**Appendix**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *Moderator* | Available slack | Recoverable slack |  |  |  |  |  |
|  |  |  | *b* (*se*) | *p* | Confidence interval | | |
|  |  |  |  |  | Significance level | Lower limit | Upper limit |
|  | – *SD* |  | 0.016\*\* (0.006) | 0.006 | 99% | 0.001 | 0.030 |
|  | Mean |  | 0.029\*\*\* (0.005) | < 0.001 | 99% | 0.016 | 0.042 |
|  | + *SD* |  | 0.042\*\*\* (0.007) | < 0.001 | 99% | 0.024 | 0.061 |
|  |  |  |  |  |  |  |  |
|  |  | – *SD* | –0.009 (0.005) | 0.080 | 99% | –0.022 | 0.004 |
|  |  | Mean | 0.027\*\*\* (0.004) | < 0.001 | 99% | 0.016 | 0.038 |
|  |  | + *SD* | 0.062\*\*\* (0.008) | < 0.001 | 99% | 0.042 | 0.083 |

**Appendix 1** Indirect conditional effects of the focal predictor at different values of the moderator

*Notes* *b* = regression coefficient, *se* = standard error, *SD* = standard deviation, \*\*\**p* < 0.001, \*\**p* < 0.01, \**p* < 0.05; bootstrap inference for model coefficients with robust standard errors (HC4) and mean centered products, number of bootstrap samples = 5000, *N* = 239

**Appendix 2** Conditional indirect effects

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Indirect effect: Dynamic managerial capabilities 🡪 Research and development intensity 🡪 Firm performance | | | | | | |
| *Moderator* | Available slack | Recoverable slack |  |  | | |
|  |  |  | *b* (*se*) | Confidence interval | | |
|  |  |  |  | Significance level | Lower limit | Upper limit |
|  | – *SD* |  | 0.486\*\* (0.229) | 99% | 0.027 | 1.233 |
|  | Mean |  | 0.903\*\* (0.259) | 99% | 0.283 | 1.659 |
|  | + *SD* |  | 1.320\*\* (0.357) | 99% | 0.440 | 2.302 |
|  |  |  |  |  |  |  |
|  |  | – *SD* | –0.323 (0.203) | 99% | –0.947 | 0.180 |
|  |  | Mean | 0.948\*\* (0.255) | 99% | 0.353 | 1.698 |
|  |  | + *SD* | 2.219\*\* (0.550) | 99% | 0.880 | 3.788 |

*Notes* *b* = regression coefficient, *p* = significance value, *se* = standard error, *SD* = standard deviation, \*\*\**p* < 0.001, \*\**p* < 0.01, \**p* < 0.05; bootstrap inference for model coefficients with robust standard errors and mean centered products number of bootstrap samples = 5000, *N* = 239