Supplementary Material

# Supplementary Tables

Research instrument

|  |  |  |  |
| --- | --- | --- | --- |
| Constructs | Items | Measurements | Sources |
| Cognition of business development (E) | C1 | For sustainable development, I consciously evaluate to a very high extent alternatives with regard to customer problems and needs. | Schrauder et al., 2018 |
| C2 | For sustainable development, I consciously evaluate to a very high extent alternatives with regard to sales and distribution channels. |
| C3 | For sustainable development, I consciously evaluate to a very high extent alternatives with regard to business transactions and the ways of collaborating with partners. |
| C4 | For sustainable development, I consciously evaluate to a very high extent alternatives with regard to link business participants together in novel ways. |
| C5 | For sustainable development, I consciously evaluate to a very high extent alternatives with regard to take over new value chain positions or substitute existing parts of the value chain. |
| Financial awareness (I) | FA1 | I believe that the capital required for family business development should be based on own savings and should not be borrowed. | Liu et al., 2020 |
| FA2 | I believe that a bad credit history affects the financing loan process for family business development. |
| FA3 | I believe that the process of financial institutions for family business financing is moderate. |
| FA4 | I can attain loan for funds needed of family business development based on my family's risk tolerance. |
| FA5 | I believe that the term of borrowing for funds needed of family business development is the longer , the interest rate is the higher. |
| Abilities to run businesses (A) | A1 | One of my greatest strengths is achieving results by  organizing and motivating people. | Guo et al., 2013 |
| A2 | One of my greatest strengths is organizing resources and  coordinating tasks. |
| A3 | One of my greatest strengths is my ability to delegate effectively. |
| A4 | One of my greatest strengths is my ability to supervise,  influence, and lead people. |
| A5 | I make resource allocation decisions that achieve maximum  results with limited resources. |
| Sustainable development of family businesses (B) | B1 | I believe my business can continue to operate. | Zhao, 2023 |
| B2 | My business attracts relevant talent. |
| B3 | My company's target market is not yet saturated. |
| B4 | Our company has diverse sales channels. |
| B5 | Our company can provide products according to customer needs |
| B6 | I am satisfied with the profits of my business |
| Gender | | What is your gender? | |
| Education level | | What is your education level? | |
| Provinces | | What is your province? | |