002	0,005	0,003	0,033	0,030	0,003	0,014	0,012	0,000	0,744
EMR	0,048	0,171	0,195	0,109	**1**	0,221	**0,496**	0,033	0,042	0,157	0,047	0,015	0,036	0,157	0,022	0,027	0,026	0,908
Internet	0,021	0,117	0,214	0,128	0,221	**1**	**0,424**	0,014	0,026	0,056	0,000	0,009	0,001	0,048	0,030	0,024	0,082	0,680
INFO RICH	0,244	**0,529**	**0,583**	0,247	**0,496**	**0,424**	**1**	0,038	0,074	0,221	0,053	0,005	0,013	0,190	0,006	0,099	0,115	0,314
IER	0,029	0,045	0,017	0,015	0,033	0,014	0,038	**1**	0,013	0,164	0,112	0,108	0,345	0,190	0,004	0,157	0,192	0,593
RIE	0,005	0,097	0,043	0,002	0,042	0,026	0,074	0,013	**1**	0,098	0,064	0,000	0,025	0,068	0,059	0,039	0,034	
EIA	0,082	0,178	0,112	0,005	0,157	0,056	0,221	0,164	0,098	**1**	0,169	0,043	0,257	0,502	0,018	0,176	0,214	0,530
COORD	0,032	0,084	0,026	0,003	0,047	0,000	0,053	0,112	0,064	0,169	**1**	0,284	0,380	0,238	0,031	0,221	0,165	0,601
KT&I	0,009	0,007	0,006	0,033	0,015	0,009	0,005	0,108	0,000	0,043	0,284	**1**	0,378	0,067	0,007	0,023	0,015	0,582
RESP	0,007	0,042	0,015	0,030	0,036	0,001	0,013	0,345	0,025	0,257	0,380	0,378	**1**	0,302	0,001	0,182	0,196	0,511
PA	0,128	0,197	0,078	0,003	0,157	0,048	0,190	0,190	0,068	0,502	0,238	0,067	0,302	**1**	0,032	0,234	0,362	0,559
SIZE	0,022	0,014	0,003	0,014	0,022	0,030	0,006	0,004	0,059	0,018	0,031	0,007	0,001	0,032	**1**	0,040	0,058	
IO	0,044	0,076	0,152	0,012	0,027	0,024	0,099	0,157	0,039	0,176	0,221	0,023	0,182	0,234	0,040	**1**	0,230	0,683
IPstrat	0,075	0,095	0,063	0,000	0,026	0,082	0,115	0,192	0,034	0,214	0,165	0,015	0,196	0,362	0,058	0,230	**1**	0,736
AVE	0,678	0,809	0,718	0,744	0,908	0,680	0,314	0,593		0,530	0,601	0,582	0,511	0,559		0,683	0,736	**0**

Model assessment / Outer model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Communalities
Clients	413,000	223,998	0,458
Agents	398,000	137,429	0,655
Trade fairs	418,000	203,701	0,513
CCI	410,000	178,727	0,564
EMR	191,000	80,519	0,578
Internet	196,000	170,515	0,130
INFO RICH	2026,000	1559,582	0,230
IER	292,000	226,766	0,223
RIE			
EIA	749,000	470,571	0,372
COORD	316,000	245,059	0,224
KT&I	427,000	299,320	0,299
RESP	641,000	441,453	0,311
PA	846,000	479,634	0,433
SIZE			
IO	319,000	200,401	0,372
IPstrat	963,000	322,640	0,665

Clients	Total sum of squares	Residual sum of squares	Communalities
clients1	104,000	51,708	0,503
clients2	102,000	50,429	0,506
clients3	104,000	63,592	0,389
clients4	103,000	58,270	0,434

Agents	Total sum of squares	Residual sum of squares	Communalities
agents1	101,000	47,943	0,525
agents2	98,000	27,237	0,722
agents3	100,000	29,618	0,704
agents4	99,000	32,631	0,670

Trade fairs	Total sum of squares	Residual sum of squares	Communalities
tradefairs1	105,000	54,824	0,478
tradefairs2	104,000	47,591	0,542
tradefairs3	105,000	52,287	0,502
tradefairs4	104,000	48,999	0,529

CCI	Total sum of squares	Residual sum of squares	Communalities
cci1	103,000	56,186	0,455
cci2	102,000	36,184	0,645
cci3	103,000	42,173	0,591
cci4	102,000	44,183	0,567

EMR	Total sum of squares	Residual sum of squares	Communalities
mktgres1	96,000	41,422	0,569
mktgres2	95,000	39,097	0,588

Internet	Total sum of squares	Residual sum of squares	Communalities
internet1	99,000	87,133	0,120
internet2	97,000	83,382	0,140

INFO RICH	Total sum of squares	Residual sum of squares	Communalities
clients1	104,000	95,882	0,078
clients2	102,000	85,719	0,160
clients3	104,000	99,503	0,043
clients4	103,000	93,530	0,092
agents1	101,000	74,583	0,262
agents2	98,000	58,301	0,405
agents3	100,000	67,133	0,329
agents4	99,000	60,804	0,386
tradefairs1	105,000	75,504	0,281
tradefairs2	104,000	74,914	0,280
tradefairs3	105,000	67,818	0,354
tradefairs4	104,000	62,908	0,395
cci1	103,000	99,446	0,035
cci2	102,000	94,458	0,074
cci3	103,000	83,519	0,189
cci4	102,000	86,743	0,150
mktgres1	96,000	58,518	0,390
mktgres2	95,000	63,272	0,334
internet1	99,000	89,917	0,092
internet2	97,000	67,108	0,308

IER	Total sum of squares	Residual sum of squares	Communalities
rich_exp1	98,000	66,360	0,323
rich_exp2	98,000	73,377	0,251
rich_exp3	96,000	87,029	0,093

EIA	Total sum of squares	Residual sum of squares	Communalities
infok1	107,000	73,306	0,315
infok2	107,000	63,859	0,403
infok3	107,000	85,745	0,199
infok4	107,000	65,359	0,389
infok5	107,000	69,938	0,346
infok6	107,000	52,118	0,513
infok7	107,000	60,246	0,437

COORD	Total sum of squares	Residual sum of squares	Communalities
coord1	107,000	92,917	0,132
coord2	106,000	69,585	0,344
coord3	103,000	82,558	0,198

KT&I	Total sum of squares	Residual sum of squares	Communalities
kti1	106,000	68,801	0,351
kti2	107,000	90,080	0,158
kti3	107,000	67,375	0,370
kti4	107,000	73,064	0,317

RESP	Total sum of squares	Residual sum of squares	Communalities
resp1	107,000	65,363	0,389
resp2	107,000	73,416	0,314
resp3	107,000	72,911	0,319
resp4	106,000	75,566	0,287
resp5	107,000	65,620	0,387
resp6	107,000	88,576	0,172

PA	Total sum of squares	Residual sum of squares	Communalities
comp1	106,000	54,050	0,490
comp2	105,000	46,925	0,553
comp3	106,000	48,402	0,543
comp4	106,000	75,546	0,287
comp5	106,000	68,491	0,354
comp6	106,000	62,281	0,412
comp7	105,000	66,692	0,365
comp8	106,000	57,247	0,460

IO	Total sum of squares	Residual sum of squares	Communalities
io1	106,000	75,210	0,290
io2	107,000	67,266	0,371
io3	106,000	57,925	0,454

IPstrat	Total sum of squares	Residual sum of squares	Communalities
S1	107,000	44,807	0,581
S3	107,000	42,904	0,599
S2	107,000	36,556	0,658
PC1	107,000	39,887	0,627
PC3	107,000	37,370	0,651
PC2	107,000	29,552	0,724
RC1	107,000	34,785	0,675
RC3	107,000	28,988	0,729
RC2	107,000	27,793	0,740

Model assessment / Inner model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Redundancies
Clients			
Agents			
Trade fairs			
CCI			
EMR			
Internet			
INFO RICH	2026,000	1455,030	0,282
IER			
RIE			
EIA	749,000	686,330	0,084
COORD			
KT&I			
RESP	641,000	484,589	0,244
PA	846,000	751,381	0,112
SIZE			
IO			
IPstrat	963,000	747,477	0,224

INFO RICH	Total sum of squares	Residual sum of squares	Redundancies
clients1	104,000	92,016	0,115
clients2	102,000	83,849	0,178
clients3	104,000	99,203	0,046
clients4	103,000	93,132	0,096
agents1	101,000	67,406	0,333
agents2	98,000	51,855	0,471
agents3	100,000	58,379	0,416
agents4	99,000	52,517	0,470
tradefairs1	105,000	70,146	0,332
tradefairs2	104,000	67,874	0,347
tradefairs3	105,000	59,935	0,429
tradefairs4	104,000	55,076	0,470
cci1	103,000	97,433	0,054
cci2	102,000	91,886	0,099
cci3	103,000	78,872	0,234
cci4	102,000	83,182	0,184
mktgres1	96,000	50,861	0,470
mktgres2	95,000	55,361	0,417
internet1	99,000	86,100	0,130
internet2	97,000	59,947	0,382

EIA	Total sum of squares	Residual sum of squares	Redundancies
infok1	107,000	106,685	0,003
infok2	107,000	91,957	0,141
infok3	107,000	100,164	0,064
infok4	107,000	101,471	0,052
infok5	107,000	99,234	0,073
infok6	107,000	93,139	0,130
infok7	107,000	93,680	0,124

RESP	Total sum of squares	Residual sum of squares	Redundancies
resp1	107,000	78,173	0,269
resp2	107,000	85,304	0,203
resp3	107,000	75,300	0,296
resp4	106,000	78,168	0,263
resp5	107,000	81,207	0,241
resp6	107,000	86,437	0,192

PA	Total sum of squares	Residual sum of squares	Redundancies
comp1	106,000	84,655	0,201
comp2	105,000	80,942	0,229
comp3	106,000	79,352	0,251
comp4	106,000	105,961	0,000
comp5	106,000	107,353	-0,013
comp6	106,000	104,811	0,011
comp7	105,000	98,955	0,058
comp8	106,000	89,351	0,157

IPstrat	Total sum of squares	Residual sum of squares	Redundancies
S1	107,000	89,793	0,161
S3	107,000	81,544	0,238
S2	107,000	86,574	0,191
PC1	107,000	67,829	0,366
PC3	107,000	76,485	0,285
PC2	107,000	75,936	0,290
RC1	107,000	97,571	0,088
RC3	107,000	85,232	0,203
RC2	107,000	86,513	0,191

Appendix 7. Estimation of the research model with the international performance as a formative construct

Note: Not all the tables from the XLSTAT output have been copied within the Appendix. For instance the tables relative to the calculation of the scores predicted using the structural model were not reported since they do not have any relevance for the results' interpretation.

XLSTAT 2008.6.01 - Run - on 17/08/2008 at 12:09:58
Missing data: Lohmöller (Use the mean)
Treatment of the manifest variables: Standardized, weights on standardized MV
Initial weights: Values of the first eigenvector
Internal estimation: Centroid
Regression: OLS
Stop conditions: Iterations = 100 / Convergence = 0,0001
Confidence intervals: 95 / Bootstrap / Resamplings = 100
Latent variable scores: Standardized
Blindfolding: 30

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
clients1	107	3	104	1,000	5,000	4,038	0,820
clients2	107	5	102	1,000	5,000	3,873	0,882
clients3	107	3	104	1,000	5,000	3,577	0,840
clients4	107	4	103	1,000	5,000	3,544	0,845
agents1	107	6	101	1,000	5,000	3,594	1,127
agents2	107	9	98	1,000	5,000	3,224	1,121
agents3	107	7	100	1,000	5,000	3,000	1,131
agents4	107	8	99	1,000	5,000	2,758	1,215
tradefairs1	107	2	105	1,000	5,000	3,600	1,029
tradefairs2	107	3	104	1,000	5,000	3,096	1,079
tradefairs3	107	2	105	1,000	5,000	2,838	0,937
tradefairs4	107	3	104	1,000	5,000	3,019	1,109
cci1	107	4	103	1,000	5,000	3,301	1,221
cci2	107	5	102	1,000	5,000	2,892	1,145
cci3	107	4	103	1,000	5,000	2,748	1,086
cci4	107	5	102	1,000	5,000	2,647	1,126
mktgres1	107	11	96	1,000	5,000	2,906	1,128
mktgres2	107	12	95	1,000	5,000	2,779	1,180
internet1	107	8	99	1,000	5,000	3,061	0,802
internet2	107	10	97	1,000	5,000	3,773	1,079
clients1	107	3	104	1,000	5,000	4,038	0,820
clients2	107	5	102	1,000	5,000	3,873	0,882
clients3	107	3	104	1,000	5,000	3,577	0,840
clients4	107	4	103	1,000	5,000	3,544	0,845
agents1	107	6	101	1,000	5,000	3,594	1,127
agents2	107	9	98	1,000	5,000	3,224	1,121
agents3	107	7	100	1,000	5,000	3,000	1,131

agents4	107	8	99	1,000	5,000	2,758	1,215
tradefairs1	107	2	105	1,000	5,000	3,600	1,029
tradefairs2	107	3	104	1,000	5,000	3,096	1,079
tradefairs3	107	2	105	1,000	5,000	2,838	0,937
tradefairs4	107	3	104	1,000	5,000	3,019	1,109
cci1	107	4	103	1,000	5,000	3,301	1,221
cci2	107	5	102	1,000	5,000	2,892	1,145
cci3	107	4	103	1,000	5,000	2,748	1,086
cci4	107	5	102	1,000	5,000	2,647	1,126
mktgres1	107	11	96	1,000	5,000	2,906	1,128
mktgres2	107	12	95	1,000	5,000	2,779	1,180
internet1	107	8	99	1,000	5,000	3,061	0,802
internet2	107	10	97	1,000	5,000	3,773	1,079
rich_exp1	107	9	98	1,000	7,000	4,908	1,436
rich_exp2	107	9	98	1,000	7,000	4,745	1,438
rich_exp3	107	11	96	1,000	7,000	4,708	1,492
RIE	107	6	101	4,000	129,000	37,703	27,066
infok1	107	0	107	1,000	7,000	4,168	1,227
infok2	107	0	107	2,000	7,000	4,570	1,128
infok3	107	0	107	1,000	7,000	4,234	1,132
infok4	107	0	107	1,000	7,000	4,636	1,271
infok5	107	0	107	1,000	7,000	4,327	1,158
infok6	107	0	107	1,000	7,000	4,047	1,363
infok7	107	0	107	1,000	7,000	4,150	1,190
coord1	107	0	107	2,000	7,000	5,056	1,366
coord2	107	1	106	3,000	7,000	5,311	0,984
coord3	107	4	103	2,000	7,000	5,485	1,023
kti1	107	1	106	1,000	7,000	5,943	0,930
kti2	107	0	107	1,000	7,000	5,159	1,536
kti3	107	0	107	3,000	7,000	5,869	0,958
kti4	107	0	107	1,000	7,000	5,654	1,153
resp1	107	0	107	2,000	7,000	5,561	1,422
resp2	107	0	107	1,000	7,000	4,935	1,784

resp3	107	0	107	1,000	7,000	5,047	1,573
resp4	107	1	106	1,000	7,000	4,821	1,491
resp5	107	0	107	1,000	7,000	5,121	1,392
resp6	107	0	107	1,000	7,000	5,028	1,329
comp1	107	1	106	1,000	7,000	4,708	1,288
comp2	107	2	105	1,000	7,000	3,905	1,404
comp3	107	1	106	1,000	7,000	4,292	1,296
comp4	107	1	106	1,000	7,000	4,755	1,212
comp5	107	1	106	1,000	7,000	4,406	1,097
comp6	107	1	106	1,000	7,000	4,123	1,286
comp7	107	2	105	1,000	7,000	4,076	1,378
comp8	107	1	106	1,000	7,000	4,255	1,214
perf_strat	107	0	107	-6,028	5,197	0,000	2,576
prof_fs	107	0	107	1,000	7,000	4,047	1,462
IPfin1	107	0	107	-44,760	209,860	19,206	38,429
IPfin2	107	0	107	-37,650	168,860	17,247	35,289
TAILLE	107	2	105	10,000	300,000	86,701	70,028
io1	107	1	106	1,000	7,000	5,745	1,408
io2	107	0	107	1,000	7,000	5,664	1,394
io3	107	1	106	1,000	7,000	5,481	1,506

Model specification (Measurement model):

LVs	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Number of MVs	4	4	4	4	2	2	20	3	1	7	3	4	6	8	1	3	4
Mode	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode B
Type	Exo	Exo	Exo	Exo	Exo	Exo	Endo	Exo	Exo	Endo	Exo	Exo	Endo	Endo	Exo	Exo	Endo
Invert sign	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Dimensions	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
MVs	clients1	agents1	tradefairs1	cci1	mktgres1	internet1	clients1	rich_exp1	RIE	infok1	coord1	kti1	resp1	comp1	TAILLE	io1	perf_strat
	clients2	agents2	tradefairs2	cci2	mktgres2	internet2	clients2	rich_exp2		infok2	coord2	kti2	resp2	comp2		io2	prof_fs
	clients3	agents3	tradefairs3	cci3			clients3	rich_exp3		infok3	coord3	kti3	resp3	comp3		io3	IPfin1
	clients4	agents4	tradefairs4	cci4			clients4			infok4		kti4	resp4	comp4			IPfin2
							agents1			infok5			resp5	comp5			
							agents2			infok6			resp6	comp6			
							agents3			infok7				comp7			
							agents4							comp8			
							tradefairs1										
							tradefairs2										
							tradefairs3										
							tradefairs4										
							cci1										
							cci2										
							cci3										
							cci4										
							mktgres1										
							mktgres2										
							internet1										
							internet2										

Model specification (Structural model):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade fairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CCI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EMR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internet	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFO RICH	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
IER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RIE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIA	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0
COORD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KT&I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESP	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
PA	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0
SIZE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0

The main algorithm did converge after 4 iterations.

The algorithm converged on average after 4 iterations.

Composite reliability:

Latent variable	Dimensions	Cronbach's alpha	D.G. rho (PCA)	Condition number	Critical value	Eigenvalues
Clients	4	0,843	0,895	3,075	1,000	2,719
						0,598
						0,395
						0,288
Agents	4	0,920	0,944	5,663	1,000	3,232
						0,483
						0,184
						0,101
Trade fairs	4	0,869	0,911	3,035	1,000	2,872
						0,435
						0,381
						0,312
CCI	4	0,888	0,923	3,838	1,000	2,997
						0,546
						0,254
						0,203
EMR	2	0,899	0,952	3,152	1,000	1,817
						0,183
Internet	2	0,534	0,811	1,464	1,000	1,364
						0,636
INFO RICH	20			9,053	1,000	6,308
						3,107
						2,142
						1,842
						1,494
						0,854
						0,776
						0,544

						0,507
						0,414
						0,344
						0,307
						0,290
						0,257
						0,214
						0,191
						0,131
						0,107
						0,095
						0,077
IER	3	0,649	0,811	1,944	1,000	1,772
						0,759
						0,469
RIE	1					
EIA	7	0,851	0,887	3,577	1,000	3,717
						0,871
						0,693
						0,661
						0,438
						0,328
						0,290
COORD	3	0,675	0,823	2,067	1,000	1,829
						0,743
						0,428
KT&I	4	0,762	0,849	2,500	1,000	2,348
						0,766
						0,511
						0,376
RESP	6	0,808	0,863	2,979	1,000	3,080
						0,956
						0,724

						0,481 0,410 0,347
PA	8	0,886	0,910	4,312	1,000	4,473 0,864 0,754 0,490 0,454 0,404 0,320 0,241
SIZE	1					
IO	3	0,780	0,873	2,710	1,000	2,091 0,624 0,285
IP	4	0,781	0,863	4,093	1,000	2,499 0,878 0,474 0,149

Variables/Factors correlations (Clients / 1):

	F1	F2	F3	F4
clients1	0,837	-0,407	0,047	-0,364
clients2	0,851	-0,336	-0,157	0,373
clients3	0,789	0,476	-0,376	-0,099
clients4	0,821	0,305	0,476	0,080

Variables/Factors correlations (Agents / 1):

	F1	F2	F3	F4
agents1	0,837	0,513	-0,168	0,092
agents2	0,929	0,150	0,315	-0,121
agents3	0,919	-0,270	-0,228	-0,175
agents4	0,908	-0,353	0,063	0,217

Variables/Factors correlations (Trade fairs / 1):

	F1	F2	F3	F4
tradefairs1	0,832	0,468	0,220	-0,200
tradefairs2	0,862	0,156	-0,322	0,359
tradefairs3	0,840	-0,334	0,392	0,172
tradefairs4	0,855	-0,284	-0,275	-0,336

Variables/Factors correlations (CCI / 1):

	F1	F2	F3	F4
cci1	0,822	0,514	-0,043	-0,240
cci2	0,910	0,195	0,023	0,364
cci3	0,871	-0,318	0,360	-0,102
cci4	0,856	-0,378	-0,349	-0,053

Variables/Factors correlations (EMR / 1):

	F1	F2
mktgres1	0,953	0,302
mktgres2	0,953	-0,302

Variables/Factors correlations (Internet / 1):

	F1	F2
internet1	0,826	0,564
internet2	0,826	-0,564

Variables/Factors correlations (INFO RICH / 1):

	F1	F2	F3	F4	F5	F6	F7	F8	F9
clients1	0,368	-0,436	0,588	-0,038	-0,260	0,070	-0,193	-0,170	-0,150
clients2	0,482	-0,408	0,561	-0,017	-0,183	0,110	-0,198	-0,175	-0,122
clients3	0,292	-0,611	0,460	0,093	0,080	-0,101	0,295	0,227	-0,125
clients4	0,384	-0,363	0,628	0,100	-0,012	0,095	0,254	0,177	0,340
agents1	0,614	-0,141	-0,219	-0,533	-0,298	0,116	-0,111	0,265	-0,085
agents2	0,735	-0,193	-0,310	-0,427	-0,144	-0,022	-0,108	-0,085	0,000
agents3	0,682	-0,265	-0,243	-0,497	0,124	-0,060	0,202	-0,116	0,006
agents4	0,718	-0,280	-0,252	-0,395	0,133	-0,092	0,152	-0,188	0,171
tradefairs1	0,611	0,029	-0,310	0,299	-0,469	-0,071	0,069	0,277	-0,127
tradefairs2	0,608	0,045	-0,146	0,544	-0,298	-0,110	-0,237	-0,107	-0,010
tradefairs3	0,677	-0,136	-0,214	0,435	-0,038	-0,173	0,241	-0,048	-0,093
tradefairs4	0,700	-0,011	-0,153	0,414	-0,129	-0,185	-0,020	-0,144	0,302
cci1	0,262	0,740	0,146	-0,196	-0,339	0,016	0,169	0,205	0,043
cci2	0,350	0,775	0,264	-0,070	-0,226	-0,046	0,118	-0,124	0,034
cci3	0,494	0,617	0,327	-0,149	0,099	-0,165	0,092	-0,089	-0,299
cci4	0,460	0,646	0,381	-0,073	0,214	-0,018	0,030	-0,095	0,098
mktgres1	0,695	0,071	-0,035	0,158	0,529	-0,054	-0,214	0,165	-0,130
mktgres2	0,656	0,076	0,047	0,075	0,614	-0,164	-0,173	0,162	0,005
internet1	0,398	0,047	-0,274	0,326	0,196	0,630	0,353	-0,151	-0,178
internet2	0,631	0,245	0,019	0,026	0,046	0,504	-0,297	0,116	0,187

Variables/Factors correlations (INFO RICH / 1):

	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19	F20
clients1	-0,166	0,285	0,130	-0,119	-0,122	-0,029	-0,037	0,089	-0,050	0,006	0,000
clients2	0,018	-0,240	-0,071	0,025	0,272	-0,098	-0,017	-0,091	-0,005	-0,020	0,001
clients3	0,148	-0,201	0,217	0,132	-0,124	0,061	0,017	0,035	-0,037	0,032	0,034
clients4	-0,072	0,144	-0,233	0,011	-0,010	0,063	0,042	-0,059	0,057	-0,017	-0,046
agents1	-0,065	-0,034	-0,024	-0,059	0,087	0,155	-0,034	0,105	0,139	-0,023	0,078
agents2	0,047	-0,047	-0,021	0,035	-0,092	0,215	-0,004	-0,090	-0,131	-0,056	-0,123
agents3	0,036	0,031	-0,017	0,067	0,047	-0,170	0,032	0,098	0,055	0,146	-0,108
agents4	-0,055	0,032	0,009	0,056	-0,094	-0,128	-0,011	-0,085	-0,020	-0,083	0,162
tradefairs1	-0,110	-0,077	-0,182	-0,138	-0,081	-0,151	0,040	-0,024	-0,111	0,055	0,018
tradefairs2	-0,015	0,002	-0,060	0,310	-0,141	0,011	-0,093	-0,004	0,117	0,024	-0,004
tradefairs3	0,311	0,180	-0,028	-0,075	0,160	0,010	-0,091	0,075	-0,014	-0,109	-0,009
tradefairs4	-0,106	-0,129	0,236	-0,210	0,055	0,076	0,104	-0,004	0,052	0,041	-0,009
cci1	-0,106	0,063	0,257	0,091	0,075	-0,119	-0,111	-0,083	0,010	-0,065	-0,065
cci2	-0,009	0,072	-0,048	0,174	0,131	0,126	0,128	0,079	-0,115	0,074	0,080
cci3	0,139	0,041	-0,042	-0,145	-0,117	0,039	0,090	-0,144	0,120	0,030	0,008
cci4	-0,034	-0,249	-0,114	-0,091	-0,135	-0,034	-0,135	0,162	-0,014	-0,072	-0,026
mktgres1	-0,162	0,040	0,024	0,102	0,038	-0,060	0,228	0,049	-0,001	-0,115	-0,036
mktgres2	-0,094	0,078	0,003	-0,028	0,095	0,066	-0,213	-0,067	-0,056	0,117	0,031
internet1	-0,188	-0,031	0,025	0,005	0,000	0,071	-0,034	-0,023	0,009	0,011	0,000
internet2	0,356	0,042	0,069	-0,028	-0,067	-0,079	0,044	-0,005	-0,023	0,037	0,022

Variables/Factors correlations (IER/ 1):

	F1	F2	F3
rich_exp1	0,842	-0,163	0,515
rich_exp2	0,787	-0,445	-0,428
rich_exp3	0,667	0,731	-0,145

Variables/Factors correlations (RIE/ 1):

	F1
RIE	1,000

Variables/Factors correlations (EIA/ 1):

	F1	F2	F3	F4	F5	F6	F7
infok1	0,695	0,257	-0,339	0,517	-0,066	0,145	0,209
infok2	0,760	0,320	0,315	0,196	-0,267	-0,231	-0,242
infok3	0,607	0,480	-0,404	-0,446	0,160	-0,108	-0,045
infok4	0,737	0,200	0,491	-0,214	0,099	0,326	0,114
infok5	0,710	-0,428	-0,241	-0,246	-0,392	0,177	-0,096
infok6	0,807	-0,356	0,115	-0,082	0,049	-0,321	0,310
infok7	0,768	-0,351	-0,055	0,209	0,413	0,044	-0,261

Variables/Factors correlations (COORD / 1):

	F1	F2	F3
coord1	0,685	0,708	-0,172
coord2	0,859	-0,129	0,496
coord3	0,789	-0,474	-0,391

Variables/Factors correlations (KT&I / 1):

	F1	F2	F3	F4
kti1	0,804	0,003	0,555	-0,214
kti2	0,633	0,747	-0,115	0,168
kti3	0,816	-0,170	-0,435	-0,340
kti4	0,796	-0,423	-0,023	0,431

Variables/Factors correlations (RESP / 1):

	F1	F2	F3	F4	F5	F6
resp1	0,773	0,013	-0,421	-0,314	-0,119	-0,334
resp2	0,733	-0,467	-0,258	-0,070	-0,069	0,410
resp3	0,729	-0,374	0,264	0,422	-0,204	-0,199
resp4	0,692	-0,059	0,597	-0,353	0,192	0,000
resp5	0,768	0,296	-0,203	0,272	0,456	0,005
resp6	0,588	0,712	0,111	0,038	-0,324	0,168

Variables/Factors correlations (PA / 1):

	F1	F2	F3	F4	F5	F6	F7
comp1	0,790	-0,133	-0,221	-0,087	0,440	-0,137	0,289
comp2	0,815	-0,146	-0,402	0,027	-0,092	-0,003	-0,076
comp3	0,815	-0,062	-0,360	-0,049	-0,183	-0,134	-0,256
comp4	0,647	0,644	-0,108	0,104	-0,238	0,135	0,261
comp5	0,700	0,414	0,303	-0,401	0,184	0,007	-0,215
comp6	0,738	0,083	0,329	0,526	0,139	-0,164	-0,126
comp7	0,699	-0,339	0,423	-0,170	-0,327	-0,216	0,186
comp8	0,762	-0,337	0,149	0,038	0,035	0,525	-0,018

Variables/Factors correlations (SIZE / 1):

	F1
TAILLE	1,000

Variables/Factors correlations (IO / 1):

	F1	F2	F3
io1	0,754	0,643	-0,138
io2	0,839	-0,443	-0,315
io3	0,905	-0,125	0,408

Variables/Factors correlations (IP / 1):

	F1	F2	F3	F4
perf_strat	0,818	-0,017	0,569	-0,085
prof_fs	0,469	0,873	-0,130	-0,036
IPfin1	0,855	-0,312	-0,346	-0,226
IPfin2	0,937	-0,137	-0,116	0,299

Goodness of fit index (1):

	GoF	GoF (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)	Minimum	1st Quartile	Median	3rd Quartile	Maximum
Absolute	0,551	0,560	0,027	20,566	0,509	0,615	0,490	0,544	0,561	0,577	0,615
Relative	0,899	0,853	0,028	32,507	0,773	0,901	0,756	0,837	0,854	0,871	0,903
Outer model	0,989	0,984	0,004	280,811	0,975	0,990	0,973	0,982	0,985	0,987	0,990
Inner model	0,908	0,866	0,026	34,354	0,793	0,911	0,771	0,850	0,870	0,884	0,912

Cross-loadings (Monofactorial manifest variables/ 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	IP	SIZE	IO
clients1	**0,841**	0,229	0,184	0,028	0,112	0,081	0,387	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,268	-0,194	0,242
clients2	**0,873**	0,304	0,267	0,091	0,208	0,193	0,497	0,132	0,061	0,240	0,132	0,026	-0,003	0,205	0,253	-0,097	0,080
clients3	**0,760**	0,200	0,167	-0,153	0,193	-0,005	0,305	0,137	-0,007	0,203	0,143	0,131	0,127	0,307	0,256	-0,097	0,229
clients4	**0,815**	0,146	0,202	0,086	0,214	0,156	0,401	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,287	-0,101	0,195
agents1	0,237	**0,836**	0,318	0,154	0,245	0,310	0,590	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,327	0,180	0,218
agents2	0,238	**0,931**	0,467	0,152	0,364	0,358	0,706	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,301	0,137	0,251
agents3	0,263	**0,918**	0,324	0,126	0,415	0,304	0,650	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,255	0,079	0,249
agents4	0,281	**0,911**	0,404	0,110	0,454	0,328	0,693	0,222	0,344	0,421	0,271	0,137	0,256	0,452	0,234	0,081	0,270
tradefairs1	0,134	0,409	**0,827**	0,184	0,238	0,352	0,616	0,099	0,200	0,348	0,203	-0,023	0,153	0,268	0,381	0,162	0,320
tradefairs2	0,210	0,241	**0,854**	0,196	0,361	0,404	0,607	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,220	0,013	0,279
tradefairs3	0,254	0,386	**0,847**	0,120	0,433	0,415	0,669	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,231	0,016	0,414
tradefairs4	0,249	0,375	**0,862**	0,218	0,443	0,420	0,695	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,164	0,001	0,300
cci1	-0,125	0,108	0,133	**0,775**	0,035	0,225	0,283	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,091	0,046	-0,070	-0,023
cci2	-0,037	0,052	0,213	**0,888**	0,139	0,270	0,374	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,008	-0,077	-0,133
cci3	0,098	0,195	0,211	**0,899**	0,400	0,307	0,512	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,011	0,022	-0,155	-0,056
cci4	0,099	0,113	0,164	**0,883**	0,426	0,382	0,484	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,056	-0,096	-0,162
mktgres1	0,205	0,401	0,470	0,316	**0,957**	0,504	0,700	0,227	0,195	0,425	0,209	-0,136	0,184	0,429	0,247	0,164	0,221
mktgres2	0,214	0,397	0,386	0,343	**0,950**	0,398	0,657	0,117	0,220	0,326	0,201	-0,097	0,170	0,325	0,111	0,138	0,091
internet1	0,021	0,194	0,375	0,094	0,307	**0,741**	0,406	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,206	0,194	0,065
internet2	0,189	0,354	0,395	0,421	0,458	**0,901**	0,637	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,338	0,164	0,171
clients1	0,841	0,229	0,184	0,028	0,112	0,081	**0,387**	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,268	-0,194	0,242
clients2	0,873	0,304	0,267	0,091	0,208	0,193	**0,497**	0,132	0,061	0,240	0,132	0,026	-0,003	0,205	0,253	-0,097	0,080
clients3	0,760	0,200	0,167	-0,153	0,193	-0,005	**0,305**	0,137	-0,007	0,203	0,143	0,131	0,127	0,307	0,256	-0,097	0,229
clients4	0,815	0,146	0,202	0,086	0,214	0,156	**0,401**	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,287	-0,101	0,195

agents1	0,237	0,836	0,318	0,154	0,245	0,310	**0,590**	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,327	0,180	0,218
agents2	0,238	0,931	0,467	0,152	0,364	0,358	**0,706**	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,301	0,137	0,251
agents3	0,263	0,918	0,324	0,126	0,415	0,304	**0,650**	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,255	0,079	0,249
agents4	0,281	0,911	0,404	0,110	0,454	0,328	**0,693**	0,222	0,344	0,421	0,271	0,137	0,256	0,452	0,234	0,081	0,270
tradefairs1	0,134	0,409	0,827	0,184	0,238	0,352	**0,616**	0,099	0,200	0,348	0,203	-0,023	0,153	0,268	0,381	0,162	0,320
tradefairs2	0,210	0,241	0,854	0,196	0,361	0,404	**0,607**	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,220	0,013	0,279
tradefairs3	0,254	0,386	0,847	0,120	0,433	0,415	**0,669**	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,231	0,016	0,414
tradefairs4	0,249	0,375	0,862	0,218	0,443	0,420	**0,695**	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,164	0,001	0,300
cci1	-0,125	0,108	0,133	0,775	0,035	0,225	**0,283**	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,091	0,046	-0,070	-0,023
cci2	-0,037	0,052	0,213	0,888	0,139	0,270	**0,374**	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,008	-0,077	-0,133
cci3	0,098	0,195	0,211	0,899	0,400	0,307	**0,512**	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,011	0,022	-0,155	-0,056
cci4	0,099	0,113	0,164	0,883	0,426	0,382	**0,484**	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,056	-0,096	-0,162
mktgres1	0,205	0,401	0,470	0,316	0,957	0,504	**0,700**	0,227	0,195	0,425	0,209	-0,136	0,184	0,429	0,247	0,164	0,221
mktgres2	0,214	0,397	0,386	0,343	0,950	0,398	**0,657**	0,117	0,220	0,326	0,201	-0,097	0,170	0,325	0,111	0,138	0,091
internet1	0,021	0,194	0,375	0,094	0,307	0,741	**0,406**	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,206	0,194	0,065
internet2	0,189	0,354	0,395	0,421	0,458	0,901	**0,637**	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,338	0,164	0,171
rich_exp1	0,152	0,160	0,057	-0,069	0,130	0,096	0,140	**0,813**	0,086	0,290	0,203	0,199	0,409	0,332	0,294	0,032	0,461
rich_exp2	0,213	0,169	0,134	-0,173	0,116	-0,054	0,147	**0,845**	0,063	0,377	0,287	0,311	0,536	0,425	0,423	0,006	0,295
rich_exp3	-0,016	0,126	0,136	-0,066	0,162	0,220	0,134	**0,635**	0,150	0,266	0,337	0,228	0,397	0,237	0,305	0,134	0,187
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,260	0,184	0,242	0,195
infok1	-0,016	0,177	0,136	0,095	0,221	0,190	0,222	0,232	0,220	**0,668**	0,239	-0,007	0,249	0,513	0,337	0,183	0,261
infok2	0,269	0,341	0,246	0,143	0,371	0,209	0,422	0,322	0,194	**0,762**	0,349	0,231	0,425	0,604	0,441	0,149	0,270
infok3	0,188	0,277	0,216	0,192	0,294	0,221	0,359	0,126	0,185	**0,575**	0,141	-0,046	0,121	0,387	0,229	0,174	0,311
infok4	0,347	0,344	0,271	0,069	0,291	0,125	0,387	0,299	0,169	**0,745**	0,378	0,234	0,433	0,665	0,441	0,013	0,329
infok5	0,097	0,364	0,222	0,016	0,383	0,240	0,337	0,244	0,262	**0,713**	0,230	0,075	0,356	0,413	0,259	0,131	0,279
infok6	0,242	0,271	0,282	-0,002	0,289	0,133	0,328	0,453	0,258	**0,824**	0,379	0,271	0,468	0,572	0,418	-0,015	0,253
infok7	0,281	0,409	0,325	-0,062	0,224	0,162	0,381	0,305	0,296	**0,780**	0,311	0,162	0,413	0,581	0,341	0,124	0,446

coord1	0,060	0,242	0,084	-0,210	0,059	-0,109	0,059	0,274	0,249	0,292	**0,774**	0,521	0,547	0,311	0,180	0,048	0,422
coord2	0,257	0,233	0,136	0,086	0,244	0,054	0,273	0,320	0,271	0,402	**0,831**	0,311	0,479	0,516	0,528	0,257	0,397
coord3	0,102	0,218	0,173	0,042	0,235	0,165	0,241	0,163	0,030	0,255	**0,717**	0,403	0,386	0,315	0,329	0,118	0,246
kti1	0,225	0,127	-0,016	-0,171	-0,106	-0,063	0,003	0,246	0,062	0,160	0,417	**0,779**	0,422	0,187	0,137	-0,146	0,059
kti2	-0,156	-0,011	-0,076	-0,197	-0,181	-0,213	-0,184	0,311	-0,064	0,127	0,393	**0,713**	0,541	0,122	0,078	0,007	0,225
kti3	0,197	0,105	-0,044	-0,094	-0,026	-0,015	0,028	0,183	-0,030	0,207	0,394	**0,799**	0,460	0,267	0,137	-0,123	0,160
kti4	0,110	0,072	-0,079	-0,076	-0,033	0,044	-0,010	0,247	0,000	0,147	0,423	**0,758**	0,432	0,228	0,184	-0,013	0,005
resp1	0,013	0,104	-0,012	-0,220	0,087	-0,136	-0,021	0,430	0,092	0,249	0,413	0,570	**0,749**	0,276	0,270	-0,017	0,296
resp2	-0,010	0,129	0,072	-0,189	0,118	-0,079	0,014	0,307	0,001	0,238	0,375	0,503	**0,700**	0,289	0,117	-0,082	0,293
resp3	0,073	0,206	0,154	-0,075	0,158	0,011	0,147	0,378	0,156	0,335	0,567	0,463	**0,732**	0,396	0,397	-0,008	0,493
resp4	0,170	0,175	0,131	-0,126	0,043	0,020	0,123	0,501	0,104	0,439	0,394	0,420	**0,709**	0,489	0,446	0,018	0,409
resp5	-0,069	0,082	0,085	-0,065	0,137	0,013	0,050	0,454	0,180	0,361	0,491	0,433	**0,766**	0,394	0,348	0,082	0,225
resp6	0,152	0,166	0,081	-0,091	0,276	0,034	0,156	0,459	0,135	0,528	0,382	0,270	**0,626**	0,485	0,489	0,122	0,111
comp1	0,296	0,186	0,117	-0,026	0,239	0,115	0,239	0,412	0,173	0,559	0,364	0,175	0,455	**0,795**	0,519	0,096	0,496
comp2	0,227	0,257	0,164	-0,152	0,285	0,164	0,250	0,398	0,221	0,637	0,381	0,181	0,475	**0,821**	0,488	0,189	0,387
comp3	0,254	0,410	0,259	-0,035	0,398	0,194	0,386	0,328	0,218	0,613	0,474	0,254	0,523	**0,818**	0,519	0,142	0,374
comp4	0,219	0,297	0,188	-0,113	0,197	0,116	0,249	0,166	0,151	0,508	0,265	0,335	0,340	**0,625**	0,378	0,103	0,226
comp5	0,304	0,334	0,191	-0,015	0,328	0,144	0,338	0,194	0,046	0,472	0,318	0,141	0,334	**0,682**	0,520	0,100	0,327
comp6	0,255	0,245	0,197	0,009	0,231	0,135	0,284	0,371	0,074	0,563	0,344	0,236	0,350	**0,732**	0,528	0,161	0,287
comp7	0,277	0,566	0,314	-0,036	0,309	0,176	0,458	0,276	0,348	0,451	0,343	0,029	0,321	**0,708**	0,503	0,150	0,317
comp8	0,360	0,397	0,278	0,018	0,421	0,275	0,454	0,406	0,285	0,624	0,393	0,220	0,446	**0,775**	0,448	0,115	0,425
perf_strat	0,283	0,306	0,253	0,010	0,161	0,287	0,343	0,434	0,173	0,458	0,401	0,120	0,435	0,596	**0,969**	0,228	0,469
prof_fs	0,283	0,052	-0,009	-0,061	0,145	0,085	0,103	0,378	0,045	0,287	0,269	0,373	0,449	0,396	**0,410**	-0,134	0,281
IPfin1	0,153	0,263	0,285	0,019	0,207	0,256	0,319	0,204	0,171	0,415	0,269	0,047	0,335	0,517	**0,664**	0,117	0,250
IPfin2	0,290	0,260	0,336	-0,008	0,183	0,308	0,362	0,317	0,166	0,404	0,389	0,174	0,437	0,570	**0,823**	0,124	0,401
TAILLE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	0,193	**1,000**	0,193
io1	0,128	0,181	0,309	-0,099	0,102	0,088	0,211	0,281	0,164	0,321	0,395	0,070	0,367	0,395	0,453	0,217	**0,824**
io2	0,222	0,105	0,264	-0,175	0,086	0,015	0,166	0,340	0,077	0,273	0,356	0,252	0,363	0,363	0,234	-0,014	**0,756**
io3	0,226	0,342	0,379	-0,039	0,215	0,235	0,374	0,366	0,199	0,418	0,416	0,125	0,343	0,437	0,467	0,190	**0,901**

Outer model (Dimension 1):

Weights (Dimension 1):

LVs	MVs	Outer weight	Outer weight (normalized)	Outer weight (Bootstrap)	Standard error	CR	Lower bound (95%)	Upper bound (95%)
Clients	clients1	0,296		0,292	0,058	5,094	0,187	0,433
	clients2	0,377		0,384	0,095	3,981	0,273	0,668
	clients3	0,233		0,218	0,081	2,883	-0,047	0,335
	clients4	0,305		0,315	0,057	5,378	0,192	0,460
Agents	agents1	0,250		0,246	0,021	11,728	0,196	0,289
	agents2	0,295		0,296	0,016	18,409	0,265	0,341
	agents3	0,274		0,275	0,018	15,578	0,239	0,312
	agents4	0,290		0,292	0,019	15,172	0,257	0,339
Trade fairs	tradefairs1	0,282		0,275	0,020	14,068	0,230	0,318
	tradefairs2	0,276		0,276	0,019	14,286	0,240	0,325
	tradefairs3	0,306		0,311	0,024	12,804	0,257	0,375
	tradefairs4	0,317		0,321	0,022	14,642	0,282	0,370
CCI	cci1	0,197		0,193	0,049	4,022	0,079	0,296
	cci2	0,260		0,265	0,028	9,232	0,194	0,322
	cci3	0,357		0,355	0,056	6,431	0,264	0,503
	cci4	0,336		0,334	0,033	10,137	0,274	0,423
EMR	mktgres1	0,547		0,543	0,021	26,425	0,502	0,589
	mktgres2	0,507		0,511	0,019	26,591	0,471	0,552
Internet	internet1	0,462		0,456	0,065	7,082	0,255	0,583
	internet2	0,723		0,724	0,071	10,149	0,609	0,904
INFO RICH	clients1	0,067		0,065	0,020	3,339	0,014	0,099
	clients2	0,083		0,080	0,016	5,164	0,044	0,112
	clients3	0,052		0,049	0,021	2,471	-0,011	0,085

	clients4	0,071	0,070	0,018	3,877	0,034	0,102
	agents1	0,089	0,086	0,011	7,970	0,062	0,108
	agents2	0,107	0,105	0,011	10,110	0,077	0,127
	agents3	0,102	0,101	0,010	9,868	0,076	0,127
	agents4	0,107	0,106	0,012	9,306	0,085	0,130
	tradefairs1	0,094	0,090	0,013	7,109	0,062	0,125
	tradefairs2	0,095	0,094	0,014	6,897	0,066	0,127
	tradefairs3	0,104	0,104	0,008	12,678	0,088	0,123
	tradefairs4	0,104	0,104	0,010	10,424	0,087	0,126
	cci1	0,043	0,045	0,018	2,444	0,015	0,089
	cci2	0,058	0,062	0,017	3,394	0,037	0,096
	cci3	0,082	0,083	0,011	7,252	0,057	0,105
	cci4	0,078	0,080	0,016	4,831	0,050	0,115
	mktgres1	0,120	0,120	0,009	12,690	0,101	0,138
	mktgres2	0,109	0,110	0,011	10,013	0,091	0,132
	internet1	0,070	0,070	0,014	5,113	0,028	0,097
	internet2	0,109	0,108	0,010	11,181	0,090	0,132
IER	rich_exp1	0,412	0,405	0,065	6,368	0,239	0,564
	rich_exp2	0,532	0,532	0,099	5,375	0,283	0,783
	rich_exp3	0,334	0,341	0,090	3,716	0,162	0,536
RIE	RIE	1,000	1,000	0,000		1,000	1,000
	infok1	0,148	0,147	0,028	5,225	0,078	0,201
	infok2	0,218	0,217	0,022	9,734	0,178	0,273
	infok3	0,126	0,124	0,035	3,589	0,026	0,195
EIA	infok4	0,206	0,203	0,030	6,959	0,144	0,264
	infok5	0,191	0,193	0,028	6,867	0,123	0,256
	infok6	0,239	0,236	0,024	10,129	0,199	0,299
	infok7	0,225	0,223	0,025	9,077	0,177	0,290

COORD	coord1	0,501	0,501	0,062	8,081	0,379	0,672
	coord2	0,437	0,439	0,045	9,801	0,351	0,547
	coord3	0,355	0,344	0,052	6,881	0,234	0,461
KT&I	kti1	0,300	0,294	0,045	6,693	0,198	0,375
	kti2	0,384	0,387	0,059	6,487	0,246	0,526
	kti3	0,327	0,334	0,040	8,142	0,232	0,426
	kti4	0,307	0,305	0,047	6,511	0,156	0,417
RESP	resp1	0,217	0,218	0,017	12,462	0,177	0,258
	resp2	0,202	0,201	0,024	8,377	0,153	0,263
	resp3	0,254	0,256	0,027	9,303	0,210	0,320
	resp4	0,248	0,248	0,023	10,753	0,195	0,297
	resp5	0,242	0,243	0,024	10,094	0,195	0,313
	resp6	0,239	0,233	0,030	8,029	0,155	0,289
PA	comp1	0,184	0,189	0,021	8,745	0,153	0,236
	comp2	0,185	0,189	0,022	8,288	0,153	0,241
	comp3	0,189	0,191	0,022	8,425	0,145	0,248
	comp4	0,123	0,123	0,030	4,085	0,057	0,186
	comp5	0,131	0,129	0,027	4,895	0,059	0,184
	comp6	0,156	0,156	0,021	7,488	0,099	0,203
	comp7	0,171	0,169	0,021	8,045	0,118	0,213
	comp8	0,187	0,188	0,022	8,481	0,137	0,248
IP	perf_strat	0,750	0,694	0,234	3,201	0,212	1,061
	prof_fs	0,101	0,086	0,160	0,630	-0,301	0,412
	IPfin1	0,061	0,197	0,289	0,209	-0,252	0,971
	IPfin2	0,232	0,126	0,319	0,728	-0,566	0,777
SIZE	TAILLE	1,000	1,000	0,000		1,000	1,000
IO	io1	0,466	0,464	0,068	6,821	0,357	0,624
	io2	0,242	0,242	0,087	2,797	0,011	0,391
	io3	0,481	0,479	0,047	10,160	0,394	0,612

Correlations (Dimension 1):

Latent variable	Manifest variables	Standardized loadings	Communalities	Redundancies	Standardized loadings (Bootstrap)	Standard error	CR	Lower bound (95%)
Clients	clients1	0,841	0,707		0,834	0,049	17,207	0,681
	clients2	0,873	0,762		0,875	0,039	22,332	0,816
	clients3	0,760	0,577		0,738	0,092	8,293	0,472
	clients4	0,815	0,664		0,805	0,063	12,946	0,601
Agents	agents1	0,836	0,699		0,830	0,044	18,969	0,704
	agents2	0,931	0,865		0,930	0,018	51,178	0,884
	agents3	0,918	0,843		0,918	0,018	51,735	0,855
	agents4	0,911	0,829		0,912	0,016	58,335	0,867
Trade fairs	tradefairs1	0,827	0,684		0,820	0,041	20,263	0,692
	tradefairs2	0,854	0,729		0,853	0,034	24,783	0,744
	tradefairs3	0,847	0,717		0,847	0,030	28,627	0,767
	tradefairs4	0,862	0,742		0,863	0,027	31,802	0,800
CCI	cci1	0,775	0,601		0,770	0,074	10,439	0,564
	cci2	0,888	0,789		0,890	0,032	27,736	0,803
	cci3	0,899	0,808		0,899	0,022	40,815	0,842
	cci4	0,883	0,779		0,880	0,027	33,310	0,802
EMR	mktgres1	0,957	0,915		0,957	0,009	112,045	0,934
	mktgres2	0,950	0,901		0,950	0,011	87,608	0,922
Internet	internet1	0,741	0,549		0,730	0,104	7,099	0,457
	internet2	0,901	0,811		0,904	0,027	33,445	0,833
INFO RICH	clients1	0,387	0,150	0,149	0,369	0,145	2,674	-0,003
	clients2	0,497	0,247	0,247	0,474	0,117	4,250	0,198
	clients3	0,305	0,093	0,093	0,285	0,153	1,996	-0,084
	clients4	0,401	0,161	0,161	0,392	0,131	3,069	0,124

	agents1	0,590	0,348	0,347	0,571	0,097	6,093	0,337
	agents2	0,706	0,498	0,497	0,690	0,081	8,757	0,493
	agents3	0,650	0,422	0,421	0,637	0,084	7,768	0,390
	agents4	0,693	0,480	0,479	0,678	0,076	9,124	0,430
	tradefairs1	0,616	0,380	0,379	0,593	0,095	6,498	0,396
	tradefairs2	0,607	0,368	0,367	0,596	0,096	6,294	0,390
	tradefairs3	0,669	0,448	0,447	0,664	0,070	9,591	0,514
	tradefairs4	0,695	0,483	0,482	0,688	0,062	11,289	0,553
	cci1	0,283	0,080	0,080	0,295	0,119	2,367	0,102
	cci2	0,374	0,140	0,140	0,399	0,114	3,289	0,186
	cci3	0,512	0,262	0,262	0,514	0,082	6,252	0,281
	cci4	0,484	0,234	0,233	0,494	0,098	4,958	0,265
	mktgres1	0,700	0,490	0,489	0,694	0,059	11,840	0,580
	mktgres2	0,657	0,432	0,431	0,661	0,059	11,217	0,535
	internet1	0,406	0,165	0,164	0,403	0,090	4,526	0,164
	internet2	0,637	0,405	0,404	0,632	0,069	9,254	0,448
IER	rich_exp1	0,813	0,661		0,797	0,076	10,762	0,556
	rich_exp2	0,845	0,713		0,842	0,053	15,961	0,696
	rich_exp3	0,635	0,403		0,629	0,101	6,308	0,353
RIE	RIE	1,000			1,000	0,000		1,000
	infok1	0,668	0,447	0,162	0,664	0,067	9,957	0,470
	infok2	0,762	0,580	0,210	0,770	0,047	16,106	0,645
	infok3	0,575	0,331	0,120	0,566	0,113	5,093	0,255
EIA	infok4	0,745	0,554	0,201	0,750	0,048	15,519	0,589
	infok5	0,713	0,509	0,184	0,712	0,080	8,876	0,509
	infok6	0,824	0,679	0,246	0,826	0,034	24,458	0,746
	infok7	0,780	0,608	0,220	0,778	0,045	17,215	0,655

COORD	coord1	0,774	0,598		0,783	0,053	14,460	0,614
	coord2	0,831	0,690		0,832	0,042	20,009	0,723
	coord3	0,717	0,514		0,708	0,073	9,855	0,523
KT&I	kti1	0,779	0,607		0,771	0,050	15,685	0,645
	kti2	0,713	0,508		0,709	0,050	14,213	0,591
	kti3	0,799	0,638		0,797	0,064	12,572	0,648
	kti4	0,758	0,575		0,743	0,066	11,519	0,551
RESP	resp1	0,749	0,561	0,323	0,747	0,044	16,840	0,656
	resp2	0,700	0,491	0,282	0,696	0,060	11,642	0,504
	resp3	0,732	0,536	0,308	0,736	0,049	14,991	0,611
	resp4	0,709	0,503	0,289	0,708	0,048	14,835	0,610
	resp5	0,766	0,587	0,337	0,770	0,045	17,151	0,656
	resp6	0,626	0,391	0,225	0,617	0,074	8,458	0,416
PA	comp1	0,795	0,632	0,235	0,789	0,048	16,713	0,665
	comp2	0,821	0,674	0,250	0,820	0,035	23,488	0,738
	comp3	0,818	0,670	0,248	0,818	0,033	25,076	0,711
	comp4	0,625	0,391	0,145	0,612	0,083	7,554	0,419
	comp5	0,682	0,465	0,172	0,663	0,079	8,654	0,467
	comp6	0,732	0,536	0,199	0,722	0,057	12,746	0,576
	comp7	0,708	0,501	0,186	0,700	0,069	10,285	0,502
	comp8	0,775	0,601	0,223	0,764	0,061	12,717	0,604
IP	perf_strat	0,969	0,940	0,436	0,934	0,061	15,863	0,755
	prof_fs	0,410	0,168	0,078	0,401	0,137	2,986	0,053
	IPfin1	0,664	0,441	0,205	0,680	0,171	3,883	0,297
	IPfin2	0,823	0,677	0,314	0,802	0,114	7,249	0,539
SIZE	TAILLE	1,000			1,000	0,000		1,000
IO	io1	0,824	0,679		0,821	0,055	14,971	0,685
	io2	0,756	0,572		0,744	0,101	7,526	0,409
	io3	0,901	0,812		0,898	0,034	26,843	0,813

Inner model (Dimension 1):

R^2 (INFO RICH / 1):

R^2	R^2(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,998	0,998	0,001	779,320	0,995	1,000

Path coefficients (INFO RICH / 1):

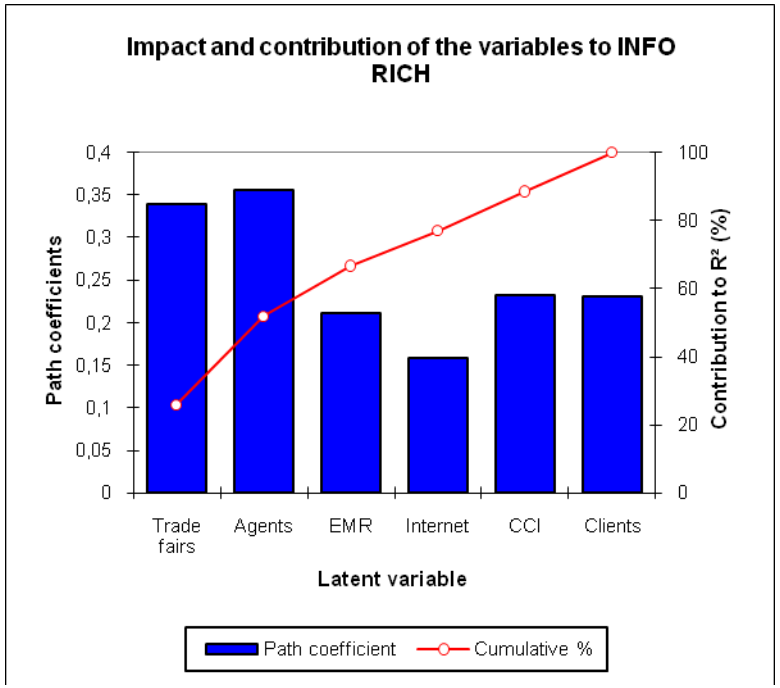
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	0,230	0,005	47,839	0,000	0,223	0,054	4,295	0,130	0,322
Agents	0,356	0,005	66,300	0,000	0,350	0,031	11,344	0,286	0,422
Trade fairs	0,340	0,006	58,999	0,000	0,336	0,034	9,982	0,269	0,404
CCI	0,232	0,005	43,230	0,000	0,239	0,046	5,038	0,159	0,344
EMR	0,211	0,006	37,486	0,000	0,213	0,020	10,650	0,169	0,253
Internet	0,158	0,006	28,264	0,000	0,156	0,019	8,405	0,112	0,192

Equation of the model:

INFO RICH = 0,230336818706339*Clients+0,355747034574338*Agents+0,340213775527824*Tradefairs
+0,232026321852491*CCI+0,210578279818816*EMR+0,158002614333349*Internet

Impact and contribution of the variables to INFO RICH (Dimension 1):

	Trade fairs	Agents	EMR	Internet	CCI	Clients
Correlation	0,764	0,727	0,704	0,651	0,497	0,494
Path coefficient	0,340	0,356	0,211	0,158	0,232	0,230
Correlation * path coefficient	0,260	0,259	0,148	0,103	0,115	0,114
Contribution to R^2 (%)	26,015	25,895	14,849	10,300	11,555	11,385
Cumulative %	26,015	51,910	66,759	77,059	88,615	100,000



R^2 (EIA / 1):

R^2	R^2(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,362	0,382	0,085	4,263	0,180	0,547

Path coefficients (EIA / 1):

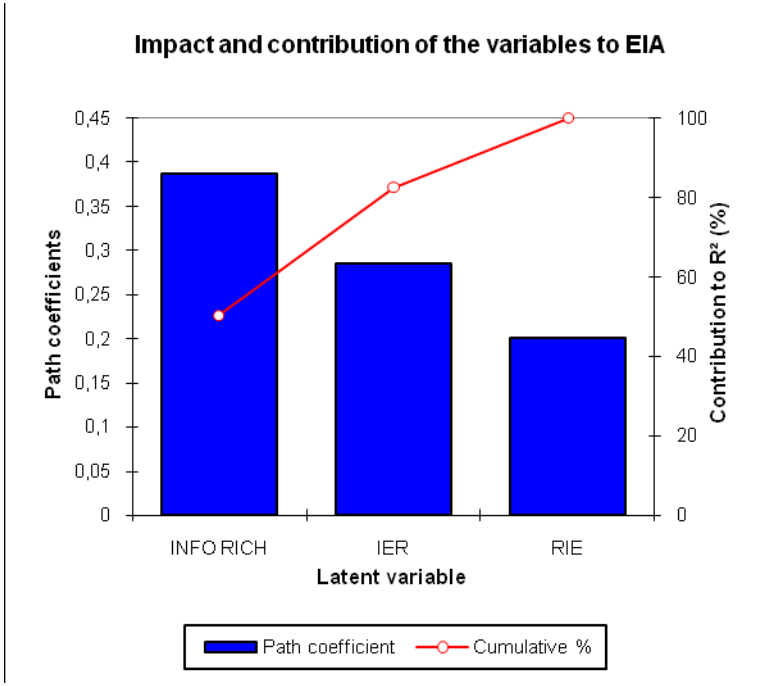
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
INFO RICH	0,387	0,084	4,616	0,000	0,371	0,094	4,131	0,152	0,573
IER	0,285	0,081	3,508	0,001	0,306	0,095	3,007	0,083	0,495
RIE	0,201	0,080	2,499	0,014	0,194	0,090	2,235	-0,006	0,383

Equation of the model:

EIA = 0,38685040863407*INFO RICH+0,285432006613352*IER+0,201049444998367*RIE

Impact and contribution of the variables to EIA (Dimension 1):

	INFO RICH	IER	RIE
Correlation	0,470	0,405	0,313
Path coefficient	0,387	0,285	0,201
Correlation * path coefficient	0,182	0,116	0,063
Contribution to R^2 (%)	50,458	32,101	17,441
Cumulative %	50,458	82,559	100,000



R² (RESP / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,575	0,602	0,053	10,770	0,473	0,710

Path coefficients (RESP / 1):

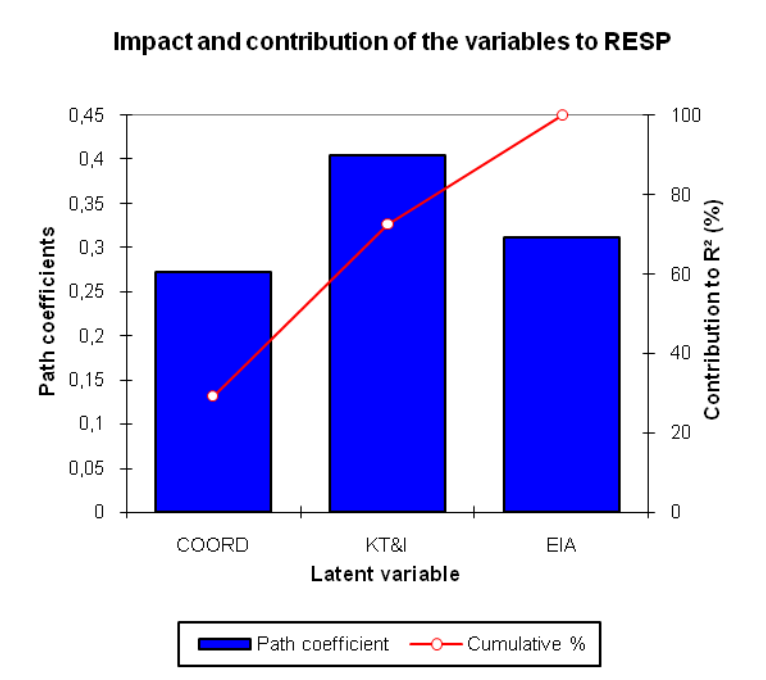
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
EIA	0,311	0,071	4,411	0,000	0,319	0,063	4,928	0,197	0,450
COORD	0,272	0,082	3,339	0,001	0,273	0,075	3,625	0,131	0,434
KT&I	0,405	0,076	5,333	0,000	0,404	0,079	5,149	0,231	0,548

Equation of the model:

RESP = 0,311043102334762*EIA+0,272271520896994*COORD+0,405162450897281*KT&I

Impact and contribution of the variables to RESP (Dimension 1):

	COORD	KT&I	EIA
Correlation	0,616	0,615	0,507
Path coefficient	0,272	0,405	0,311
Correlation * path coefficient	0,168	0,249	0,158
Contribution to R^2 (%)	29,202	43,349	27,449
Cumulative %	29,202	72,551	100,000



R² (PA / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,371	0,410	0,076	4,888	0,235	0,578

Path coefficients (PA / 1):

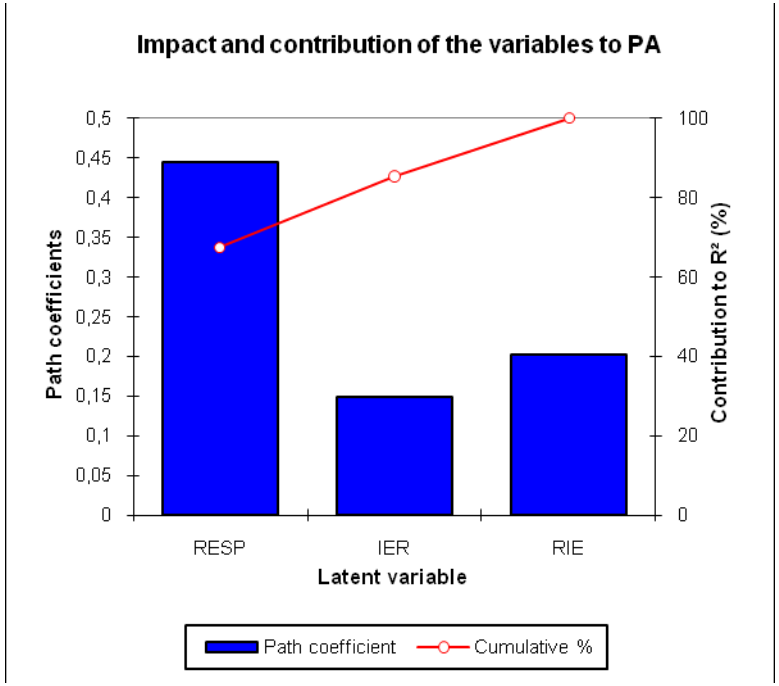
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
IER	0,149	0,098	1,519	0,132	0,162	0,091	1,636	-0,055	0,336
RIE	0,202	0,079	2,569	0,012	0,207	0,069	2,917	0,074	0,358
RESP	0,445	0,096	4,651	0,000	0,447	0,094	4,734	0,244	0,662

Equation of the model:

PA =0,148502588637588*IER+0,202105722379446*RIE+0,445328683088481*RESP

Impact and contribution of the variables to PA (Dimension 1):

	RESP	IER	RIE
Correlation	0,550	0,436	0,260
Path coefficient	0,445	0,149	0,202
Correlation * path coefficient	0,245	0,065	0,053
Contribution to R^2 (%)	67,605	17,861	14,535
Cumulative %	67,605	85,465	100,000



R² (IP / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,464	0,503	0,080	5,837	0,324	0,670

Path coefficients (IP / 1):

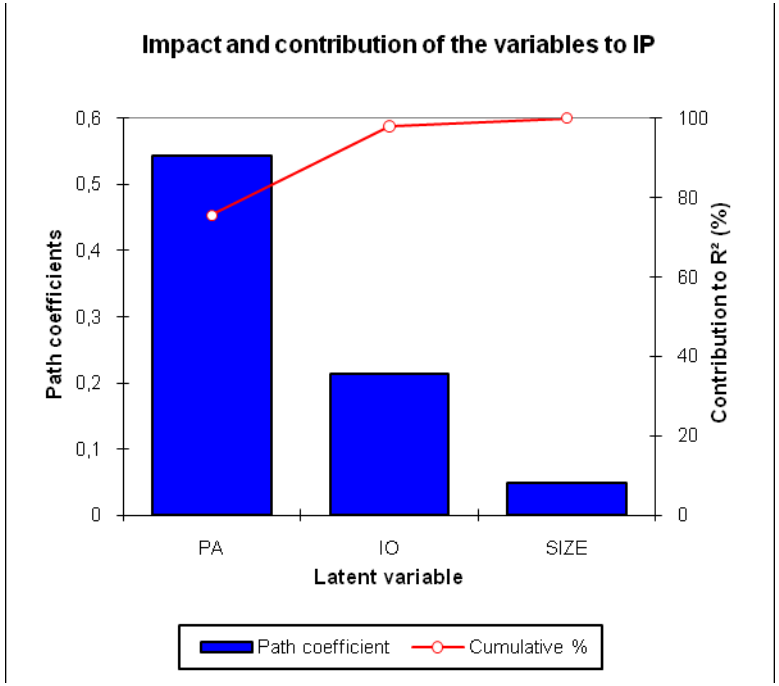
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
PA	0,543	0,083	6,567	0,000	0,547	0,089	6,103	0,345	0,776
SIZE	0,049	0,074	0,667	0,507	0,057	0,075	0,660	-0,159	0,212
IO	0,214	0,084	2,546	0,012	0,234	0,077	2,767	0,048	0,383

Equation of the model:

IP = 0,542932766954224*PA+4,94716213237969E-02*SIZE+0,214118565349887*IO

Impact and contribution of the variables to IP (Dimension 1):

	PA	IO	SIZE
Correlation	0,651	0,489	0,193
Path coefficient	0,543	0,214	0,049
Correlation * path coefficient	0,354	0,105	0,010
Contribution to R^2 (%)	75,578	22,376	2,046
Cumulative %	75,578	97,954	100,000


Impact and contribution of the variables to IP
Path coefficients
Contribution to R² (%)
0,6
0,5
0,4
0,3
0,2
0,1
0
100
80
60
40
20
0
PA
IO
SIZE
Latent variable
Path coefficient
Cumulative %

Model assessment (Dimension 1):

Latent variable	Type	Mean (Manifest variables)	R^2	Adjusted R^2	Mean Communalities (AVE)	Mean Redundancies	D.G. rho	Mean(Bootstrap)
Clients	Exogenous	0,000			0,678		0,894	0,000
Agents	Exogenous	0,000			0,809		0,944	0,000
Trade fairs	Exogenous	0,000			0,718		0,911	0,000
CCI	Exogenous	0,000			0,744		0,921	0,000
EMR	Exogenous	0,000			0,908		0,952	0,000
Internet	Exogenous	0,000			0,680		0,809	0,000
INFO RICH	Endogenous	0,000	0,998	0,998	0,314	0,314	0,896	0,000
IER	Exogenous	0,000			0,593		0,812	0,000
RIE	Exogenous	0,000			0,999		1,000	0,000
EIA	Endogenous	0,000	0,362	0,350	0,530	0,192	0,886	0,000
COORD	Exogenous	0,000			0,601		0,818	0,000
KT&I	Exogenous	0,000			0,582		0,848	0,000
RESP	Endogenous	0,000	0,575	0,566	0,511	0,294	0,862	0,000
PA	Endogenous	0,000	0,371	0,359	0,559	0,207	0,910	0,000
SIZE	Exogenous	0,000			1,000		1,000	0,000
IO	Exogenous	0,000			0,688		0,868	0,000
IP	Endogenous	0,000	0,464	0,454	0,557	0,258	0,823	0,000
Mean			0,554		0,547	0,253		

Correlations (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients	**1,000**	0,269	0,254	0,034	0,220	0,144	0,494	0,171	0,067	0,287	0,178	0,096	0,082	0,357	-0,147	0,214	0,318
Agents	0,269	**1,000**	0,416	0,144	0,414	0,342	0,727	0,213	0,312	0,422	0,291	0,085	0,206	0,444	0,120	0,273	0,314
Trade fairs	0,254	0,416	**1,000**	0,208	0,442	0,462	0,764	0,132	0,208	0,334	0,162	-0,074	0,123	0,279	0,053	0,389	0,286
CCI	0,034	0,144	0,208	**1,000**	0,330	0,357	0,497	-0,122	0,043	0,070	-0,054	-0,181	-0,174	-0,054	-0,117	-0,114	0,001
EMR	0,220	0,414	0,442	0,330	**1,000**	0,470	0,704	0,182	0,205	0,396	0,216	-0,122	0,190	0,396	0,149	0,165	0,192
Internet	0,144	0,342	0,462	0,357	0,470	**1,000**	0,651	0,118	0,161	0,237	0,022	-0,097	-0,027	0,219	0,172	0,153	0,312
INFO RICH	0,494	0,727	0,764	0,497	0,704	0,651	**1,000**	0,195	0,272	0,470	0,230	-0,069	0,115	0,436	0,076	0,313	0,373
IER	0,171	0,213	0,132	-0,122	0,182	0,118	0,195	**1,000**	0,116	0,405	0,334	0,328	0,587	0,436	0,065	0,398	0,449
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,260	0,242	0,195	0,184
EIA	0,287	0,422	0,334	0,070	0,396	0,237	0,470	0,405	0,313	**1,000**	0,412	0,207	0,507	0,708	0,134	0,419	0,492
COORD	0,178	0,291	0,162	-0,054	0,216	0,022	0,230	0,334	0,252	0,412	**1,000**	0,533	0,616	0,488	0,177	0,470	0,435
KT&I	0,096	0,085	-0,074	-0,181	-0,122	-0,097	-0,069	0,328	-0,015	0,207	0,533	**1,000**	0,615	0,259	-0,085	0,158	0,171
RESP	0,082	0,206	0,123	-0,174	0,190	-0,027	0,115	0,587	0,159	0,507	0,616	0,615	**1,000**	0,550	0,031	0,428	0,493
PA	0,357	0,444	0,279	-0,054	0,396	0,219	0,436	0,436	0,260	0,708	0,488	0,259	0,550	**1,000**	0,179	0,484	0,651
SIZE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	**1,000**	0,193	0,193
IO	0,214	0,273	0,389	-0,114	0,165	0,153	0,313	0,398	0,195	0,419	0,470	0,158	0,428	0,484	0,193	**1,000**	0,489
IP	0,318	0,314	0,286	0,001	0,192	0,312	0,373	0,449	0,184	0,492	0,435	0,171	0,493	0,651	0,193	0,489	**1,000**

Direct effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,000	0,000	0,000	0,000	0,000	0,000	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,311	0,272	0,405					
PA	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,149	0,202	0,000	0,000	0,000	0,445				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,543	0,049	0,214	

Indirect effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,000	0,000	0,000	0,000	0,000	0,000											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,000	0,000	0,000								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,000	0,000	0,000					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,040	0,028	0,139	0,121	0,180	0,000				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,007	0,010	0,010	0,007	0,006	0,005	0,029	0,102	0,125	0,075	0,066	0,098	0,242	0,000	0,000	0,000	

Total effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,311	0,272	0,405					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,188	0,230	0,139	0,121	0,180	0,445				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,007	0,010	0,010	0,007	0,006	0,005	0,029	0,102	0,125	0,075	0,066	0,098	0,242	0,543	0,049	0,214	

Discriminant validity (Squared correlations < AVE) (Dimension 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP	AVE
Clients	**1**	0,072	0,065	0,001	0,048	0,021	0,244	0,029	0,005	0,082	0,032	0,009	0,007	0,128	0,022	0,046	0,101	0,678
Agents	0,072	**1**	0,173	0,021	0,171	0,117	**0,529**	0,045	0,097	0,178	0,084	0,007	0,042	0,197	0,014	0,074	0,098	0,809
Trade fairs	0,065	0,173	**1**	0,043	0,195	0,214	**0,583**	0,017	0,043	0,112	0,026	0,006	0,015	0,078	0,003	0,151	0,082	0,718
CCI	0,001	0,021	0,043	**1**	0,109	0,128	0,247	0,015	0,002	0,005	0,003	0,033	0,030	0,003	0,014	0,013	0,000	0,744
EMR	0,048	0,171	0,195	0,109	**1**	0,221	**0,496**	0,033	0,042	0,157	0,047	0,015	0,036	0,157	0,022	0,027	0,037	0,908
Internet	0,021	0,117	0,214	0,128	0,221	**1**	**0,424**	0,014	0,026	0,056	0,000	0,009	0,001	0,048	0,030	0,024	0,097	0,680
INFO RICH	0,244	**0,529**	**0,583**	0,247	**0,496**	**0,424**	**1**	0,038	0,074	0,221	0,053	0,005	0,013	0,190	0,006	0,098	0,139	0,314
IER	0,029	0,045	0,017	0,015	0,033	0,014	0,038	**1**	0,013	0,164	0,112	0,108	0,345	0,190	0,004	0,159	0,202	0,593
RIE	0,005	0,097	0,043	0,002	0,042	0,026	0,074	0,013	**1**	0,098	0,064	0,000	0,025	0,068	0,059	0,038	0,034	
EIA	0,082	0,178	0,112	0,005	0,157	0,056	0,221	0,164	0,098	**1**	0,169	0,043	0,257	0,502	0,018	0,175	0,242	0,530
COORD	0,032	0,084	0,026	0,003	0,047	0,000	0,053	0,112	0,064	0,169	**1**	0,284	0,380	0,239	0,031	0,221	0,189	0,601
KT&I	0,009	0,007	0,006	0,033	0,015	0,009	0,005	0,108	0,000	0,043	0,284	**1**	0,378	0,067	0,007	0,025	0,029	0,582
RESP	0,007	0,042	0,015	0,030	0,036	0,001	0,013	0,345	0,025	0,257	0,380	0,378	**1**	0,302	0,001	0,183	0,243	0,511
PA	0,128	0,197	0,078	0,003	0,157	0,048	0,190	0,190	0,068	0,502	0,239	0,067	0,302	**1**	0,032	0,234	0,424	0,559
SIZE	0,022	0,014	0,003	0,014	0,022	0,030	0,006	0,004	0,059	0,018	0,031	0,007	0,001	0,032	**1**	0,037	0,037	
IO	0,046	0,074	0,151	0,013	0,027	0,024	0,098	0,159	0,038	0,175	0,221	0,025	0,183	0,234	0,037	**1**	0,239	0,688
IP	0,101	0,098	0,082	0,000	0,037	0,097	0,139	0,202	0,034	0,242	0,189	0,029	0,243	0,424	0,037	0,239	**1**	0,557
AVE	0,678	0,809	0,718	0,744	0,908	0,680	0,314	0,593		0,530	0,601	0,582	0,511	0,559		0,688	0,557	**0**

Model assessment / Outer model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Communalities
Clients	413,000	223,998	0,458
Agents	398,000	137,429	0,655
Trade fairs	418,000	203,701	0,513
CCI	410,000	178,727	0,564
EMR	191,000	80,519	0,578
Internet	196,000	170,515	0,130
INFO RICH	2026,000	1559,582	0,230
IER	292,000	226,773	0,223
RIE EIA	749,000	470,571	0,372
COORD	316,000	245,060	0,224
KT&I	427,000	299,321	0,299
RESP	641,000	441,452	0,311
PA	846,000	479,696	0,433
SIZE IO	319,000	198,556	0,378
IP	428,000	289,205	0,324

Clients	Total sum of squares	Residual sum of squares	Communalities
clients1	104,000	51,708	0,503
clients2	102,000	50,429	0,506
clients3	104,000	63,592	0,389
clients4	103,000	58,270	0,434

Agents	Total sum of squares	Residual sum of squares	Communalities
agents1	101,000	47,943	0,525
agents2	98,000	27,237	0,722
agents3	100,000	29,618	0,704
agents4	99,000	32,631	0,670

Trade fairs	Total sum of squares	Residual sum of squares	Communalities
tradefairs1	105,000	54,824	0,478
tradefairs2	104,000	47,591	0,542
tradefairs3	105,000	52,287	0,502
tradefairs4	104,000	48,999	0,529

CCI	Total sum of squares	Residual sum of squares	Communalities
cci1	103,000	56,186	0,455
cci2	102,000	36,184	0,645
cci3	103,000	42,173	0,591
cci4	102,000	44,183	0,567

EMR	Total sum of squares	Residual sum of squares	Communalities
mktgres1	96,000	41,422	0,569
mktgres2	95,000	39,097	0,588

Internet	Total sum of squares	Residual sum of squares	Communalities
internet1	99,000	87,133	0,120
internet2	97,000	83,382	0,140

INFO RICH	Total sum of squares	Residual sum of squares	Communalities
clients1	104,000	95,882	0,078
clients2	102,000	85,719	0,160
clients3	104,000	99,503	0,043
clients4	103,000	93,530	0,092
agents1	101,000	74,583	0,262
agents2	98,000	58,301	0,405
agents3	100,000	67,133	0,329
agents4	99,000	60,804	0,386
tradefairs1	105,000	75,504	0,281
tradefairs2	104,000	74,914	0,280
tradefairs3	105,000	67,818	0,354
tradefairs4	104,000	62,908	0,395
cci1	103,000	99,446	0,035
cci2	102,000	94,458	0,074
cci3	103,000	83,519	0,189
cci4	102,000	86,743	0,150
mktgres1	96,000	58,518	0,390
mktgres2	95,000	63,272	0,334
internet1	99,000	89,917	0,092
internet2	97,000	67,108	0,308

IER	Total sum of squares	Residual sum of squares	Communalities
rich_exp1	98,000	66,361	0,323
rich_exp2	98,000	73,384	0,251
rich_exp3	96,000	87,028	0,093

EIA	Total sum of squares	Residual sum of squares	Communalities
infok1	107,000	73,306	0,315
infok2	107,000	63,859	0,403
infok3	107,000	85,745	0,199
infok4	107,000	65,359	0,389
infok5	107,000	69,937	0,346
infok6	107,000	52,118	0,513
infok7	107,000	60,246	0,437

COORD	Total sum of squares	Residual sum of squares	Communalities
coord1	107,000	92,917	0,132
coord2	106,000	69,585	0,344
coord3	103,000	82,558	0,198

KT&I	Total sum of squares	Residual sum of squares	Communalities
kti1	106,000	68,802	0,351
kti2	107,000	90,080	0,158
kti3	107,000	67,376	0,370
kti4	107,000	73,064	0,317

RESP	Total sum of squares	Residual sum of squares	Communalities
resp1	107,000	65,363	0,389
resp2	107,000	73,416	0,314
resp3	107,000	72,909	0,319
resp4	106,000	75,566	0,287
resp5	107,000	65,622	0,387
resp6	107,000	88,576	0,172

PA	Total sum of squares	Residual sum of squares	Communalities
comp1	106,000	54,030	0,490
comp2	105,000	46,943	0,553
comp3	106,000	48,448	0,543
comp4	106,000	75,528	0,287
comp5	106,000	68,566	0,353
comp6	106,000	62,285	0,412
comp7	105,000	66,659	0,365
comp8	106,000	57,237	0,460

IO	Total sum of squares	Residual sum of squares	Communalities
io1	106,000	76,206	0,281
io2	107,000	66,772	0,376
io3	106,000	55,578	0,476

IP	Total sum of squares	Residual sum of squares	Communalities
perf_strat	107,000	71,873	0,328
prof_fs	107,000	97,922	0,085
IPfin1	107,000	67,059	0,373
IPfin2	107,000	52,351	0,511

Model assessment / Inner model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Redundancies
Clients			
Agents			
Trade fairs			
CCI			
EMR			
Internet			
INFO			
RICH	2026,000	1455,030	0,282
IER			
RIE			
EIA	749,000	686,328	0,084
COORD			
KT&I			
RESP	641,000	484,587	0,244
PA	846,000	751,344	0,112
SIZE			
IO			
IP	428,000	322,363	0,247

INFO RICH	Total sum of squares	Residual sum of squares	Redundancies
clients1	104,000	92,016	0,115
clients2	102,000	83,849	0,178
clients3	104,000	99,203	0,046
clients4	103,000	93,132	0,096
agents1	101,000	67,406	0,333
agents2	98,000	51,855	0,471
agents3	100,000	58,379	0,416
agents4	99,000	52,517	0,470
tradefairs1	105,000	70,146	0,332
tradefairs2	104,000	67,874	0,347
tradefairs3	105,000	59,935	0,429
tradefairs4	104,000	55,076	0,470
cci1	103,000	97,433	0,054
cci2	102,000	91,886	0,099
cci3	103,000	78,872	0,234
cci4	102,000	83,182	0,184
mktgres1	96,000	50,861	0,470
mktgres2	95,000	55,361	0,417
internet1	99,000	86,100	0,130
internet2	97,000	59,947	0,382

EIA	Total sum of squares	Residual sum of squares	Redundancies
infok1	107,000	106,687	0,003
infok2	107,000	91,957	0,141
infok3	107,000	100,160	0,064
infok4	107,000	101,472	0,052
infok5	107,000	99,237	0,073
infok6	107,000	93,136	0,130
infok7	107,000	93,679	0,124

RESP	Total sum of squares	Residual sum of squares	Redundancies
resp1	107,000	78,172	0,269
resp2	107,000	85,304	0,203
resp3	107,000	75,299	0,296
resp4	106,000	78,168	0,263
resp5	107,000	81,207	0,241
resp6	107,000	86,437	0,192

PA	Total sum of squares	Residual sum of squares	Redundancies
comp1	106,000	84,668	0,201
comp2	105,000	80,912	0,229
comp3	106,000	79,359	0,251
comp4	106,000	105,882	0,001
comp5	106,000	107,356	-0,013
comp6	106,000	104,801	0,011
comp7	105,000	98,927	0,058
comp8	106,000	89,439	0,156

IP	Total sum of squares	Residual sum of squares	Redundancies
perf_strat	107,000	73,063	0,317
prof_fs	107,000	92,993	0,131
IPfin1	107,000	81,585	0,238
IPfin2	107,000	74,721	0,302

Appendix 8. Estimation of the final research model

Note: Not all the tables from the XLSTAT output have been copied within the Appendix. For instance the tables relative to the calculation of the scores predicted using the structural model were not reported since they do not have any relevance for the results' interpretation.

XLSTAT 2008.6.01 - Run - on 17/08/2008 at 12:07:00
Missing data: Lohmöller (Use the mean)
Treatment of the manifest variables: Standardized, weights on standardized MV
Initial weights: Values of the first eigenvector
Internal estimation: Centroid
Regression: OLS
Stop conditions: Iterations = 100 / Convergence = 0,0001
Confidence intervals: 95 / Bootstrap / Resamplings = 100
Latent variable scores: Standardized
Blindfolding: 30

Model specification (Measurement model):

LVs	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Nr of MVs	4	4	4	4	2	2	20	3	1	7	3	4	6	8	1	3	3
Mode	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A	Mode A
Type	Exo	Exo	Exo	Exo	Exo	Exo	Endo	Exo	Exo	Endo	Exo	Exo	Endo	Endo	Exo	Exo	Endo
Invert sign	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Dimensions	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
MVs	clients1	agents1	tradefairs1	cci1	mktgres1	internet1	clients1	rich_exp1	RIE	infok1	coord1	kti1	resp1	comp1	TAILLE	io1	perf_strat
	clients2	agents2	tradefairs2	cci2	mktgres2	internet2	clients2	rich_exp2		infok2	coord2	kti2	resp2	comp2		io2	IPfin1
	clients3	agents3	tradefairs3	cci3			clients3	rich_exp3		infok3	coord3	kti3	resp3	comp3		io3	IPfin2
	clients4	agents4	tradefairs4	cci4			clients4			infok4		kti4	resp4	comp4			
							agents1			infok5			resp5	comp5			
							agents2			infok6			resp6	comp6			
							agents3			infok7				comp7			
							agents4							comp8			
							tradefairs1										
							tradefairs2										
							tradefairs3										
							tradefairs4										
							cci1										
							cci2										
							cci3										
							cci4										
							mktgres1										
							mktgres2										
							internet1										
							internet2										

Model specification (Structural model):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade fairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CCI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EMR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internet	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFO RICH	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
IER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RIE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIA	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0
COORD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KT&I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESP	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
PA	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0
SIZE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0

The main algorithm did converge after 4 iterations.

The algorithm converged on average after 4 iterations.

Latent variable	Dimensions	Cronbach's alpha	D.G. rho (PCA)	Condition number	Critical value	Eigenvalues
Clients	4	0,843	0,895	3,075	1,000	2,719 0,598 0,395 0,288
Agents	4	0,920	0,944	5,663	1,000	3,232 0,483 0,184 0,101
Trade fairs	4	0,869	0,911	3,035	1,000	2,872 0,435 0,381 0,312
CCI	4	0,888	0,923	3,838	1,000	2,997 0,546 0,254 0,203
EMR	2	0,899	0,952	3,152	1,000	1,817 0,183
Internet	2	0,534	0,811	1,464	1,000	1,364 0,636
INFO RICH	20			9,053	1,000	6,308 3,107 2,142 1,842 1,494 0,854 0,776 0,544

						0,507 0,414 0,344 0,307 0,290 0,257 0,214 0,191 0,131 0,107 0,095 0,077
IER	3	0,649	0,811	1,944	1,000	1,772 0,759 0,469
RIE	1					
EIA	7	0,851	0,887	3,577	1,000	3,717 0,871 0,693 0,661 0,438 0,328 0,290
COORD	3	0,675	0,823	2,067	1,000	1,829 0,743 0,428
KT&I	4	0,762	0,849	2,500	1,000	2,348 0,766 0,511 0,376
RESP	6	0,808	0,863	2,979	1,000	3,080 0,956 0,724

						0,481 0,410 0,347
PA	8	0,886	0,910	4,312	1,000	4,473 0,864 0,754 0,490 0,454 0,404 0,320 0,241
SIZE	1					
IO	3	0,780	0,873	2,710	1,000	2,091 0,624 0,285
IP	3	0,861	0,916	3,890	1,000	2,355 0,490 0,156

Variables/Factors correlations (Clients / 1):

	F1	**F2**	**F3**	**F4**
clients1	0,837	-0,407	0,047	-0,364
clients2	0,851	-0,336	-0,157	0,373
clients3	0,789	0,476	-0,376	-0,099
clients4	0,821	0,305	0,476	0,080

Variables/Factors correlations (Agents / 1):

	F1	F2	F3	F4
agents1	0,837	0,513	-0,168	0,092
agents2	0,929	0,150	0,315	-0,121
agents3	0,919	-0,270	-0,228	-0,175
agents4	0,908	-0,353	0,063	0,217

Variables/Factors correlations (Trade fairs / 1):

	F1	F2	F3	F4
tradefairs1	0,832	0,468	0,220	-0,200
tradefairs2	0,862	0,156	-0,322	0,359
tradefairs3	0,840	-0,334	0,392	0,172
tradefairs4	0,855	-0,284	-0,275	-0,336

Variables/Factors correlations (CCI / 1):

	F1	F2	F3	F4
cci1	0,822	0,514	-0,043	-0,240
cci2	0,910	0,195	0,023	0,364
cci3	0,871	-0,318	0,360	-0,102
cci4	0,856	-0,378	-0,349	-0,053

Variables/Factors correlations (EMR / 1):

	F1	F2
mktgres1	0,953	0,302
mktgres2	0,953	-0,302

Variables/Factors correlations (Internet / 1):

	F1	F2
internet1	0,826	0,564
internet2	0,826	-0,564

Variables/Factors correlations (INFO RICH / 1):

	F1	F2	F3	F4	F5	F6	F7	F8	F9
clients1	0,368	-0,436	0,588	-0,038	-0,260	0,070	-0,193	-0,170	-0,150
clients2	0,482	-0,408	0,561	-0,017	-0,183	0,110	-0,198	-0,175	-0,122
clients3	0,292	-0,611	0,460	0,093	0,080	-0,101	0,295	0,227	-0,125
clients4	0,384	-0,363	0,628	0,100	-0,012	0,095	0,254	0,177	0,340
agents1	0,614	-0,141	-0,219	-0,533	-0,298	0,116	-0,111	0,265	-0,085
agents2	0,735	-0,193	-0,310	-0,427	-0,144	-0,022	-0,108	-0,085	0,000
agents3	0,682	-0,265	-0,243	-0,497	0,124	-0,060	0,202	-0,116	0,006
agents4	0,718	-0,280	-0,252	-0,395	0,133	-0,092	0,152	-0,188	0,171
tradefairs1	0,611	0,029	-0,310	0,299	-0,469	-0,071	0,069	0,277	-0,127
tradefairs2	0,608	0,045	-0,146	0,544	-0,298	-0,110	-0,237	-0,107	-0,010
tradefairs3	0,677	-0,136	-0,214	0,435	-0,038	-0,173	0,241	-0,048	-0,093
tradefairs4	0,700	-0,011	-0,153	0,414	-0,129	-0,185	-0,020	-0,144	0,302
cci1	0,262	0,740	0,146	-0,196	-0,339	0,016	0,169	0,205	0,043
cci2	0,350	0,775	0,264	-0,070	-0,226	-0,046	0,118	-0,124	0,034
cci3	0,494	0,617	0,327	-0,149	0,099	-0,165	0,092	-0,089	-0,299
cci4	0,460	0,646	0,381	-0,073	0,214	-0,018	0,030	-0,095	0,098
mktgres1	0,695	0,071	-0,035	0,158	0,529	-0,054	-0,214	0,165	-0,130
mktgres2	0,656	0,076	0,047	0,075	0,614	-0,164	-0,173	0,162	0,005
internet1	0,398	0,047	-0,274	0,326	0,196	0,630	0,353	-0,151	-0,178
internet2	0,631	0,245	0,019	0,026	0,046	0,504	-0,297	0,116	0,187

Variables/Factors correlations (INFO RICH / 1):

	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19	F20
clients1	-0,166	0,285	0,130	-0,119	-0,122	-0,029	-0,037	0,089	-0,050	0,006	0,000
clients2	0,018	-0,240	-0,071	0,025	0,272	-0,098	-0,017	-0,091	-0,005	-0,020	0,001
clients3	0,148	-0,201	0,217	0,132	-0,124	0,061	0,017	0,035	-0,037	0,032	0,034
clients4	-0,072	0,144	-0,233	0,011	-0,010	0,063	0,042	-0,059	0,057	-0,017	-0,046
agents1	-0,065	-0,034	-0,024	-0,059	0,087	0,155	-0,034	0,105	0,139	-0,023	0,078
agents2	0,047	-0,047	-0,021	0,035	-0,092	0,215	-0,004	-0,090	-0,131	-0,056	-0,123
agents3	0,036	0,031	-0,017	0,067	0,047	-0,170	0,032	0,098	0,055	0,146	-0,108
agents4	-0,055	0,032	0,009	0,056	-0,094	-0,128	-0,011	-0,085	-0,020	-0,083	0,162
tradefairs1	-0,110	-0,077	-0,182	-0,138	-0,081	-0,151	0,040	-0,024	-0,111	0,055	0,018
tradefairs2	-0,015	0,002	-0,060	0,310	-0,141	0,011	-0,093	-0,004	0,117	0,024	-0,004
tradefairs3	0,311	0,180	-0,028	-0,075	0,160	0,010	-0,091	0,075	-0,014	-0,109	-0,009
tradefairs4	-0,106	-0,129	0,236	-0,210	0,055	0,076	0,104	-0,004	0,052	0,041	-0,009
cci1	-0,106	0,063	0,257	0,091	0,075	-0,119	-0,111	-0,083	0,010	-0,065	-0,065
cci2	-0,009	0,072	-0,048	0,174	0,131	0,126	0,128	0,079	-0,115	0,074	0,080
cci3	0,139	0,041	-0,042	-0,145	-0,117	0,039	0,090	-0,144	0,120	0,030	0,008
cci4	-0,034	-0,249	-0,114	-0,091	-0,135	-0,034	-0,135	0,162	-0,014	-0,072	-0,026
mktgres1	-0,162	0,040	0,024	0,102	0,038	-0,060	0,228	0,049	-0,001	-0,115	-0,036
mktgres2	-0,094	0,078	0,003	-0,028	0,095	0,066	-0,213	-0,067	-0,056	0,117	0,031
internet1	-0,188	-0,031	0,025	0,005	0,000	0,071	-0,034	-0,023	0,009	0,011	0,000
internet2	0,356	0,042	0,069	-0,028	-0,067	-0,079	0,044	-0,005	-0,023	0,037	0,022

Variables/Factors correlations (IER /1):

	F1	F2	F3
rich_exp1	0,842	-0,163	0,515
rich_exp2	0,787	-0,445	-0,428
rich_exp3	0,667	0,731	-0,145

Variables/Factors correlations (RIE /1):

	F1
RIE	1,000

Variables/Factors correlations (EIA /1):

	F1	F2	F3	F4	F5	F6	F7
infok1	0,695	0,257	-0,339	0,517	-0,066	0,145	0,209
infok2	0,760	0,320	0,315	0,196	-0,267	-0,231	-0,242
infok3	0,607	0,480	-0,404	-0,446	0,160	-0,108	-0,045
infok4	0,737	0,200	0,491	-0,214	0,099	0,326	0,114
infok5	0,710	-0,428	-0,241	-0,246	-0,392	0,177	-0,096
infok6	0,807	-0,356	0,115	-0,082	0,049	-0,321	0,310
infok7	0,768	-0,351	-0,055	0,209	0,413	0,044	-0,261

Variables/Factors correlations (COORD / 1):

	F1	F2	F3
coord1	0,685	0,708	-0,172
coord2	0,859	-0,129	0,496
coord3	0,789	-0,474	-0,391

Variables/Factors correlations (KT&I / 1):

	F1	F2	F3	F4
kti1	0,804	0,003	0,555	-0,214
kti2	0,633	0,747	-0,115	0,168
kti3	0,816	-0,170	-0,435	-0,340
kti4	0,796	-0,423	-0,023	0,431

Variables/Factors correlations (RESP / 1):

	F1	F2	F3	F4	F5	F6
resp1	0,773	0,013	-0,421	-0,314	-0,119	-0,334
resp2	0,733	-0,467	-0,258	-0,070	-0,069	0,410
resp3	0,729	-0,374	0,264	0,422	-0,204	-0,199
resp4	0,692	-0,059	0,597	-0,353	0,192	0,000
resp5	0,768	0,296	-0,203	0,272	0,456	0,005
resp6	0,588	0,712	0,111	0,038	-0,324	0,168

Variables/Factors correlations (PA / 1):

	F1	F2	F3	F4	F5	F6	F7	F8
comp1	0,790	-0,133	-0,221	-0,087	0,440	-0,137	0,289	-0,080
comp2	0,815	-0,146	-0,402	0,027	-0,092	-0,003	-0,076	0,372
comp3	0,815	-0,062	-0,360	-0,049	-0,183	-0,134	-0,256	-0,289
comp4	0,647	0,644	-0,108	0,104	-0,238	0,135	0,261	-0,037
comp5	0,700	0,414	0,303	-0,401	0,184	0,007	-0,215	0,073
comp6	0,738	0,083	0,329	0,526	0,139	-0,164	-0,126	0,015
comp7	0,699	-0,339	0,423	-0,170	-0,327	-0,216	0,186	0,017
comp8	0,762	-0,337	0,149	0,038	0,035	0,525	-0,018	-0,072

Variables/Factors correlations (SIZE / 1):

	F1
TAILLE	1,000

Variables/Factors correlations (IO / 1):

	F1	F2	F3
io1	0,754	0,643	-0,138
io2	0,839	-0,443	-0,315
io3	0,905	-0,125	0,408

Variables/Factors correlations (IP / 1):

	F1	F2	F3
perf_strat	0,819	0,565	-0,099
IPfin1	0,889	-0,395	-0,232
IPfin2	0,945	-0,118	0,303

Goodness of fit index (1):

	GoF	GoF (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)	Minimum	1st Quartile	Median	3rd Quartile	Maximum
Absolute	0,552	0,558	0,025	22,328	0,510	0,606	0,510	0,540	0,555	0,579	0,613
Relative	0,898	0,852	0,027	32,882	0,794	0,907	0,780	0,834	0,856	0,873	0,918
Outer model	0,993	0,988	0,002	416,982	0,981	0,991	0,973	0,987	0,989	0,989	0,991
Inner model	0,905	0,862	0,027	33,694	0,804	0,916	0,790	0,844	0,866	0,883	0,927

Cross-loadings (Monofactorial manifest variables / 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	IP	SIZE	IO
clients1	**0,841**	0,229	0,184	0,028	0,112	0,081	0,387	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,248	-0,194	0,243
clients2	**0,873**	0,304	0,267	0,091	0,208	0,193	0,497	0,132	0,061	0,240	0,132	0,026	-0,003	0,205	0,242	-0,097	0,083
clients3	**0,760**	0,200	0,167	-0,153	0,193	-0,005	0,305	0,136	-0,007	0,203	0,143	0,131	0,127	0,307	0,220	-0,097	0,229
clients4	**0,815**	0,146	0,202	0,086	0,214	0,156	0,401	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,231	-0,101	0,196
agents1	0,237	**0,836**	0,318	0,154	0,245	0,310	0,590	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,321	0,180	0,221
agents2	0,238	**0,931**	0,467	0,152	0,364	0,358	0,706	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,318	0,137	0,253
agents3	0,263	**0,918**	0,324	0,126	0,415	0,304	0,650	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,252	0,079	0,252
agents4	0,281	**0,911**	0,404	0,110	0,454	0,328	0,693	0,222	0,344	0,421	0,271	0,137	0,256	0,453	0,245	0,081	0,272
tradefairs1	0,134	0,409	**0,827**	0,184	0,238	0,352	0,616	0,099	0,200	0,348	0,203	-0,023	0,153	0,268	0,407	0,162	0,321
tradefairs2	0,210	0,241	**0,854**	0,196	0,361	0,404	0,607	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,264	0,013	0,279
tradefairs3	0,254	0,386	**0,847**	0,120	0,433	0,415	0,669	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,263	0,016	0,414
tradefairs4	0,249	0,375	**0,862**	0,218	0,443	0,420	0,695	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,204	0,001	0,301
cci1	-0,125	0,108	0,133	**0,775**	0,035	0,225	0,283	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,091	0,013	-0,070	-0,020
cci2	-0,037	0,052	0,213	**0,888**	0,139	0,270	0,374	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,002	-0,077	-0,132
cci3	0,098	0,195	0,211	**0,899**	0,400	0,307	0,512	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,012	0,032	-0,155	-0,055
cci4	0,099	0,113	0,164	**0,883**	0,426	0,382	0,484	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,031	-0,096	-0,159
mktgres1	0,205	0,401	0,470	0,316	**0,957**	0,504	0,700	0,227	0,195	0,425	0,209	-0,136	0,184	0,430	0,266	0,164	0,224
mktgres2	0,214	0,397	0,386	0,343	**0,950**	0,398	0,657	0,117	0,220	0,326	0,201	-0,097	0,170	0,326	0,122	0,138	0,093
internet1	0,021	0,194	0,375	0,094	0,307	**0,741**	0,406	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,198	0,194	0,068
internet2	0,189	0,354	0,395	0,421	0,458	**0,901**	0,637	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,352	0,164	0,173
clients1	0,841	0,229	0,184	0,028	0,112	0,081	**0,387**	0,183	0,044	0,261	0,153	0,138	0,108	0,340	0,248	-0,194	0,243
clients2	0,873	0,304	0,267	0,091	0,208	0,193	**0,497**	0,132	0,061	0,240	0,132	0,026	-0,003	0,205	0,242	-0,097	0,083
clients3	0,760	0,200	0,167	-0,153	0,193	-0,005	**0,305**	0,136	-0,007	0,203	0,143	0,131	0,127	0,307	0,220	-0,097	0,229
clients4	0,815	0,146	0,202	0,086	0,214	0,156	**0,401**	0,121	0,123	0,246	0,176	0,055	0,077	0,365	0,231	-0,101	0,196
agents1	0,237	0,836	0,318	0,154	0,245	0,310	**0,590**	0,180	0,231	0,288	0,269	0,001	0,073	0,308	0,321	0,180	0,221
agents2	0,238	0,931	0,467	0,152	0,364	0,358	**0,706**	0,191	0,265	0,412	0,231	0,014	0,145	0,403	0,318	0,137	0,253
agents3	0,263	0,918	0,324	0,126	0,415	0,304	**0,650**	0,231	0,319	0,409	0,283	0,139	0,261	0,428	0,252	0,079	0,252
agents4	0,281	0,911	0,404	0,110	0,454	0,328	**0,693**	0,222	0,344	0,421	0,271	0,137	0,256	0,453	0,245	0,081	0,272
tradefairs1	0,134	0,409	0,827	0,184	0,238	0,352	**0,616**	0,099	0,200	0,348	0,203	-0,023	0,153	0,268	0,407	0,162	0,321
tradefairs2	0,210	0,241	0,854	0,196	0,361	0,404	**0,607**	0,013	0,144	0,276	0,058	-0,168	0,009	0,225	0,264	0,013	0,279
tradefairs3	0,254	0,386	0,847	0,120	0,433	0,415	**0,669**	0,247	0,177	0,319	0,199	0,009	0,216	0,274	0,263	0,016	0,414
tradefairs4	0,249	0,375	0,862	0,218	0,443	0,420	**0,695**	0,078	0,187	0,209	0,076	-0,089	0,029	0,190	0,204	0,001	0,301
cci1	-0,125	0,108	0,133	0,775	0,035	0,225	**0,283**	-0,159	0,099	0,000	0,000	-0,043	-0,075	-0,091	0,013	-0,070	-0,020
cci2	-0,037	0,052	0,213	0,888	0,139	0,270	**0,374**	-0,089	0,069	0,029	-0,067	-0,138	-0,119	-0,092	-0,002	-0,077	-0,132

cci3	0,098	0,195	0,211	0,899	0,400	0,307	**0,512**	-0,032	-0,026	0,120	0,002	-0,175	-0,146	0,012	0,032	-0,155	-0,055
cci4	0,099	0,113	0,164	0,883	0,426	0,382	**0,484**	-0,157	0,037	0,049	-0,099	-0,210	-0,221	-0,064	-0,031	-0,096	-0,159
mktgres1	0,205	0,401	0,470	0,316	0,957	0,504	**0,700**	0,227	0,195	0,425	0,209	-0,136	0,184	0,430	0,266	0,164	0,224
mktgres2	0,214	0,397	0,386	0,343	0,950	0,398	**0,657**	0,117	0,220	0,326	0,201	-0,097	0,170	0,326	0,122	0,138	0,093
internet1	0,021	0,194	0,375	0,094	0,307	0,741	**0,406**	0,151	0,050	0,155	-0,046	0,023	0,074	0,115	0,198	0,194	0,068
internet2	0,189	0,354	0,395	0,421	0,458	0,901	**0,637**	0,069	0,246	0,241	0,067	-0,167	-0,075	0,230	0,352	0,164	0,173
rich_exp1	0,152	0,160	0,057	-0,069	0,130	0,096	0,140	**0,813**	0,086	0,290	0,203	0,199	0,410	0,332	0,218	0,032	0,461
rich_exp2	0,213	0,169	0,134	-0,173	0,116	-0,054	0,147	**0,845**	0,063	0,377	0,287	0,311	0,536	0,425	0,377	0,006	0,296
rich_exp3	-0,016	0,126	0,136	-0,066	0,162	0,220	0,134	**0,636**	0,150	0,266	0,337	0,228	0,397	0,237	0,253	0,134	0,187
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,261	0,193	0,242	0,196
infok1	-0,016	0,177	0,136	0,095	0,221	0,190	0,222	0,232	0,220	**0,668**	0,239	-0,007	0,249	0,513	0,326	0,183	0,262
infok2	0,269	0,341	0,246	0,143	0,371	0,209	0,422	0,322	0,194	**0,762**	0,349	0,231	0,425	0,603	0,417	0,149	0,273
infok3	0,188	0,277	0,216	0,192	0,294	0,221	0,359	0,126	0,185	**0,575**	0,141	-0,046	0,121	0,387	0,217	0,174	0,313
infok4	0,347	0,344	0,271	0,069	0,291	0,125	0,387	0,299	0,169	**0,745**	0,378	0,234	0,433	0,664	0,415	0,013	0,329
infok5	0,097	0,364	0,222	0,016	0,383	0,240	0,337	0,244	0,262	**0,713**	0,230	0,075	0,356	0,414	0,278	0,131	0,279
infok6	0,242	0,271	0,282	-0,002	0,289	0,133	0,328	0,453	0,258	**0,824**	0,379	0,271	0,468	0,572	0,426	-0,015	0,253
infok7	0,281	0,409	0,325	-0,062	0,224	0,162	0,381	0,305	0,296	**0,780**	0,311	0,162	0,413	0,581	0,346	0,124	0,447
coord1	0,060	0,242	0,084	-0,210	0,059	-0,109	0,059	0,274	0,249	0,292	**0,774**	0,521	0,547	0,310	0,167	0,048	0,420
coord2	0,257	0,233	0,136	0,086	0,244	0,054	0,273	0,320	0,271	0,402	**0,830**	0,311	0,479	0,517	0,468	0,257	0,397
coord3	0,102	0,218	0,173	0,042	0,235	0,165	0,241	0,163	0,030	0,255	**0,717**	0,403	0,386	0,315	0,346	0,118	0,247
kti1	0,225	0,127	-0,016	-0,171	-0,106	-0,063	0,003	0,246	0,062	0,160	0,417	**0,779**	0,422	0,187	0,091	-0,146	0,059
kti2	-0,156	-0,011	-0,076	-0,197	-0,181	-0,213	-0,184	0,311	-0,064	0,127	0,393	**0,713**	0,541	0,122	0,070	0,007	0,223
kti3	0,197	0,105	-0,044	-0,094	-0,026	-0,015	0,028	0,183	-0,030	0,207	0,394	**0,799**	0,461	0,267	0,101	-0,123	0,160
kti4	0,110	0,072	-0,079	-0,076	-0,033	0,044	-0,010	0,247	0,000	0,147	0,423	**0,758**	0,432	0,227	0,157	-0,013	0,006
resp1	0,013	0,104	-0,012	-0,220	0,087	-0,136	-0,021	0,430	0,092	0,249	0,413	0,570	**0,749**	0,276	0,264	-0,017	0,296
resp2	-0,010	0,129	0,072	-0,189	0,118	-0,079	0,014	0,307	0,001	0,238	0,375	0,503	**0,700**	0,289	0,139	-0,082	0,289
resp3	0,073	0,206	0,154	-0,075	0,158	0,011	0,147	0,378	0,156	0,335	0,567	0,463	**0,732**	0,396	0,379	-0,008	0,490
resp4	0,170	0,175	0,131	-0,126	0,043	0,020	0,123	0,501	0,104	0,439	0,394	0,420	**0,709**	0,489	0,397	0,018	0,408
resp5	-0,069	0,082	0,085	-0,065	0,137	0,013	0,050	0,454	0,180	0,361	0,491	0,433	**0,766**	0,394	0,338	0,082	0,223
resp6	0,152	0,166	0,081	-0,091	0,276	0,034	0,156	0,459	0,135	0,528	0,382	0,270	**0,626**	0,485	0,426	0,122	0,114
comp1	0,296	0,186	0,117	-0,026	0,239	0,115	0,239	0,412	0,173	0,559	0,364	0,175	0,455	**0,795**	0,512	0,096	0,495
comp2	0,227	0,257	0,164	-0,152	0,285	0,164	0,250	0,398	0,221	0,637	0,381	0,181	0,475	**0,821**	0,483	0,189	0,386
comp3	0,254	0,410	0,259	-0,035	0,398	0,194	0,386	0,328	0,218	0,613	0,474	0,254	0,523	**0,819**	0,518	0,142	0,375
comp4	0,219	0,297	0,188	-0,113	0,197	0,116	0,249	0,165	0,151	0,508	0,265	0,335	0,340	**0,624**	0,348	0,103	0,228
comp5	0,304	0,334	0,191	-0,015	0,328	0,144	0,338	0,194	0,046	0,472	0,318	0,141	0,334	**0,683**	0,534	0,100	0,328
comp6	0,255	0,245	0,197	0,009	0,231	0,135	0,284	0,371	0,074	0,563	0,344	0,236	0,350	**0,730**	0,495	0,161	0,286
comp7	0,277	0,566	0,314	-0,036	0,309	0,176	0,458	0,276	0,348	0,451	0,343	0,029	0,321	**0,709**	0,500	0,150	0,317
comp8	0,360	0,397	0,278	0,018	0,421	0,275	0,454	0,406	0,285	0,624	0,393	0,220	0,446	**0,776**	0,447	0,115	0,425

perf_strat	0,283	0,306	0,253	0,010	0,161	0,287	0,343	0,434	0,173	0,458	0,401	0,120	0,435	0,596	**0,865**	0,228	0,470
IPfin1	0,153	0,263	0,285	0,019	0,207	0,256	0,319	0,204	0,171	0,415	0,269	0,047	0,335	0,518	**0,851**	0,117	0,251
IPfin2	0,290	0,260	0,336	-0,008	0,183	0,308	0,362	0,317	0,166	0,404	0,389	0,174	0,437	0,570	**0,932**	0,124	0,403
TAILLE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	0,185	**1,000**	0,193
io1	0,128	0,181	0,309	-0,099	0,102	0,088	0,211	0,281	0,164	0,321	0,395	0,070	0,367	0,396	0,389	0,217	**0,816**
io2	0,222	0,105	0,264	-0,175	0,086	0,015	0,166	0,340	0,077	0,273	0,356	0,252	0,363	0,363	0,204	-0,014	**0,758**
io3	0,226	0,342	0,379	-0,039	0,215	0,235	0,374	0,366	0,199	0,418	0,416	0,125	0,343	0,438	0,433	0,190	**0,908**

LV	Manifest variables	Outer weight	Outer weight (normalized)	Outer weight (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	clients1	0,296		0,275	0,066	4,473	0,056	0,388
	clients2	0,377		0,402	0,109	3,448	0,284	0,707
	clients3	0,233		0,213	0,110	2,122	-0,198	0,338
	clients4	0,305		0,313	0,059	5,133	0,111	0,483
Agents	agents1	0,250		0,245	0,025	10,168	0,169	0,299
	agents2	0,295		0,298	0,019	15,903	0,268	0,358
	agents3	0,274		0,274	0,021	13,187	0,234	0,348
	agents4	0,290		0,295	0,021	14,035	0,261	0,358
Trade fairs	tradefairs1	0,282		0,279	0,022	12,770	0,222	0,330
	tradefairs2	0,276		0,274	0,020	13,969	0,229	0,310
	tradefairs3	0,306		0,313	0,023	13,045	0,262	0,364
	tradefairs4	0,317		0,321	0,024	13,041	0,288	0,398
CCI	cci1	0,197		0,185	0,059	3,364	-0,010	0,277
	cci2	0,260		0,254	0,033	7,808	0,177	0,307
	cci3	0,357		0,365	0,061	5,879	0,261	0,558
	cci4	0,336		0,343	0,037	9,074	0,281	0,424
EMR	mktgres1	0,547		0,547	0,021	26,213	0,501	0,601
	mktgres2	0,507		0,509	0,020	25,046	0,466	0,558
Internet	internet1	0,462		0,456	0,065	7,143	0,232	0,585
	internet2	0,723		0,733	0,066	10,889	0,616	0,920
INFO RICH	clients1	0,067		0,063	0,018	3,714	0,018	0,096
	clients2	0,083		0,081	0,012	6,755	0,054	0,103
	clients3	0,052		0,050	0,020	2,645	-0,008	0,081
	clients4	0,071		0,070	0,016	4,453	0,028	0,110
	agents1	0,089		0,086	0,012	7,165	0,053	0,111

	agents2	0,107	0,107	0,011	9,797	0,084	0,135
	agents3	0,102	0,101	0,010	10,341	0,078	0,118
	agents4	0,107	0,108	0,011	9,875	0,089	0,138
	tradefairs1	0,094	0,092	0,015	6,440	0,057	0,124
	tradefairs2	0,095	0,094	0,015	6,518	0,068	0,122
	tradefairs3	0,104	0,105	0,010	10,908	0,085	0,121
	tradefairs4	0,104	0,104	0,011	9,241	0,082	0,134
	cci1	0,043	0,042	0,018	2,357	0,000	0,083
	cci2	0,058	0,058	0,017	3,424	0,030	0,096
	cci3	0,082	0,083	0,011	7,321	0,058	0,113
	cci4	0,078	0,080	0,015	5,066	0,055	0,122
	mktgres1	0,120	0,120	0,010	12,297	0,103	0,144
	mktgres2	0,109	0,110	0,011	9,823	0,091	0,138
	internet1	0,070	0,070	0,014	5,137	0,034	0,103
	internet2	0,109	0,109	0,010	10,393	0,091	0,138
IER	rich_exp1	0,412	0,390	0,070	5,918	0,235	0,538
	rich_exp2	0,532	0,561	0,104	5,112	0,387	0,896
	rich_exp3	0,334	0,307	0,109	3,051	0,007	0,571
RIE	RIE	1,000	1,000	0,000		1,000	1,000
EIA	infok1	0,148	0,151	0,026	5,717	0,098	0,206
	infok2	0,218	0,223	0,030	7,244	0,167	0,317
	infok3	0,126	0,120	0,032	3,912	0,034	0,186
	infok4	0,206	0,211	0,027	7,540	0,157	0,274
	infok5	0,191	0,194	0,029	6,560	0,126	0,254
	infok6	0,239	0,240	0,023	10,367	0,194	0,308
	infok7	0,225	0,223	0,024	9,417	0,171	0,283
COORD	coord1	0,501	0,497	0,056	8,940	0,379	0,629
	coord2	0,437	0,434	0,049	8,933	0,319	0,558
	coord3	0,355	0,353	0,056	6,380	0,224	0,457
KT&I	kti1	0,300	0,297	0,037	8,035	0,205	0,360
	kti2	0,384	0,382	0,051	7,555	0,281	0,484
	kti3	0,327	0,325	0,040	8,087	0,241	0,403
	kti4	0,307	0,303	0,035	8,826	0,222	0,389
RESP	resp1	0,217	0,217	0,018	11,826	0,175	0,250
	resp2	0,202	0,204	0,026	7,718	0,149	0,273
	resp3	0,254	0,259	0,028	8,925	0,204	0,331
	resp4	0,248	0,249	0,025	10,023	0,195	0,326

	resp5	0,242	0,243	0,023	10,650	0,187	0,295
	resp6	0,239	0,238	0,031	7,803	0,163	0,299
PA	comp1	0,184	0,186	0,022	8,457	0,140	0,238
	comp2	0,186	0,187	0,022	8,509	0,148	0,253
	comp3	0,190	0,192	0,024	7,763	0,149	0,247
	comp4	0,120	0,122	0,026	4,597	0,040	0,173
	comp5	0,133	0,133	0,026	5,193	0,080	0,202
	comp6	0,153	0,153	0,020	7,621	0,115	0,202
	comp7	0,171	0,168	0,023	7,444	0,112	0,215
	comp8	0,188	0,189	0,021	9,177	0,153	0,238
IP	perf_strat	0,446	0,442	0,066	6,814	0,321	0,621
	IPfin1	0,306	0,303	0,046	6,718	0,206	0,382
	IPfin2	0,379	0,382	0,035	10,976	0,328	0,468
SIZE	TAILLE	1,000	1,000	0,000		1,000	1,000
IO	io1	0,449	0,434	0,067	6,696	0,268	0,596
	io2	0,237	0,248	0,064	3,696	0,062	0,341
	io3	0,501	0,499	0,060	8,413	0,380	0,699

Inner model (Dimension 1):

R² (INFO RICH / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,998	0,998	0,002	659,217	0,995	1,000

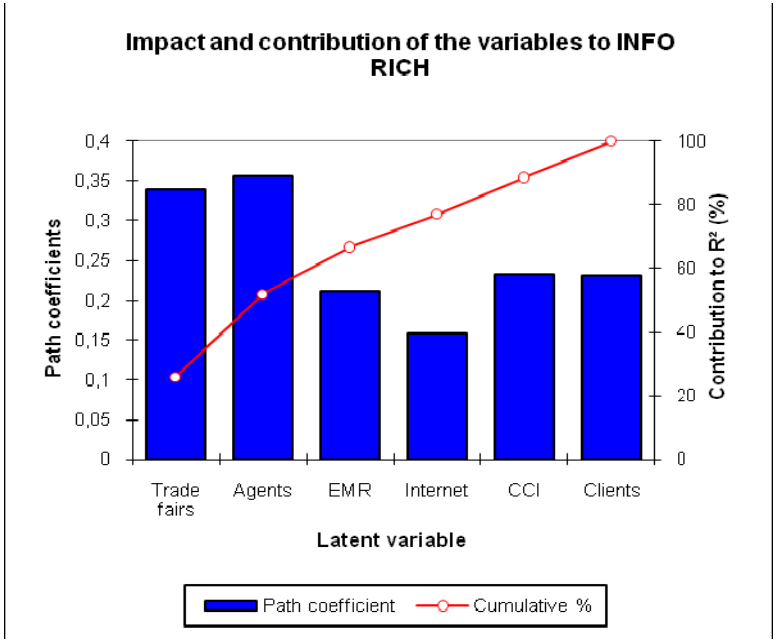
Path coefficients (INFO RICH / 1):

Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
Clients	0,230	0,005	47,839	0,000	0,224	0,043	5,302	0,119	0,299
Agents	0,356	0,005	66,300	0,000	0,353	0,029	12,475	0,285	0,409
Trade fairs	0,340	0,006	58,999	0,000	0,335	0,037	9,199	0,260	0,415
CCI	0,232	0,005	43,230	0,000	0,235	0,043	5,349	0,155	0,326
EMR	0,211	0,006	37,486	0,000	0,212	0,020	10,704	0,173	0,255
Internet	0,158	0,006	28,264	0,000	0,158	0,020	7,930	0,115	0,197

Equation of the model:
INFO RICH = 0,230336854034694*Clients+0,35574707594079*Agents+0,34021378504553*Tradefairs+0,232026243126413*CCI+0,210578270723011*EMR+ 0,158002599032497*Internet

Impact and contribution of the variables to INFO RICH (Dimension 1):

	Trade fairs	Agents	EMR	Internet	CCI	Clients
Correlation	0,764	0,727	0,704	0,651	0,497	0,494
Path coefficient	0,340	0,356	0,211	0,158	0,232	0,230
Correlation * path coefficient	0,260	0,259	0,148	0,103	0,115	0,114
Contribution to R^2 (%)	26,015	25,895	14,849	10,300	11,555	11,385
Cumulative %	26,015	51,910	66,759	77,059	88,615	100,000



R² (EIA / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,362	0,378	0,095	3,810	0,174	0,600

Path coefficients (EIA / 1):

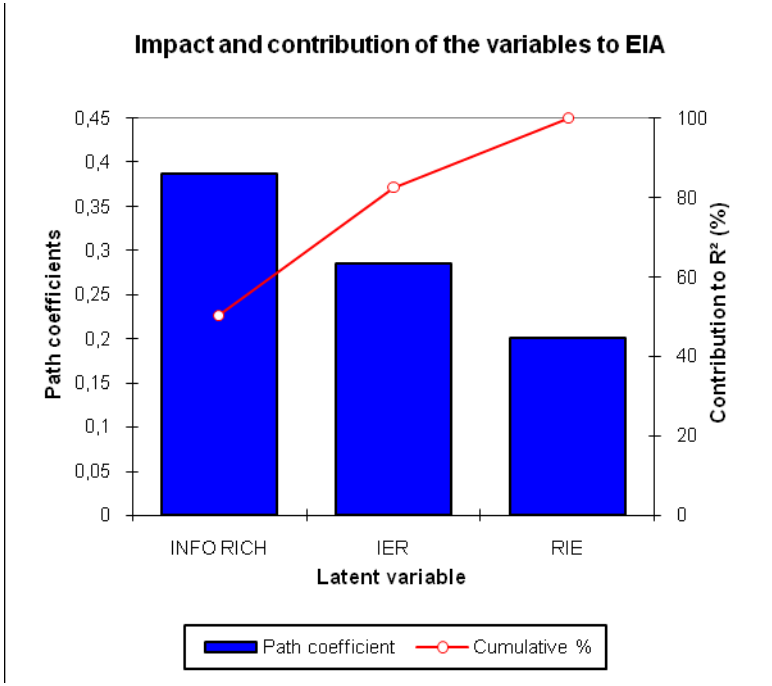
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
INFO RICH	0,387	0,084	4,616	0,000	0,378	0,095	4,059	0,131	0,555
IER	0,285	0,081	3,508	0,001	0,297	0,072	3,940	0,120	0,459
RIE	0,201	0,080	2,499	0,014	0,192	0,095	2,125	0,001	0,394

Equation of the model:

EIA = 0,386851536133722*INFO RICH+0,285423090179874*IER+0,20104486077352*RIE

Impact and contribution of the variables to EIA (Dimension 1):

	INFO RICH	IER	RIE
Correlation	0,470	0,405	0,313
Path coefficient	0,387	0,285	0,201
Correlation * path coefficient	0,182	0,116	0,063
Contribution to R^2 (%)	50,459	32,100	17,441
Cumulative %	50,459	82,559	100,000



R² (RESP / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,575	0,592	0,050	11,449	0,484	0,692

Path coefficients (RESP / 1):

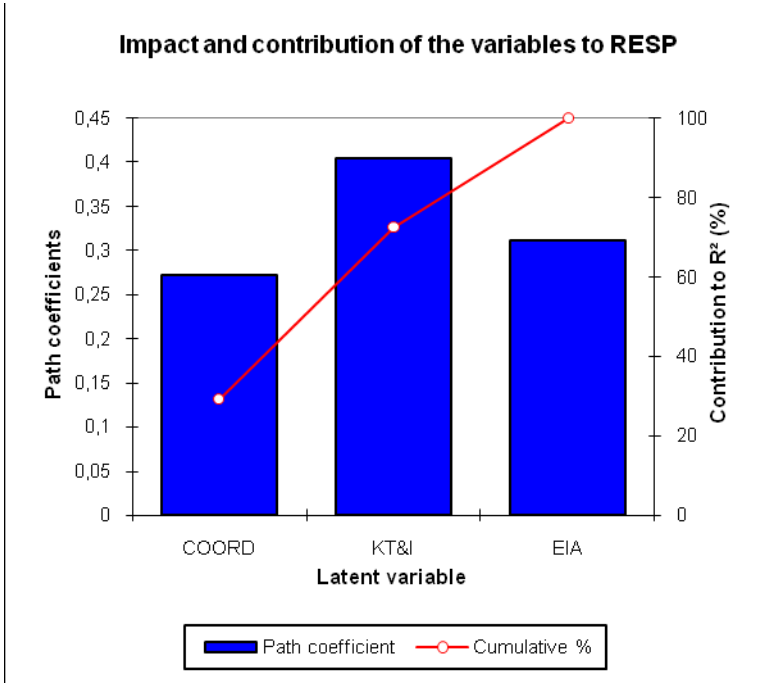
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
EIA	0,311	0,071	4,410	0,000	0,324	0,058	5,337	0,217	0,435
COORD	0,272	0,082	3,339	0,001	0,260	0,071	3,835	0,116	0,414
KT&I	0,405	0,076	5,333	0,000	0,412	0,078	5,192	0,246	0,555

Equation of the model:

RESP = 0,311027752495324*EIA+0,272278931798823*COORD+0,405170842508248*KT&I

Impact and contribution of the variables to RESP (Dimension 1):

	COORD	KT&I	EIA
Correlation	0,616	0,615	0,507
Path coefficient	0,272	0,405	0,311
Correlation * path coefficient	0,168	0,249	0,158
Contribution to R^2 (%)	29,203	43,350	27,447
Cumulative %	29,203	72,553	100,000



R² (PA / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,371	0,399	0,067	5,557	0,244	0,549

Path coefficients (PA / 1):

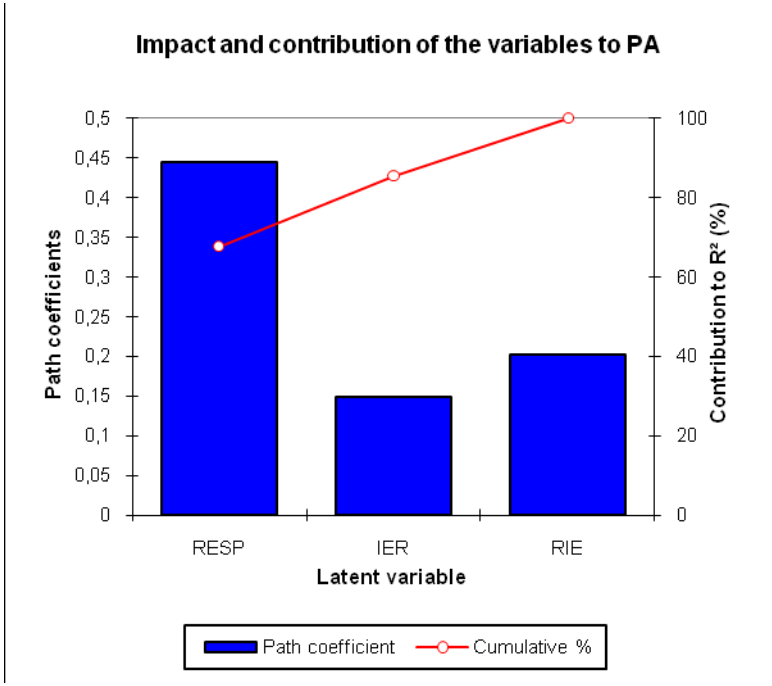
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
IER	0,148	0,098	1,514	0,133	0,151	0,089	1,661	-0,023	0,353
RIE	0,202	0,079	2,572	0,012	0,206	0,086	2,358	-0,002	0,373
RESP	0,446	0,096	4,654	0,000	0,447	0,107	4,163	0,224	0,664

Equation of the model:

PA =0,148091319178313*IER+0,202364027641513*RIE+0,445626770846039*RESP

Impact and contribution of the variables to PA (Dimension 1):

	RESP	IER	RIE
Correlation	0,550	0,435	0,261
Path coefficient	0,446	0,148	0,202
Correlation * path coefficient	0,245	0,064	0,053
Contribution to R^2 (%)	67,639	17,799	14,562
Cumulative %	67,639	85,438	100,000



R² (IP / 1):

R²	R²(Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0,433	0,471	0,080	5,410	0,323	0,616

Path coefficients (IP / 1):

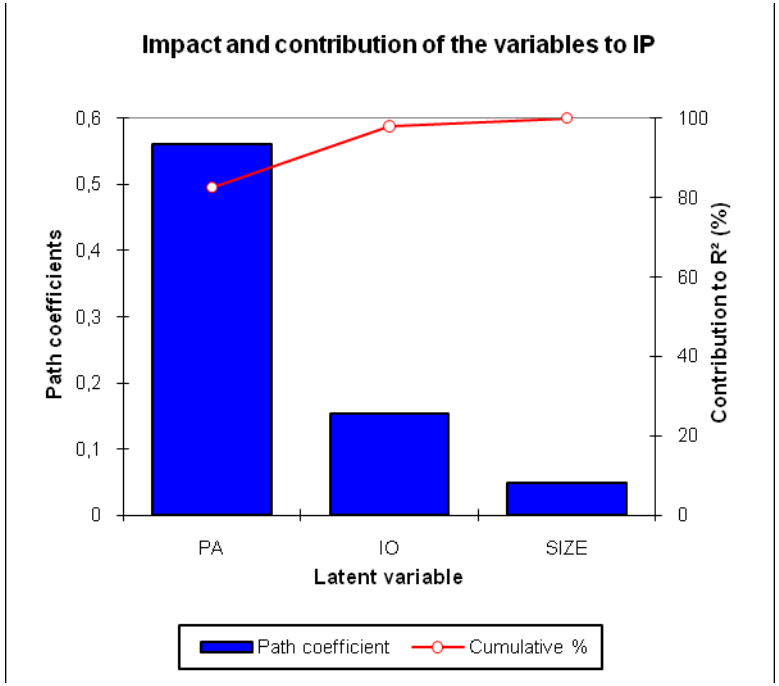
Latent variable	Value	Standard error	t	Pr > |t|	Value(Bootstrap)	Standard error(Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
PA	0,562	0,085	6,598	0,000	0,578	0,086	6,551	0,370	0,714
SIZE	0,049	0,076	0,635	0,527	0,044	0,059	0,821	-0,077	0,176
IO	0,154	0,087	1,772	0,079	0,167	0,083	1,850	0,000	0,347

Equation of the model:

IP = 0,561822914272564*PA+0,048559383317468*SIZE+0,153531052991408*IO

Impact and contribution of the variables to IP (Dimension 1):

	PA	IO	SIZE
Correlation	0,642	0,439	0,185
Path coefficient	0,562	0,154	0,049
Correlation * path coefficient	0,360	0,067	0,009
Contribution to R^2 (%)	82,507	15,440	2,053
Cumulative %	82,507	97,947	100,000


Impact and contribution of the variables to IP
Path coefficients
0,6
0,5
0,4
0,3
0,2
0,1
0
100
80
60
40
20
0
Contribution to R² (%)
PA
IO
SIZE
Latent variable
Path coefficient
Cumulative %

Model assessment (Dimension1):

Latent variable	Type	Mean (Manifest variables)	R^2	Adjusted R^2	Mean Communalities (AVE)	Mean Redundancies	D.G. rho	Mean(Bootstrap)
Clients	Exogenous	0,000			0,678		0,894	0,000
Agents	Exogenous	0,000			0,809		0,944	0,000
Trade fairs	Exogenous	0,000			0,718		0,911	0,000
CCI	Exogenous	0,000			0,744		0,921	0,000
EMR	Exogenous	0,000			0,908		0,952	0,000
Internet	Exogenous	0,000			0,680		0,809	0,000
INFO RICH	Endogenous	0,000	0,998	0,998	0,314	0,314	0,896	0,000
IER	Exogenous	0,000			0,593		0,812	0,000
RIE	Exogenous	0,000			0,999		1,000	0,000
EIA	Endogenous	0,000	0,362	0,350	0,530	0,192	0,886	0,000
COORD	Exogenous	0,000			0,601		0,818	0,000
KT&I	Exogenous	0,000			0,582		0,848	0,000
RESP	Endogenous	0,000	0,575	0,566	0,511	0,294	0,862	0,000
PA	Endogenous	0,000	0,371	0,359	0,559	0,207	0,910	0,000
SIZE	Exogenous	0,000			1,000		1,000	0,000
IO	Exogenous	0,000			0,688		0,868	0,000
IP	Endogenous	0,000	0,433	0,422	0,780	0,338	0,914	0,000
Mean			0,548		0,556	0,269		

Correlations (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients	**1,000**	0,269	0,254	0,034	0,220	0,144	0,494	0,171	0,067	0,287	0,178	0,096	0,082	0,358	-0,147	0,215	0,283
Agents	0,269	**1,000**	0,416	0,144	0,414	0,342	0,727	0,213	0,312	0,422	0,291	0,085	0,206	0,444	0,120	0,276	0,317
Trade fairs	0,254	0,416	**1,000**	0,208	0,442	0,462	0,764	0,132	0,208	0,334	0,162	-0,074	0,123	0,279	0,053	0,390	0,328
CCI	0,034	0,144	0,208	**1,000**	0,330	0,357	0,497	-0,122	0,043	0,070	-0,054	-0,181	-0,174	-0,054	-0,117	-0,112	0,007
EMR	0,220	0,414	0,442	0,330	**1,000**	0,470	0,704	0,182	0,205	0,396	0,216	-0,122	0,190	0,397	0,149	0,167	0,206
Internet	0,144	0,342	0,462	0,357	0,470	**1,000**	0,651	0,118	0,161	0,237	0,022	-0,097	-0,027	0,219	0,172	0,157	0,323
INFO RICH	0,494	0,727	0,764	0,497	0,704	0,651	**1,000**	0,195	0,272	0,470	0,230	-0,069	0,115	0,437	0,076	0,316	0,389
IER	0,171	0,213	0,132	-0,122	0,182	0,118	0,195	**1,000**	0,116	0,405	0,334	0,328	0,587	0,435	0,065	0,399	0,376
RIE	0,067	0,312	0,208	0,043	0,205	0,161	0,272	0,116	**1,000**	0,313	0,252	-0,015	0,159	0,261	0,242	0,196	0,193
EIA	0,287	0,422	0,334	0,070	0,396	0,237	0,470	0,405	0,313	**1,000**	0,412	0,207	0,507	0,708	0,134	0,420	0,485
COORD	0,178	0,291	0,162	-0,054	0,216	0,022	0,230	0,334	0,252	0,412	**1,000**	0,533	0,616	0,489	0,177	0,470	0,409
KT&I	0,096	0,085	-0,074	-0,181	-0,122	-0,097	-0,069	0,328	-0,015	0,207	0,533	**1,000**	0,615	0,258	-0,085	0,158	0,134
RESP	0,082	0,206	0,123	-0,174	0,190	-0,027	0,115	0,587	0,159	0,507	0,616	0,615	**1,000**	0,550	0,031	0,426	0,462
PA	0,358	0,444	0,279	-0,054	0,397	0,219	0,437	0,435	0,261	0,708	0,489	0,258	0,550	**1,000**	0,179	0,485	0,642
SIZE	-0,147	0,120	0,053	-0,117	0,149	0,172	0,076	0,065	0,242	0,134	0,177	-0,085	0,031	0,179	**1,000**	0,193	0,185
IO	0,215	0,276	0,390	-0,112	0,167	0,157	0,316	0,399	0,196	0,420	0,470	0,158	0,426	0,485	0,193	**1,000**	0,439
IP	0,283	0,317	0,328	0,007	0,206	0,323	0,389	0,376	0,193	0,485	0,409	0,134	0,462	0,642	0,185	0,439	**1,000**

Direct effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,000	0,000	0,000	0,000	0,000	0,000	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,311	0,272	0,405					
PA	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,148	0,202	0,000	0,000	0,000	0,446				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,562	0,049	0,154	

Indirect effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,000	0,000	0,000	0,000	0,000	0,000											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,000	0,000	0,000								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,000	0,000	0,000					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,040	0,028	0,139	0,121	0,181	0,000				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,007	0,011	0,010	0,007	0,006	0,005	0,030	0,105	0,129	0,078	0,068	0,101	0,250	0,000	0,000	0,000	

Total effects (Latent variable) / Dimension (1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP
Clients																	
Agents	0,000																
Trade fairs	0,000	0,000															
CCI	0,000	0,000	0,000														
EMR	0,000	0,000	0,000	0,000													
Internet	0,000	0,000	0,000	0,000	0,000												
INFO RICH	0,230	0,356	0,340	0,232	0,211	0,158											
IER	0,000	0,000	0,000	0,000	0,000	0,000	0,000										
RIE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000									
EIA	0,089	0,138	0,132	0,090	0,081	0,061	0,387	0,285	0,201								
COORD	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000							
KT&I	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000						
RESP	0,028	0,043	0,041	0,028	0,025	0,019	0,120	0,089	0,063	0,311	0,272	0,405					
PA	0,012	0,019	0,018	0,012	0,011	0,008	0,054	0,188	0,230	0,139	0,121	0,181	0,446				
SIZE	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
IO	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
IP	0,007	0,011	0,010	0,007	0,006	0,005	0,030	0,105	0,129	0,078	0,068	0,101	0,250	0,562	0,049	0,154	

Discriminant validity (Squared correlations < AVE) (Dimension 1):

	Clients	Agents	Trade fairs	CCI	EMR	Internet	INFO RICH	IER	RIE	EIA	COORD	KT&I	RESP	PA	SIZE	IO	IP	AVE
Clients	**1**	0,072	0,065	0,001	0,048	0,021	0,244	0,029	0,005	0,082	0,032	0,009	0,007	0,128	0,022	0,046	0,080	0,678
Agents	0,072	**1**	0,173	0,021	0,171	0,117	**0,529**	0,045	0,097	0,178	0,084	0,007	0,042	0,197	0,014	0,076	0,100	0,809
Trade fairs	0,065	0,173	**1**	0,043	0,195	0,214	**0,583**	0,017	0,043	0,112	0,026	0,006	0,015	0,078	0,003	0,152	0,108	0,718
CCI	0,001	0,021	0,043	**1**	0,109	0,128	0,247	0,015	0,002	0,005	0,003	0,033	0,030	0,003	0,014	0,012	0,000	0,744
EMR	0,048	0,171	0,195	0,109	**1**	0,221	**0,496**	0,033	0,042	0,157	0,047	0,015	0,036	0,157	0,022	0,028	0,043	0,908
Internet	0,021	0,117	0,214	0,128	0,221	**1**	**0,424**	0,014	0,026	0,056	0,000	0,009	0,001	0,048	0,030	0,024	0,105	0,680
INFO RICH	0,244	**0,529**	**0,583**	0,247	**0,496**	**0,424**	**1**	0,038	0,074	0,221	0,053	0,005	0,013	0,191	0,006	0,100	0,151	0,314
IER	0,029	0,045	0,017	0,015	0,033	0,014	0,038	**1**	0,013	0,164	0,112	0,108	0,345	0,190	0,004	0,159	0,141	0,593
RIE	0,005	0,097	0,043	0,002	0,042	0,026	0,074	0,013	**1**	0,098	0,064	0,000	0,025	0,068	0,059	0,038	0,037	
EIA	0,082	0,178	0,112	0,005	0,157	0,056	0,221	0,164	0,098	**1**	0,169	0,043	0,257	0,502	0,018	0,176	0,235	0,530
COORD	0,032	0,084	0,026	0,003	0,047	0,000	0,053	0,112	0,064	0,169	**1**	0,284	0,380	0,239	0,031	0,220	0,167	0,601
KT&I	0,009	0,007	0,006	0,033	0,015	0,009	0,005	0,108	0,000	0,043	0,284	**1**	0,378	0,067	0,007	0,025	0,018	0,582
RESP	0,007	0,042	0,015	0,030	0,036	0,001	0,013	0,345	0,025	0,257	0,380	0,378	**1**	0,302	0,001	0,182	0,214	0,511
PA	0,128	0,197	0,078	0,003	0,157	0,048	0,191	0,190	0,068	0,502	0,239	0,067	0,302	**1**	0,032	0,235	0,412	0,559
SIZE	0,022	0,014	0,003	0,014	0,022	0,030	0,006	0,004	0,059	0,018	0,031	0,007	0,001	0,032	**1**	0,037	0,034	
IO	0,046	0,076	0,152	0,012	0,028	0,024	0,100	0,159	0,038	0,176	0,220	0,025	0,182	0,235	0,037	**1**	0,193	0,688
IP	0,080	0,100	0,108	0,000	0,043	0,105	0,151	0,141	0,037	0,235	0,167	0,018	0,214	0,412	0,034	0,193	**1**	0,780
AVE	0,678	0,809	0,718	0,744	0,908	0,680	0,314	0,593		0,530	0,601	0,582	0,511	0,559		0,688	0,780	**0**

Model assessment / Outer model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Commu-nalities
Clients	413,000	223,998	0,458
Agents	398,000	137,429	0,655
Trade fairs	418,000	203,701	0,513
CCI	410,000	178,727	0,564
EMR	191,000	80,519	0,578
Internet	196,000	170,515	0,130
INFO RICH	2026,000	1559,582	0,230
IER	292,000	226,772	0,223
RIE			
EIA	749,000	470,571	0,372
COORD	316,000	245,060	0,224
KT&I	427,000	299,321	0,299
RESP	641,000	441,447	0,311
PA	846,000	479,760	0,433
SIZE			
IO	319,000	198,229	0,379
IP	321,000	154,854	0,518

Clients	Total sum of squares	Residual sum of squares	Commu-nalities
clients1	104,000	51,708	0,503
clients2	102,000	50,429	0,506
clients3	104,000	63,592	0,389
clients4	103,000	58,270	0,434

Agents	Total sum of squares	Residual sum of squares	Commu-nalities
agents1	101,000	47,943	0,525
agents2	98,000	27,237	0,722
agents3	100,000	29,618	0,704
agents4	99,000	32,631	0,670

Trade fairs	Total sum of squares	Residual sum of squares	Commu-nalities
tradefairs1	105,000	54,824	0,478
tradefairs2	104,000	47,591	0,542
tradefairs3	105,000	52,287	0,502
tradefairs4	104,000	48,999	0,529

CCI	Total sum of squares	Residual sum of squares	Commu-nalities
cci1	103,000	56,186	0,455
cci2	102,000	36,184	0,645
cci3	103,000	42,173	0,591
cci4	102,000	44,183	0,567

EMR	Total sum of squares	Residual sum of squares	Commu-nalities
mktgres1	96,000	41,422	0,569
mktgres2	95,000	39,097	0,588

Internet	Total sum of squares	Residual sum of squares	Commu-nalities
internet1	99,000	87,133	0,120
internet2	97,000	83,382	0,140

INFO RICH	Total sum of squares	Residual sum of squares	Commu-nalities
clients1	104,000	95,882	0,078
clients2	102,000	85,719	0,160
clients3	104,000	99,503	0,043
clients4	103,000	93,530	0,092
agents1	101,000	74,583	0,262
agents2	98,000	58,301	0,405
agents3	100,000	67,133	0,329
agents4	99,000	60,804	0,386
tradefairs1	105,000	75,504	0,281
tradefairs2	104,000	74,914	0,280
tradefairs3	105,000	67,818	0,354
tradefairs4	104,000	62,908	0,395
cci1	103,000	99,446	0,035
cci2	102,000	94,458	0,074
cci3	103,000	83,519	0,189
cci4	102,000	86,743	0,150
mktgres1	96,000	58,518	0,390
mktgres2	95,000	63,272	0,334
internet1	99,000	89,917	0,092
internet2	97,000	67,108	0,308

IER	Total sum of squares	Residual sum of squares	Commu-nalities
rich_exp1	98,000	66,364	0,323
rich_exp2	98,000	73,385	0,251
rich_exp3	96,000	87,023	0,094

EIA	Total sum of squares	Residual sum of squares	Commu-nalities
infok1	107,000	73,306	0,315
infok2	107,000	63,860	0,403
infok3	107,000	85,745	0,199
infok4	107,000	65,359	0,389
infok5	107,000	69,937	0,346
infok6	107,000	52,118	0,513
infok7	107,000	60,246	0,437

COORD	Total sum of squares	Residual sum of squares	Commu-nalities
coord1	107,000	92,917	0,132
coord2	106,000	69,585	0,344
coord3	103,000	82,558	0,198

KT&I	Total sum of squares	Residual sum of squares	Commu-nalities
kti1	106,000	68,802	0,351
kti2	107,000	90,080	0,158
kti3	107,000	67,376	0,370
kti4	107,000	73,064	0,317

RESP	Total sum of squares	Residual sum of squares	Commu-nalities
resp1	107,000	65,365	0,389
resp2	107,000	73,411	0,314
resp3	107,000	72,909	0,319
resp4	106,000	75,563	0,287
resp5	107,000	65,623	0,387
resp6	107,000	88,576	0,172

PA	Total sum of squares	Residual sum of squares	Commu-nalities
comp1	106,000	54,021	0,490
comp2	105,000	46,911	0,553
comp3	106,000	48,491	0,543
comp4	106,000	75,533	0,287
comp5	106,000	68,621	0,353
comp6	106,000	62,372	0,412
comp7	105,000	66,639	0,365
comp8	106,000	57,172	0,461

IO	Total sum of squares	Residual sum of squares	Commu-nalities
io1	106,000	76,152	0,282
io2	107,000	66,151	0,382
io3	106,000	55,926	0,472

IP	Total sum of squares	Residual sum of squares	Commu-nalities
perf_strat	107,000	64,937	0,393
IPfin1	107,000	52,153	0,513
IPfin2	107,000	37,764	0,647

Model assessment / Inner model (Blindfolding / Dimension 1):

	Total sum of squares	Residual sum of squares	Redun-dancies
Agents			
Trade fairs			
CCI			
EMR			
Internet			
INFO			
RICH	2026,000	1455,030	0,282
IER			
RIE			
EIA	749,000	686,327	0,084
COORD			
KT&I			
RESP	641,000	484,584	0,244
PA	846,000	751,207	0,112
SIZE			
IO			
IP	321,000	233,062	0,274

INFO RICH	Total sum of squares	Residual sum of squares	Redun-dancies
clients1	104,000	92,016	0,115
clients2	102,000	83,849	0,178
clients3	104,000	99,203	0,046
clients4	103,000	93,132	0,096
agents1	101,000	67,406	0,333
agents2	98,000	51,855	0,471
agents3	100,000	58,379	0,416
agents4	99,000	52,517	0,470
tradefairs1	105,000	70,146	0,332
tradefairs2	104,000	67,874	0,347
tradefairs3	105,000	59,935	0,429
tradefairs4	104,000	55,076	0,470
cci1	103,000	97,433	0,054
cci2	102,000	91,886	0,099
cci3	103,000	78,872	0,234
cci4	102,000	83,182	0,184
mktgres1	96,000	50,861	0,470
mktgres2	95,000	55,361	0,417
internet1	99,000	86,100	0,130
internet2	97,000	59,947	0,382

EIA	Total sum of squares	Residual sum of squares	Redun-dancies
infok1	107,000	106,687	0,003
infok2	107,000	91,957	0,141
infok3	107,000	100,160	0,064
infok4	107,000	101,473	0,052
infok5	107,000	99,236	0,073
infok6	107,000	93,136	0,130
infok7	107,000	93,678	0,125

RESP	Total sum of squares	Residual sum of squares	Redun-dancies
resp1	107,000	78,171	0,269
resp2	107,000	85,304	0,203
resp3	107,000	75,299	0,296
resp4	106,000	78,168	0,263
resp5	107,000	81,206	0,241
resp6	107,000	86,437	0,192

PA	Total sum of squares	Residual sum of squares	Redun-dancies
comp1	106,000	84,669	0,201
comp2	105,000	80,930	0,229
comp3	106,000	79,357	0,251
comp4	106,000	105,780	0,002
comp5	106,000	107,415	-0,013
comp6	106,000	104,696	0,012
comp7	105,000	98,930	0,058
comp8	106,000	89,430	0,156

IP	Total sum of squares	Residual sum of squares	Redun-dancies
perf_strat	107,000	70,704	0,339
IPfin1	107,000	85,488	0,201
IPfin2	107,000	76,870	0,282

Appendix 9. Abbreviation used for the manifest and latent variables in the XLSSTAT outputs exposed in Appendix 6, 7, and 8

Table 2. Abbreviations used for the MVs used to capture the LVs in the research model

Latent Construct:	Measurement scale	Items and abbreviations
Foreign clients richness	5 point Likert scale ranging from 1 = "very limited" to 5 = "very extended"	▪ Contacts facility (clients1)
		▪ Interactivity (clients2)
		▪ Reliability (clients3)
		▪ Information quantity (clients4)
Distributors/ Agents richness	Ibidem	▪ Contacts facility (agents1)
		▪ Interactivity (agents2)
		▪ Reliability (agents3)
		▪ Information quantity (agents4)
Trade fairs richness	Ibidem	▪ Contacts facility (trade fairs1)
		▪ Interactivity (trade fairs2)
		▪ Reliability (trade fairs3)
		▪ Information quantity (trade fairs4)
Chambers of Commerce and Industry richness	Ibidem	▪ Contacts facility (cci1)
		▪ Interactivity (cci2)
		▪ Reliability (cci3)
		▪ Information quantity (cci4)
Export market research	Ibidem	▪ Reliability (emr1)
		▪ Information quantity (emr2)
Internet	Ibidem	▪ Reliability (internet1)
		▪ Information quantity (internet2)
The richness of the international experiences of export employees	The agreement degree with the following statements, measured on a 7 point Likert scale ranging from 1="completely disagree" to 7="completely agree"	▪ The international experiences of the export employees are varied. (rich_exp1)
		▪ The international experiences of the export employees are complementary. (rich_exp2)
		▪ The international experiences of the export employees are long lasting. (rich_exp3)

Coordination	The agreement degree with the following statements, measured on a 7 point Likert scale ranging from 1=”completely disagree” to 7=”completely agree”	▪ The senior management strategic objectives are well known and accepted. (coord1)
		▪ The leadership employed by the direction is efficient. (coord2)
		▪ The members of the management team coordinate closely their activities. (coord3)
Knowledge transfer and integration	The agreement degree with the following statements, measured on a 7 point Likert scale ranging from 1=”completely disagree” to 7=”completely agree”	▪ We try to keep the know-how acquired by past experiences even though the employees are no longer the same. (kti1)
		▪ The firm has instruments (manuals databases, files, organizational routines, etc.) that allow what has been learnt in the past situations to remain valid. (kti2)
		▪ In this enterprise we try to learn from our mistakes in order to avoid them in the future. (kti3)
		▪ At all levels, we try to send as fast as possible the know how of older employees to newer ones. (kti4)
The informativity degree of SMEs concerning foreign markets’ state	Compared to your main competitors on export markets regarding the following elements on your export markets measured on a seven point scale ranging from 1 = “much less informed than the competitors” to 7 = “much more informed then the competitors”:	▪ General foreign markets environment (economic, social, political environment, barriers to exporting, legislation) (infok1)
		▪ The potential clients (characteristics, needs, demand, preferences, mentalities, buying behavior, new niches, potential partners) (infok2)
		▪ Competitors (main actors on the market, general situation, strategies they deploy, forces and strengths) (infok3)
		▪ Products (characteristics, technical norms, adaptation needs, packaging, innovation cycles) (infok4)
		▪ Price and payment practices (level, tendencies, margins and commissions, credit policies, mode and delay of payment) (infok5)
		▪ Communication practices (available media, methods employed, type of message, costs) (infok6)
		▪ Distribution practices (channels, costs, selling points, transport and deposit infrastructure, payment delays, intermediaries efficiency) (infok7)
Export responsiveness	The agreement degree with the following statements,	▪ When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately. (resp1)

	measured on a 7 point Likert scale ranging from 1=”completely disagree” to 7=”completely agree”	▪ Our export business objectives are driven primarily by customer satisfaction. (resp2)
		▪ Our export business strategies are driven by our beliefs about how we can create greater values for export customers. (resp3)
		▪ Our export strategy for competitive advantage is based on our understanding of export costumer needs. (resp4)
		▪ We are quick to respond to important changes in our business environment (e.g. regulatory, technology, economy, etc.). (resp5)
		▪ We rapidly respond to competitive actions that threaten us in our export markets. (resp6)
The positional advantage of SMEs in terms of international marketing competences	By comparing yourself to your main competitors on export markets indicate to which extent your enterprise owns international competencies in the fields listed here bellow :, measured on a seven point scale ranging from 1 = “much worse than competitors” to 7 = “much better than competitors”:	▪ Networking (e.g. identifying contacts abroad, entertaining developing relationships with the contacts abroad, knowledge and understanding of business practices, foreign languages skills) (comp1)
		▪ International marketing management (e.g. setting marketing goals, formulating creative marketing strategies, translating marketing strategies into action, control and evaluation of marketing costs) (comp2)
		▪ Foreign markets segmentation (e.g. opportunity seeking, studying foreign markets characteristics, targeting and penetrating foreign markets, identification potential clients/markets) (comp3)
		▪ Product strategy (e.g. R&D of new products/services, products and service adaptation, packaging, launching successfully new products/ services) (comp4)
		▪ Price strategy (e.g. negotiating and fixing the price and the payment delays, responsiveness in terms of pricing to market change, fixing the margins, evaluation of the credit risks) (comp5)
		▪ Communication strategy (e.g. promoting sales, products, developing enterprise image and reputation, managing communication programs) (comp6)

		▪ Distribution strategy (e.g. selecting the distributor agents and the sale force, entertaining the relations/collaboration with distributor agents, choosing the localization of the selling/distribution points, training selling personnel) (comp7)
		▪ Information management (e.g. identification of information sources, collecting information on clients and competitors, tracking customers wants and needs, collecting and analyzing market information) (comp8)
The international performance of SMEs		▪ The mean of the progression of the percentage of export sales volume over the last three years (IPfin1)
		▪ The mean of the progression of the export profits over the last three years (IPfin2)
		▪ The perceived strategic performance of SMEs with the development of the strategic export objectives over the last year (IP strat)
		▪ Relative competitivity in terms of foreign market share (RC1)
		▪ Relative competitivity in terms of export sales volume (RC2)
		▪ Relative competitivity in terms of number of new foreign markets entered (RC3)
		▪ Relative competitivity in terms of foreign profits (RC4)
		▪ Perceived competitivity in terms of foreign market share (PC1)
		▪ Perceived competitivity in terms of export sales volume (PC2)
		▪ Perceived competitivity in terms of number of new foreign markets entered (PC3)
		▪ Perceived competitivity in terms of foreign profits (PC4)
		▪ Satisfaction with the evolution of the foreign market share (S1)
		▪ Satisfaction with the evolution of the export sales volume (S2)

		▪ Satisfaction with the evolution of the number of new foreign markets entered (S3)
		▪ Satisfaction with the evolution of the foreign profits (S4)
The international orientation of SMEs	Agreement degree with the following statements: "Senior management in our company…" measured on a 7 point Likert scale ranging from 1="completely disagree" to 7="completely agree"	▪ Considers our exporting activities to be important. (io1)
		▪ Intends to increase the company's exporting activities. (io2)
		▪ Actively explores international market opportunities. (io3)