**Appendix I**

**Sample Distribution by Industry and State Ownership Type**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *NAICS Code 2007* | *Industry Name* | *State Controlled Firm* | *Non-State Controlled Firm* | *Total* |
| 3331 | Agricultural, Construction and Mining Machinery Manufacturing | 5 | 9 | 14 |
| 3343 | Audio and Video Equipment Manufacturing | 1 | 0 | 1 |
| 3251 | Basic Chemical Manufacturing  | 1 | 0 | 1 |
| 3333 | Commercial and Service Industry Machinery Manufacturing | 2 | 1 | 3 |
| 3342 | Communications Equipment Manufacturing | 1 | 3 | 4 |
| 3341 | Computer and Peripheral Equipment Manufacturing | 1 | 2 | 3 |
| 2211 | Electric Power Generation, Transmission and Distribution  | 0 | 1 | 1 |
| 3353 | Electrical Equipment Manufacturing  | 1 | 2 | 3 |
| 3352 | Household Appliance Manufacturing | 6 | 2 | 8 |
| 3332 | Industrial Machinery Manufacturing  | 4 | 3 | 7 |
| 3335 | Metalworking Machinery Manufacturing  | 1 | 1 | 2 |
| 3362 | Motor Vehicle Body and Trailer Manufacturing | 1 | 0 | 1 |
| 3361 | Motor Vehicle Manufacturing | 0 | 1 | 1 |
| 3363 | Motor Vehicle Parts Manufacturing  | 5 | 2 | 7 |
| 3345 | Navigational, Measuring, Medical and Control Instruments Manufacturing | 2 | 0 | 2 |
| 3259 | Other Chemical Product Manufacturing  | 1 | 3 | 4 |
| 3359 | Other Electrical Equipment and Component Manufacturing  | 9 | 0 | 9 |
| 3329 | Other Fabricated Metal Product Manufacturing  | 1 | 1 | 2 |
| 3339 | Other General-Purpose Machinery Manufacturing | 3 | 3 | 6 |
| 3399 | Other Miscellaneous Manufacturing  | 1 | 0 | 1 |
| 5179 | Other Telecommunications  | 0 | 1 | 1 |
| 3369 | Other Transportation Equipment Manufacturing  | 4 | 2 | 6 |
| 3253 | Pesticide, Fertilizer and Other Agricultural Chemical Manufacturing  | 1 | 1 | 2 |
| 3254 | Pharmaceutical and Medicine Manufacturing  | 9 | 5 | 14 |
| 3252 | Resin, Synthetic Rubber, and Artificial and Synthetic Fibres and Filaments Manufacturing  | 2 | 1 | 3 |
| 3344 | Semiconductor and Other Electronic Component Manufacturing | 12 | 5 | 17 |
| 3334 | Ventilation, Heating, Air-Conditioning and Commercial Refrigeration Equipment Manufacturing  | 2 | 3 | 5 |
|  | *Sum* | 76 | 52 | 128 |

**Appendix II**

**Questions and Items in the Questionnaire**

|  |  |  |  |
| --- | --- | --- | --- |
| *Factor Name* | *Question/ Item* | *Measurement* | *Cronbach alpha* |
| International Sales Growth | How satisfactory do you evaluate your firm’s growth rate in international markets? | A 7-point Likert scale anchored by 1, ‘Very Unsatisfied’; 4, ‘Neutral’; 7, ‘Very Satisfied’ | Not applicable |
| FDI Profitability | How satisfactory do you evaluate your firm’s profitability from overseas expansion? | A 7-point Likert scale anchored by 1, ‘Very Unsatisfied’; 4, ‘Neutral’; 7, ‘Very Satisfied’ | Not applicable |
| Home Government Support | (1) Our firm was supported by Chinese government to participate in international investment fairs across domestic regions or in overseas markets | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ | 0.75 |
| (2) Our firm received fiscal policy support from Chinese government | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ |
| (3) Our firm received exchange policy support from Chinese government | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ |
| (4) Our firm received investment information policy support (such as the government issued investment guide) from Chinese government | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ |
| (5) Our firm received industry-oriented policy by countries (foreign investment industrial guidance catalogue by countries) support from Chinese government | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ |
| (6) Chinese government protects rights and interests of our foreign subsidiaries (such as Foreign Service personnel, security measures, etc.) | A 7-point Likert scale anchored by 1, ‘Strongly Disagree’; 4, ‘Neutral’; 7, ‘Strongly Agree’ |

**Appendix III**

**Descriptive Statistics and Correlations of Variables Before Calibration**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Outcomes and Configurational Factors* | *1* | *2* | *3* | *4* | *5* | *6* | *7* | *8* | *9* |
| 1. International Sales Growth | 1.00 |  |  |  |  |  |  |  |  |
| 2. FDI Profitability | 0.51 | 1.00 |  |  |  |  |  |  |  |
| 3. Industry Globalization | -0.19 | 0.04 | 1.00 |  |  |  |  |  |  |
| 4. Home Government Support | 0.02 | 0.28 | 0.09 | 1.00 |  |  |  |  |  |
| 5. R&D Intensity | -0.04 | 0.08 | 0.00 | 0.03 | 1.00 |  |  |  |  |
| 6. Manufacturing Intensity | 0.06 | 0.06 | -0.21 | 0.07 | 0.37 | 1.00 |  |  |  |
| 7. Finance Intensity | -0.08 | -0.31 | 0.08 | 0.11 | -0.17 | -0.15 | 1.00 |  |  |
| 8. TMT International Experience | -0.04 | -0.09 | 0.17 | 0.13 | -0.04 | -0.09 | -0.01 | 1.00 |  |
| 9. TMT Functional Diversity | 0.08 | -0.03 | 0.03 | -0.01 | 0.03 | -0.02 | -0.11 | 0.17 | 1.00 |
| *Mean* | 5.07 | 4.85 | 0.14 | 4.85 | 0.17 | 0.42 | 0.12 | 0.14 | 0.56 |
| *Standard Deviation*  | 0.83 | 0.84 | 0.10 | 0.55 | 0.33 | 0.43 | 0.26 | 0.20 | 0.13 |

*Notes*: N=128. |corr|≥0.18 significant at 0.05 level (2-tailed), |corr|≥0.31 significant at 0.001 level (2-tailed).