**Appendix B – Indicator loadings**

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| --- | --- | --- |
| **Construct** | **Item** | **Loading** |
| Strategic capability | Strat1 | 0.935 |
| Strat2 | 0.891 |
| Strat3 | 0.820 |
| Leadership capability | Lead1 | 0.769 |
| Lead2 | 0.830 |
| Lead3 | 0.715 |
| Market capability | Market1 | 0.809 |
| Market2 | 0.783 |
| Market3 | 0.900 |
| Market4 | 0.849 |
| Operational capability | Oper1 | 0.794 |
| Oper2 | 0.889 |
| Oper3 | 0.891 |
| People and expertise capability | Exp1 | 0.727 |
| Exp2 | 0.744 |
| Exp3 | 0.875 |
| Exp4 | 0.786 |
| Culture capability | Cult1 | 0.820 |
| Cult2 | 0.866 |
| Cult3 | 0.816 |
| Governance capability | Gov1 | 0.890 |
| Gov2 | 0.855 |
| Gov3 | 0.886 |
| Technology capability | Tech1 | 0.904 |
| Tech2 | 0.865 |
| Tech3 | 0.719 |
| Reconfiguration / transformation | Trans1 | 0.740 |
| Trans2 | 0.776 |
| Trans3 | 0.670 |
| Trans4 | 0.652 |
| Learning | Lear1 | 0.641 |
| Lear2 | 0.825 |
| Lear3 | 0.817 |
| Lear4 | 0.756 |
| Lear5 | 0.734 |
| Integration / coordination | Coor1 | 0.806 |
| Coor2 | 0.845 |
| Coor3 | 0.827 |
| Coor4 | 0.690 |
| Internal performance | Int1 | 0.741 |
| Int2 | 0.640 |
| Int3 | 0.839 |
| Int4 | 0.710 |
| Int5 | 0.628 |
| External performance | Ext1 | 0.774 |
| Ext2 | 0.808 |
| Ext3 | 0.666 |