Appendix A: Construct scale items and their loadings

	Indicator loadings
Customer Orientation (adapted from Brockman et al. 2012)	
My business objectives are driven by customer satisfaction.	0.82
I make sure that my company's competitive advantage is based on understanding customers' needs.	0.86
I closely monitor and assess my company's level of commitment in serving customers' needs.	0.83
I insure that business strategies in my company are driven by the goal of increasing customer value.	0.83
Providing value for our customers is the most important thing our company does.	0.80
Internet Self-Efficacy (adapted from Kim and Glassman 2013)	
I can use the Internet to answer other people's questions in a productive way.	0.76
I can organize the information I find on the Internet so that it is coherent and answers specific questions.	0.75
I can offer other people important and interesting information by posting on the Internet.	0.80
I can use social networking sites such as Facebook as an effective way of connecting to others.	0.69
I can use the Internet to find good information about topics that are important to me.	0.72
Online Reputation Management (adapted from Perez-Aranda et al. 2019)	
I know the specific areas of websites where customers can send or read online reviews.	0.66
I know the specific areas where customers can rate the general aspects of my business.	0.70
I regularly evaluate changes in the number of online reviews about my business.	0.83
I regularly evaluate changes in the number of comments on online review sites about my business.	0.85
I regularly evaluate changes in star ratings on online review sites about my business.	0.88
I respond promptly to positive or negative reviews left on online review sites about my business.	0.85
I express thanks for evaluations made about my business on online review sites.	0.84
I give responses to comments left on online review sites about my business, particularly negative comments.	0.86
I address specific comments left on online review sites about my business.	0.90
I apologize to reviewers who leave low ratings about my business on online review sites.	0.84
I offer reviewers who leave negative feedback the opportunity to contact me to address the issue that led to the poor evaluation.	0.83

I share information about corrective action taken to address issues raised by a reviewer for everyone to see.	0.82
I believe management of my business' online reviews helps influence customers' perception of the quality of service offered by my business.	0.76
I regularly send customers email or text reminders to leave reviews about my business.	0.75
Competitive Intensity (adapted from Auh and Menguc 2005)	
Competition in my business is cut-throat.	0.76
There are many promotion wars in my industry.	0.85
Anything that one competitor can offer, others can match easily.	0.77
Price competition is a hallmark of my industry.	0.84
One hears of a new competitive move almost every day.	0.80
Small Business Performance (adapted from Williams et al. 2018)	
Relative to my competitors, my business' growth in sales is…	0.87
Relative to my competitors, my business' growth in profitability is…	0.87
Relative to my competitors, my business' growth in market share is…	0.90
Relative to my competitors, my business' growth in number of employees is…	0.77
Relative to my competitors, my business' return on equity is…	0.86
Relative to my competitors, my business' return on total assets is…	0.81