

Questionnaires

Dear Sir/Madam/Kepada Yth Bapak/Ibu/Saudara,

Study Ethics/Etika Studi :

- 1) *Researcher will not hide any research fact that should be known by respondents*/Peneliti tidak akan menyembunyikan fakta yang ada .
- 2) *Information provided by respondents is meant for academic only*/Informasi ini hanya diperuntukkan sebatas untuk pengembangan ilmu pengetahuan saja.
- 3) *Name of any respondent or company will not be revealed to any third party without prior consent*/Nama daripada responden adalah bersifat rahasia.
- 4) *Respondent will provide the information voluntarily*/Responden menyediakan informasi ini secara suka rela.

Your warm cooperation in providing information is greatly appreciated and thanked in advance/Segala kerja sama dan bantuannya akan sangat kita hargai dan kami ucapkan banyak terima kasih.

Yours faithfully/Hormat kami,

Supervisor/Penyelia

Ferri Kuswantoro

Associate Prof Dr. Mohd Rosli b Mohamad

EHA 080015 (Ph.D Student)

Faculty of Economics & Administration
Malaya University, Kuala Lumpur
Malaysia

For the Use of Data Collector Only/

Diperuntukkan untuk catatan tambahan pengambilan data

A. ENTREPRENEUR PROFILE/PROFIL PEMILIK USAHA :

1. Nama pemilik (Mohon sebutkan bila tidak keberatan)

.....

Name of owner (Please indicate if you don't mind) :

.....

2. Jabatan anda di dalam usaha?

Pemilik sekaligus manager Manajer Lainnya, mohon jelaskan.....

Your position/designation in this business?

Owner-Manager Professional manager Other, specify:

3. Owner's highest education ?/Jenjang Pendidikan ?

Highest education (√ ONE only)/Pendidikan	Total No. of Year in School Lama pendidikan
1. No schooling/Belum pernah mengenyam pendidikan	
2. Primary school/Sekolah Dasar	
3. Secondary school/Sekolah Menengah	
4. Higher education/Sekolah Atas	
5. University/Perguruan tinggi (D3,S1,S2,S3)	
6. Other (specify: _____)/Lainnya, mohon jelaskan	

5. Owner's gender/Jenis kelamin: Male/Laki-laki Female/Perempuan

B. ENTERPRISE/COMPANY PROFILE/PROFIL PERUSAHAAN

1. Enterprise address/Alamat perusahaan:

.....

2. Status of business registration/Status usaha :

Unregistered or unlicensed/ Belum terdaftar

Registered/Sudah terdaftar

(If registered, √ ONE only for the following registration type/Jika sudah terdaftar, √ salah satu dari jenis status hukum usaha di bawah ini)

Sole proprietorship/Perseorangan Partnership/Firma Pvt. Ltd/CV

Perseroan Terbatas (PT) Other, specify/Lainnya mohon di jelaskan:.... ..

3. Market Segment/Pangsa Pasar untuk ekspor yang biasa di tuju:

Jepang America Eropa Australia Lainnya, mohon jelaskan.....

C. INNOVATION IN DISTRIBUTION CHANNEL/ INOVASI DI DALAM JARINGAN DISTRIBUSI

C.1. Innovation in assortment/Inovasi di dalam pemisahan produk jadi(Sorting)

How far have you emphasized the following factors as your strategies to improve the competitiveness of your assortment in the last FIVE (5) years?/ *Sejauh mana anda menekankan faktor inovasi dalam aktifitas koordinasi transportasi pengiriman barang seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir ?*

ITEMS/Poin-poin aktifitas pemisahan(sortir)	SCALE/SKALA
INNOVATION IN ASSORTMENT/INOVASI DI DALAM AKTIVITAS PEMISAHAN(SORTIR)	Least Emphasized ←→ Most Emphasized Semakin tidak di tekankan ←→ Semakin di tekankan 1 2 3 4 5 6 7
1. <i>Assorting product based by market segment using automatic machinery with computerized support/Melakukan aktifitas pemisahan(sortir) atas produk berdasarkan pangsa pasar produk tersebut dengan menggunakan dukungan mesin otomatisasi berbasis komputerisasi.</i>	
2. <i>Assorting product based on product design using automatic machinery computerized support /Melakukan aktifitas pemisahan(sortir) atas produk berdasarkan desain produk dengan menggunakan dukungan mesin otomatisasi berbasis komputerisasi.</i>	
3. <i>Assorting product based on the product quality degree using automatic machinery computerized support/ Melakukan aktifitas pemisahan(sortir) atas produk berdasarkan kualitas produk dengan menggunakan dukungan mesin otomatisasi berbasis komputerisasi.</i>	
4. <i>Do Research and Development in assortment activities/ Melakukan kegiatan penyelidikan dan pengembangan dalam aktifitas pemisahan</i>	
5. <i>Using new method process out of above options/Menggunakan cara baru selain cara-cara di atas</i>	

C.2. Innovation in transportation or shipment coordination/ Inovasi transportasi atau koordinasi pengiriman barang jadi

How far have you emphasized the following factors as your strategies to improve the competitiveness of your Transportation development of your enterprise in the last FIVE (5) years?/ Sejauh mana anda menekankan faktor inovasi dalam **aktifitas koordinasi transportasi pengiriman barang** seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir ?

ITEMS/POIN-POIN	SCALE/SKALA
INNOVATION IN TRANSPORTATION OR SHIPMENT COORDINATION/INOVASI AKTIFITAS KOORDINASI TRANSPORTASI PENGIRIMAN BARANG	Least Emphasized ←-→ Most Emphasized/Semakin tidak di tekankan ←-→ Semakin di tekankan
	1 2 3 4 5 6 7
1. <i>Transportation plan using computer programming</i> /Perencanaan transportasi pengiriman barang dengan menggunakan pemrograman komputerisasi	
2. Controlling of transportation (Check and tracking) using Internet and mobile communication/Monitoring jalannya aktifitas koordinasi transportasi pengiriman barang (Check dan penelusuran) menggunakan internet dan komunikasi mobile	
3. Coordinating transportation with information technology/Koordinasi aktifitas transportasi pengiriman barang dengan dukungan teknologi informasi	
4. Do Research and Development in transportation/Melakukan penelitian dan pengembangan	
5. Using new process out of above/Menggunakan cara baru selain dari cara-cara di atas	

C.3. Innovation in inventory/Inovasi dalam persediaan

How far have you emphasized the following factors as your strategies to improve the competitiveness of your inventory management of your enterprise in the last FIVE (5) years?/ Sejauh mana anda menekankan faktor inovasi dalam pengelolaan persediaan seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir ?

ITEMS	SCALE/SKALA
INNOVATION IN INVENTORY/INOVASI DI DALAM PERSEDIAAN	Least Emphasized <-----> Most Emphasized Semakin tidak di tekankan ---- Semakin di tekankan
	1 2 3 4 5 6 7
1. Inventory forecasting using computerized programming support/Perkiraan persediaan menggunakan pemrograman komputer	
2. Inventory control using computerized programming	

- support/Monitoring ketersediaan persediaan dengan pemrograman computer.
- 3.Customer service supported by computerized programming/Adanya customer service untuk memonitor pengelolaan persediaan dengan pemrograman komputer
- 4.Do research development in inventory/Melakukan penelitian dan pengembangan di dalam kegiatan pengelolaan persediaan
- 5.Using new method out of above process/Penggunakan metode dan cara baru di dalam pengelolaan persediaan selain cara-cara di atas

C.4. Innovation in order processing handling/Inovasi dalam proses pemesanan :

How far have you emphasized the following factors as your strategies to improve the competitiveness of your order processing of your enterprise in the last FIVE (5) years ?/ Se jauh mana anda menekankan faktor inovasi dalam penanganan proses order seperti di bawah ini dalam perusahaan anda dalam kurun waktu 5 (lima) tahun terakhir?

ITEMS	SCALE						
INNOVATION IN ORDER PROCESSING/INOVASI DALAM PENANGANAN PEMESANAN	Least Emphasize <----- ----- > Most Emphasized Semakin tidak di tekankan <→ Semakin di tekankan						
	1	2	3	4	5	6	7
1.Accepting order entry using internet e-mail and fax are important to maximize speed and low cost/Menerima pemesanan dengan bantuan internet e-mail dan fax adalah penting untuk memaksimalkan kecepatan dalam proses order							
2.Using Internet e-mail and fax machine support for order handling/menggunakan internet e-mail dan fax dalam penanganan order							
3.Using internet e-mail and fax machine support in order status report: (reporting, invoicing, and credit checking) to customers/Menggunakan internet email dan /mesin untuk status order : (report, invoicing, and credit checking kepada pelanggan)							
4.Doing research n development in order processing activities/Melakukan penelitian dan pengembangan							
5. Doing new method out of above method/Melakukan metode baru atau cara baru selain cara-cara di atas							

C.5. Innovation in warehousing and finished product handling/ Inovasi dalam pergudangan dan penanganan barang jadi di dalam gudang

how far have you emphasized the following factors as your strategies to improve the competitiveness of your warehousing of your enterprise in the last FIVE (5) years?/ Se jauh

mana anda menekankan faktor inovasi dalam pengelolaan di dalam pergudangan seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir?

ITEMS/POIN	SCALE/SKALA
INNOVATION IN WAREHOUSING AND MATERIAL HANDLING/Inovasi di dalam pergudangan dan penanganan barang jadi di dalam gudang tersebut	Least Emphasize <-----> Most Emphasized Semakin tidak di tekankan ←-→ Semakin di tekankan 1 2 3 4 5 6 7
1. Location of warehouse referring to market/Lokasi gudang mendekati pasar	
2. Location of warehouse referring to supplier/Lokasi gudang mendekati bahan baku	
3. Computerized communication in warehouse/Komunikasi di dalam koordinasi gudang menggunakan dukungan teknologi informasi	
4. Doing research and development in warehousing and material handling/Mengadakan penelitian dan pengembangan di dalam pergudangan dan penanganan barang	
5. Doing new method out of above method/Melakukan metode dan cara baru selain cara-cara di atas atau cara yg sama dengan perusahaan lain	

C.6. Innovation in packaging/Inovasi dalam pengemasan

How far have you emphasized the following factors as your strategies to improve the competitiveness of your warehousing of your enterprise in the last FIVE (5) years?/ Sejauh mana anda menekankan faktor inovasi dalam pengepakan seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir?

ITEMS	SCALE
INNOVATION IN PACKAGING/INOVASI DALAM PENGEPAKAN	Least Emphasize <-----> Most Emphasized Semakin tidak di tekankan < → Semakin di tekankan 1 2 3 4 5 6 7
1. Packaging for advertisement using Information Support/Pengepakan untuk advertising menggunakan IT	
2. Packaging for protection from product's damage/Pengepakan untuk perlindungan menggunakan dukungan teknologi	
3. The flexible Strength, size, and configuration for movement of goods./Pengaturan yg flexible untuk pengaturan barang dalam gudang	
4. Do Research and Development in Packaging/ Melakukan penelitian dan pengembangan dalam bagian pengepakan	
5. Doing new method out of above method/ Melakukan metode dan cara baru selain cara-cara di atas atau cara yg sama dengan perusahaan lain	

C.7.Acquisition/Pembelian

How far have you emphasized the following factors as your strategies to improve the competitiveness of your warehousing of your enterprise in the last *FIVE (5) years?*/ Sejauh mana anda menekankan faktor inovasi dalam Aquisisi seperti di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir?

ITEMS	SCALE
INNOVATION IN ACQUISITION/Inovasi dalam pembelian barang dagangan atau bahan baku	Least Emphasize <-----> -----> Most Emphasized Semakin tidak di tekankan -- Semakin di tekankan
	1 2 3 4 5 6 7
1.Transaction using IT support /Transaksi menggunakan IT	
2.Controlling Delivery using IT support/Memonitor pengiriman menggunakan IT	
3.Checking price using IT support/Pengecekan harga dengan IT	
4.Single Supplier/Satu supplier	
5.Multi Supplier/Multi supplier	
6.Do Research n Development in Acquisition/ Melakukan penelitian dan pengembangan	
7. Doing new method out of above method/ Melakukan metode dan cara baru selain cara-cara di atas-atau cara yg sama dengan perusahaan lain	

C.8. Product and Distribution Scheduling

How far have you emphasized the following factors as your strategies to improve the competitiveness of your warehousing of your enterprise in the last *FIVE (5) years?*/ Sejauh mana anda menekankan faktor inovasi dalam Aquisisi seperti di bawah ini dalam perusahaan anda dalam kurun waktu 5 (lima) tahun terakhir

ITEMS	SCALE
INNOVATION IN PRODUCT/DISTRIBUTION SCHEDULING/Inovasi dalam penjadwalan distribusi atau proses produksi	Least Emphasize <-----> Most Emphasized Semakin tidak di tekankan <→ Semakin di tekankan
	1 2 3 4 5 6 7
1.Aggregate planning operations in input in order to meet demand/Melakukan penjadwalan bahan baku atau barang dagangan dengan dukungan pemrograman komputer untuk memenuhi permintaan pembeli	
2.Aggregate planning operations in lead time in order to meet demand/ Melakukan penjadwalan bahan baku atau barang dagangan dengan dukungan pemrogram komputer untuk memenuhi waktu permintaan pembeli	
3.Aggregate planning operations in cost for efficiency/Melakukan penjadwalan bahan baku atau barang dagangan dengan dukungan pemrogram komputer untuk memenuhi efficiency	
4.Do Research n Development in Product scheduling/	

- Melakukan penelitian dan pengembangan
5. Doing new method out of above method/ Melakukan metode dan cara baru selain cara-cara di atas atau cara yg sama dengan perusahaan lain

C.9. Information Sharing /Pembagian informasi

How far have you emphasized the following factors as your strategies to improve the competitiveness of your coordination of your enterprise in the last *FIVE (5) years*?/ Sejauh mana anda menekankan faktor inovasi dalam pembagian informasi dan koordinasi di bawah ini dalam perusahaan anda dalam kurun waktu lima tahun terakhir?

ITEMS	SCALE						
INNOVATION IN INFORMATION SHARING AND COORDINATING	Least Emphasize <-----> Most Emphasized Semakin tidak di tekankan <→ Semakin di tekankan						
	1	2	3	4	5	6	7
1. Using Internet, Computerization, Communication tools, in Information and coordinating for other activities./Menggunakan internet/komputerisasi/pemrograman di dalam pembagian informasi dan koordinasi di dalam proses pengiriman dengan pihak yang terkait							
2. Using computerized data base/Menggunakan pengaturan pemrograman computer dalam pengelolaan data base							
3. Using customer service supported by automatic answer machine /Menggunakan dukungan customer service di dalam pembagian informasi dan koordinasi							
4. Do Research and Development in Information Sharing and Coordinating/Melakukan penelitian dan pengembangan dalam kegiatan pembagian informasi dan koordinasi							
5. Doing new method out of above method/Melakukan metode baru selain cara di atas							

D. ENVIRONMENT/LINGKUNGAN

How far have you emphasized the following factors in environment in the last *FIVE (5) years*?

<i>Competitive Environment items/Lingkungan kompetisi</i>	SCALE/SKALA						
	Very low	←----- -----→					Very high
		Semakin Rendah---Semakin Tinggi					
	1	2	3	4	5	6	7

Hostility :

1. Unfavorability of demographic changes/Perubahan struktur kependudukan yang merugikan perusahaan
2. Rate of obsolescence in product technology/Tingkat umur kekunoan(tidak dipakai lagi) akan teknologi produk
3. Unfavorability of governmental regulations/Regulasi pemerintah yang merugikan perusahaan
4. Unfavorability of market conditions/Kondisi pasar yang merugikan perusahaan

E. EXPERIENCES

How long have you been experienced in exporting (including employment experience with other company and/or doing own business)?years./Berapa lama anda berpengalaman dalam kegiatan ekspor?

F. PRODUCT LINES

F.1. Indicate the MAIN activity of your enterprise (*√ ONE only*)./Indikasikan sector usaha yang digeluti oleh perusahaan anda ?

- Food/Makanan
 Drinks/Minuman
 Textiles
 Clothing
 Wood- based industry

Specify the type of products (as shirt, chair, etc):/Mohon jelaskan spesifikasinya (sebagai contoh : pakaian, mebel, kerajinan kulit, dsb).

F.2. How many product lines that you produce?/Berapa jenis produk yang di produksi oleh perusahaan anda?

G.FIRM SIZE

G.1. How many workers do you have (excluding yourself)?/Berapa jumlah tenaga kerja yang dimiliki?

Worker/Pekerja	Number of persons/Jumlah
1) Full-time/Tetap	
2) Part-time/Paruh waktu	
Total	

G.2. How much is the net asset excluding building and land of this enterprise./Berapa jumlah asset bersih yang di miliki perusahaan anda tidak termasuk gedung dan tanah?

Rp.

H. DISTRIBUTION CHANNEL PERFORMANCE

H.1. Indicate your present enterprise performance *compared to your closest competitors* in the same industry by using the scale below (ONE ✓ only for each item)./ Bagaimana anda mengindikasikan kinerja perusahaan anda dibandingkan dengan perusahaan pesaing yg terdekat di dalam industry yang sama dengan menggunakan skala di bawah ini :

Items	<div style="border: 1px solid black; padding: 5px; background-color: #f0f0f0;"> EFFECTIVENESS PERFORMANCE AS COMPARED WITH THE CLOSEST COMPETITORS Rendah/Low <----- -----> High/Tinggi </div>
	1 2 3 4 5 6 7
1.Faster time to market/Kecepatan ke segmen pasar yang sama	
2.Degree of good not damages in market/Tingkat barang tidak rusak	
3.Punctuality time/Ketepatan pengiriman	
4.Cost efficiency/Efficiency biaya pengiriman	
5.Expense efficiency in labor cost/Efisiensi biaya tenaga kerja	
6.Expense efficiency in tax/Efisiensi biaya pajak	

H. FIRM PERFORMANCE

I.1. Economic Performance/Kinerja Ekonomi

Indicate your present enterprise performance *compared to your closest competitors* in the same industry by using the scale below (ONE \surd only for each item)./ Bagaimana anda mengindikasikan kinerja perusahaan anda dibandingkan dengan pesaing anda yg terdekat di dalam industry yang sama dengan menggunakan skala di bawah ini :

Items

ECONOMIC PERFORMANCE AS COMPARED WITH THE CLOSEST COMPETITORS						
Low <-----			----->			
			High			
1	2	3	4	5	6	7

- 1.Export Sales Volume/Volume penjualan ekspor
- 2.Profitability/Profitabilitas atau tingkat keuntungan
- 3.Intensity of export/Intensitas penjualan ekspor

List of respondents

<i>No</i>	<i>Companies</i>	<i>Age of company (years)</i>	<i>Number of permanent and Non permanent employees</i>	<i>Net asset (Rp)</i>
1	Joko Tole	18	10	60,000,000.00
2	Eka Jati	1	20	50,000,000.00
3	Ginangjar Jati	9	16	50,000,000.00
4	Agus Sangkar	10	15	100,000,000.00
5	Kresna	12	25	250,000,000.00
6	Andri Solubis	7	9	500,000,000.00
7	Sumber Jaya	13	35	250,000,000.00
8	Jogja Home Industri	3	6	30,000,000.00
9	Megantara sejahtera	7	25	150,000,000.00
10	Ika Jati	10	32	500,000,000.00
11	Kresna Jaya	3	6	250,000,000.00
12	Mutiara	15	18	70,000,000.00
13	Jogja Gazebo	2	27	50,000,000.00
14	Surakarya	26	60	20,000,000.00
15	Eka Jaya	10	9	50,000,000.00
16	Tropical	7	40	70,000,000.00
17	Indor Design	8	14	75,000,000.00
18	Indo Putra Sarana	10	32	350,000,000.00
19	Lindu Prasekti	11	7	600,000,000.00
20	Rizky	2	17	50,000,000.00
21	Mooya	10	32	400,000,000.00
22	Barajaya	9	24	60,000,000.00
23	Guna Darma Furnitur	1	22	150,000,000.00
24	Pendowo Art	3	15	150,000,000.00
25	Sirindo Bangkit	9	12	60,000,000.00
26	Sumekar	10	7	40,000,000.00
27	Pandu Gallery	23	24	45,000,000.00
28	Kraton	10	15	200,000,000.00
29	Java	3	20	50,000,000.00
30	Kandang Art Craft	13	24	250,000,000.00
31	Palem Craft Jogja	10	37	500,000,000.00
32	Ponidi Ceramic	3	15	700,000,000.00
33	Berkat Jaya Sejahtera	10	15	620,000,000.00
34	Wooden Jogja Craft 1	8	30	450,000,000.00
35	Trashion Jogja	8	16	22,000,000.00
36	Yogyakarta Perak	24	61	420,000,000.00
37	Apikri	13	32	516,711,650.00

38	Dewaruci	10	32	900,000,000.00
39	Ika Jati	3	6	500,000,000.00
40	Kresna Jaya	15	18	250,000,000.00
41	Mutiara	2	27	70,000,000.00
42	Jogja Gazebo	26	60	50,000,000.00
43	Surakarya	10	9	20,000,000.00
44	Eka Jaya	7	40	50,000,000.00
45	Tropical	8	14	70,000,000.00
46	Indor Design	18	10	75,000,000.00
47	Joko	1	20	60,000,000.00
48	Karya Manunggal	9	16	50,000,000.00
49	Ginanjari jati	10	15	50,000,000.00
50	Barokah	12	25	100,000,000.00
51	Edward leather	7	9	250,000,000.00
52	Avis	13	35	500,000,000.00
53	Susmirah	3	6	250,000,000.00
54	Gambang Emas	13	32	900,000,000.00
55	Bimo Kurdo	13	24	900,000,000.00
56	Kandang Art Craft	10	37	250,000,000.00
57	Palem Craft Jogja	12	9	500,000,000.00
58	Biass Handicraft	11	27	200,000,000.00
59	Ponidi Ceramic	10	20	700,000,000.00
60	Cahyo	10	15	600,000,000.00
61	Berkat Jaya Sejahtera	3	30	620,000,000.00
62	Natural Jogja Craft 2	10	11	450,000,000.00
63	Trashion Jogja	8	30	22,000,000.00
64	Yogyakarta Perak	8	16	420,000,000.00
65	Apikri	24	61	516,711,650.00
66	Dewaruci	13	32	900,000,000.00
67	Dwi Karya Mandir	5	8	80,000,000.00
68	Batik Nakula Sadewa	14	60	350,000,000.00
69	Jolo Sutro Batik	12	7	330,500,000.00
70	Kipas Seni	11	25	300,000,000.00
71	Interiorindo	11	26	700,000,000.00
72	Santos Craft	9	13	150,000,000.00
73	Iluviz Production	2	22	800,000,000.00
74	Jogja Nature	8	24	100,000,000.00
75	Javanese Craft	11	14	500,000,000.00
76	Ardia Batik	12	12	250,000,000.00
77	Mekar Priscyllia	12	4	200,000,000.00
78	Pras Lamp Shade	5	20	150,000,000.00
79	Siji Life Style	4	11	47,370,000.00
80	Asto Craft	6	50	325,000,000.00

81	Etidna Gemstones	5	7	50,000,000.00
82	Cikka Handycraft	20	17	250,000,000.00
83	Batik Asli Bu Karti	10	15	250,000,000.00
84	Mataram Indah	7	22	300,000,000.00
85	Pari Radja	10	20	425,000,000.00
86	KUB Batik Sekar Ked	25	30	500,000,000.00
87	Maharani Craft	15	45	250,000,000.00
88	Ayya Komunika	9	20	150,000,000.00
89	Kedhaton	5	20	150,000,000.00
90	Batik Girisari	20	20	200,000,000.00
91	Bima Sakti	25	30	600,000,000.00
92	Batik Giriloyo	4	12	80,000,000.00
93	Berkah Lestari	14	50	350,000,000.00
94	Deni Gallery	7	25	250,000,000.00
95	Selly Kusuma	10	25	200,000,000.00
96	Kusumo	3	15	100,000,000.00
97	Erry Craft	16	11	50,000,000.00
98	Timboel Furindo	8	10	155,000,000.00
99	Kumala Jati	10	12	600,000,000.00
100	Turonggo Craft	11	8	600,000,000.00
101	Batik Agus	20	31	350,000,000.00
102	Daldiri	25	30	500,000,000.00
103	Kajeng	15	45	250,000,000.00
104	Wira Jaya	9	20	150,000,000.00
105	Dwi Sakti	5	20	150,000,000.00
106	Wijaya	20	20	200,000,000.00
107	Knit Craft	25	30	600,000,000.00
108	Fortuna Craft	4	12	80,000,000.00
109	Intan Gallery	14	50	350,000,000.00
110	Suratitem	7	25	250,000,000.00
111	Susmirah	12	4	200,000,000.00
112	Classic Leather	5	20	150,000,000.00
113	Ana T-Shirt	4	11	47,370,000.00
114	Dian Handicraft	6	50	325,000,000.00
115	Karya Manunggal Bam	5	7	50,000,000.00
116	Graha Craft	20	17	250,000,000.00
117	Batik Asli Bu Karti	10	15	250,000,000.00
118	Wawan Kulit	7	22	300,000,000.00
119	Barokah	25	30	500,000,000.00
120	Komunika Ayya	9	20	150,000,000.00

Results

1. Reliability test

1.1. Innovation in assortment

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.908	5

1.2. Innovation in order handling

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.968	5

1.3. Innovation in product and distribution scheduling

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.979	5

1.4. Innovation in information sharing

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.971	5

1.5. Innovation in inventory

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.933	5

1.6. Innovation in packaging

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.927	5

1.7. Innovation in transportation coordination

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.948	5

a. Listwise deletion based on all variables in the procedure.

1.8. Innovation in warehousing and finished product handling

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.883	5

a. Listwise deletion based on all variables in the procedure.

1.9. Innovation in acquisition

Reliability Statistics

Cronbach's Alpha	N of Items
.921	7

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

1.10. Distribution effectiveness

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.850	2

1.11. Distribution efficiency

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.858	3

1.12. Firm performance economic

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.841	3

2. Validity

2.1. Innovation in assortment

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	699.407
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Assortment_1	.938
In_Assortment_2	.911
In_Assortment_3	.916
In_Assortment_4	.881
In_Assortment_5	.703

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.820	76.396	76.396	3.820	76.396	76.396
2	.892	17.848	94.244			
3	.120	2.409	96.653			
4	.115	2.301	98.954			
5	.052	1.046	100.000			

Extraction Method: Principal Component Analysis.

2.2. Innovation in order handling

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	1116.087
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Order_1	.967
In_Order_2	.956
In_Order_3	.951
In_Order_4	.923
In_Order_5	.910

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.436	88.711	88.711	4.436	88.711	88.711
2	.449	8.971	97.682			
3	.068	1.366	99.047			
4	.031	.629	99.677			
5	.016	.323	100.000			

Extraction Method: Principal Component Analysis.

2.3. Innovation in product and distribution scheduling

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	1153.660
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Scheduling_1	.970
In_Scheduling_2	.964
In_Scheduling_3	.973
In_Scheduling_4	.962
In_Scheduling_5	.939

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

2.4. Innovation in information sharing

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	908.333
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Info_Sharing_1	.951
In_Info_Sharing_2	.976
In_Info_Sharing_3	.945
In_Info_Sharing_4	.969
In_Info_Sharing_5	.901

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.502	90.042	90.042	4.502	90.042	90.042
2	.254	5.081	95.123			
3	.140	2.794	97.917			
4	.064	1.277	99.194			
5	.040	.806	100.000			

Extraction Method: Principal Component Analysis.

2.5. Innovation in inventory

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.846
Bartlett's Test of Sphericity	Approx. Chi-Square	586.429
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Inventory_1	.927
In_Inventory_2	.917
In_Inventory_3	.888
In_Inventory_4	.916
In_Inventory_5	.837

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.029	80.574	80.574	4.029	80.574	80.574
2	.471	9.430	90.003			
3	.255	5.093	95.096			
4	.162	3.242	98.338			
5	.083	1.662	100.000			

Extraction Method: Principal Component Analysis.

2.6. Innovation in packaging

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.775
Bartlett's Test of Sphericity	Approx. Chi-Square	606.147
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Packaging_1	.844
In_Packaging_2	.904
In_Packaging_3	.825
In_Packaging_4	.930
In_Packaging_5	.900

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.885	77.698	77.698	3.885	77.698	77.698
2	.592	11.849	89.547			
3	.353	7.052	96.599			
4	.106	2.125	98.724			
5	.064	1.276	100.000			

Extraction Method: Principal Component Analysis.

2.7. Innovation in transportation and coordination

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.822
Bartlett's Test of Sphericity	Approx. Chi-Square	856.532
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Trans_1	.849
In_Trans_2	.943
In_Trans_3	.938
In_Trans_4	.964
In_Trans_5	.877

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.187	83.735	83.735	4.187	83.735	83.735
2	.438	8.762	92.497			
3	.275	5.499	97.996			
4	.085	1.706	99.702			
5	.015	.298	100.000			

Extraction Method: Principal Component Analysis.

2.8. Innovation in warehousing

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.686
Bartlett's Test of Sphericity	Approx. Chi-Square	433.342
	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
In_Warehousing_2	.818
In_Warehousing_3	.757
In_Warehousing_5	.759
In_Warehousing_7	.924
In_Warehousing_8	.864

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.417	68.335	68.335	3.417	68.335	68.335
2	.812	16.237	84.572			
3	.446	8.914	93.486			
4	.246	4.919	98.406			
5	.080	1.594	100.000			

Extraction Method: Principal Component Analysis.

2.9. Innovation in acquisition

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Approx. Chi-Square		810.265
Bartlett's Test of Sphericity	df	21
	Sig.	.000

Communalities

	Initial	Extraction
In_Acquisition_1	1.000	.750
In_Acquisition_2	1.000	.828
In_Acquisition_3	1.000	.811
In_Acquisition_4	1.000	.240
In_Acquisition_5	1.000	.684
In_Acquisition_6	1.000	.787
In_Acquisition_7	1.000	.720

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
In_Acquisition_1	.866
In_Acquisition_2	.910
In_Acquisition_3	.901
In_Acquisition_4	.490
In_Acquisition_5	.827
In_Acquisition_6	.887
In_Acquisition_7	.849

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.821	68.868	68.868	4.821	68.868	68.868
2	.952	13.603	82.472			
3	.607	8.678	91.150			
4	.285	4.078	95.228			
5	.166	2.367	97.594			
6	.096	1.371	98.966			
7	.072	1.034	100.000			

Extraction Method: Principal Component Analysis.

2.10 Distribution Effectiveness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.505
Bartlett's Test of Sphericity	Approx. Chi-Square	94.220
	df	1
	Sig.	.000

Communalities

	Initial	Extraction
Dist_Effect_1	1.000	.871
Dist_Eff_4	1.000	.871

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Dist_Effect_1	.933
Dist_Eff_4	.933

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

2.11. Distribution efficiency

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	181.482
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Dist_efficiency_5	1.000	.841
Dist_efficiency_6	1.000	.821
Dist_Efficiency_7	1.000	.700

Extraction Method: Principal Component Analysis.

2.12. Hostility environment

Communalities

	Initial	Extraction
Env_Host_5	1.000	.649
Env_Host_6	1.000	.513
Env_Host_7	1.000	.769
Env_Host_8	1.000	.773

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Env_Host_5	.805
Env_Host_6	.716
Env_Host_7	.877
Env_Host_8	.879

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

2.13. Economic Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.712
Bartlett's Test of Sphericity	Approx. Chi-Square	149.451
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Exp_Economic_5	1.000	.802
Exp_Economic_6	1.000	.697
Exp_Economic_7	1.000	.784

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Exp_Economic_5	.896
Exp_Economic_6	.835
Exp_Economic_7	.885

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

3. Discriminant Validity

Communalities

	Initial	Extraction
Innovation_in_Forecasting_order_handling	1.000	.751
Innovation_in_Inventory	1.000	.681
Innovation_in_Product_n_Distribution_Scheduling	1.000	.540
Innovation_in_Acquisition	1.000	.403
Innovation_in_Warehousing_n_Material_Handling	1.000	.448
Innovation_in_Packaging	1.000	.671
Innovation_in_Transportation_Coordination	1.000	.463
Innovation_in_Information_Sharing_n_Coordination	1.000	.628

Extraction Method: Principal Component Analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.805
Bartlett's Test of Sphericity	Approx. Chi-Square	278.125
	df	28
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.624	92.473	92.473	4.624	92.473	92.473
2	.262	5.248	97.720			
3	.063	1.253	98.973			
4	.027	.533	99.506			
5	.025	.494	100.000			

Extraction Method: Principal Component Analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.720
Bartlett's Test of Sphericity	Approx. Chi-Square	234.455
	Df	6
	Sig.	.000

Communalities

	Initial	Extraction
Innovation_in_Forecasting_order_handling	1.000	.751
Innovation_in_Inventory	1.000	.681
Innovation_in_Product_n_Distribution_Scheduling	1.000	.540
Innovation_in_Acquitition	1.000	.403
Innovation_in_Warehousing_n_Material_Handling	1.000	.448
Innovation_in_Packaging	1.000	.671
Innovation_in_Transportation_Coordination	1.000	.463
Innovation_in_Information_Sharing_n_Coordination	1.000	.628

Extraction Method: Principal Component Analysis.

4. Normality

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
						c	r	c	r
Firm_Size_Asset	120	20,000,000	9.E8	2.81E8	2.265E8	.945	.221	.204	.438
Age_of_Company	120	1	26	10.53	6.107	.893	.221	.494	.438
Sector	120	1	2	1.48	.502	.068	.221	-2.030	.438
Competitive_Environment_Hostility	120	5	25	14.69	4.256	.013	.221	-.208	.438
Innovation_Assortment	120	5	30	11.53	7.580	.683	.221	-.836	.438
Innovation_in_Forecasting_order_handling	120	5	35	14.90	9.516	.238	.221	-1.337	.438
Innovation_in_Product_n_Distribution_Scheduling	120	5	35	11.48	8.554	.907	.221	-.502	.438
Innovation_in_Information_Sharing_n_Coordination	120	5	35	12.70	9.698	.839	.221	-.636	.438
Innovation_in_Inventory	120	5	29	10.71	7.503	1.068	.221	-.125	.438
Innovation_in_Packaging	120	5	35	14.63	7.840	.232	.221	-.884	.438
Innovation_in_Transportation_Coordination	120	5	31	10.26	8.250	1.235	.221	.048	.438
Innovation_in_Warehousing_n_Material_Handling	120	5	31	14.37	7.378	.203	.221	-.830	.438
Innovation_in_Acquisition	120	7	47	20.89	10.949	.215	.221	-.758	.438
Valid N (listwise)	120								

5. Correlation among variables

Descriptive Statistics

	Mean	Std. Deviation	N
Firm_Size_Asset	2.81E8	2.265E8	120
Age_of_Company	10.53	6.107	120
Sector	1.48	.502	120
Competitive_Environment_Hostility	14.69	4.256	120
Innovation_Assortment	11.53	7.580	120
Innovation_in_Forecasting_order_handling	14.90	9.516	120
Innovation_in_Product_n_Distribution_Scheduling	11.48	8.554	120
Innovation_in_Information_Sharing_n_Coordination	12.70	9.698	120
Innovation_in_Inventory	10.71	7.503	120
Innovation_in_Packaging	14.63	7.840	120
Innovation_in_Transportation_Coordination	10.26	8.250	120
Innovation_in_Warehousing_n_Material_Handling	14.38	7.378	120
Innovation_in_Acquisition	20.89	10.949	120
Distribution_Effectiveness	10.28	1.945	120
Distribution_Efficiency	12.21	2.947	120
Export_Performance_Economic	13.57	3.191	120
Export_Performance_Non_Economic	14.72	3.223	120

Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Firm_Size_Asset	1	.221*	-.163	.232*	.102	-.199*	-.075	.150	.122	.201*	-.040	.018	-	.297**	.053	.244**	.172
	120	.015	.076	.011	.266	.029	.414	.103	.186	.028	.662	.843	.008	.001	.567	.007	.060
Company age	.221*	1	-.149	.004	.041	-.033	-	-.152	-.139	-.079	-.091	-.030	.049	.135	-.107	-.050	-.001
	.015	.104	.962	.656	.722	.004	.097	.131	.389	.323	.742	.592	.143	.245	.585	.988	
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Sector	-.163	-.149	1	-.052	-.139	.015	-.121	-.146	-.181*	-.069	-.095	-.011	-.125	-.150	-.160	-.057	-.164
	.076	.104	.576	.130	.867	.186	.111	.048	.455	.300	.907	.174	.102	.082	.536	.073	
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Hostility	.232*	.004	-.052	1	.143	-.075	.163	.044	.373**	.397**	.220*	.187*	.120	.051	.347**	.051	.161
	.011	.962	.576	.119	.417	.075	.637	.000	.000	.016	.041	.191	.578	.000	.582	.078	
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Assortment	.102	.041	-.139	.143	1	.186*	.416**	.393**	.374**	.485**	.405**	.307**	.359**	.339**	.240**	.322**	.337**
	.266	.656	.130	.119	.042	.000	.000	.000	.000	.000	.001	.000	.000	.008	.000	.000	
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Order handling	-.199*	-.033	.015	-.075	.186*	1	.345**	.506**	.116	.193*	.316**	.336**	.277**	.193*	.064	.127	.178
	.029	.722	.867	.417	.042	.000	.000	.206	.034	.000	.000	.000	.002	.035	.490	.166	.052
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Scheduling	-.075	-	-.121	.163	.416**	.345**	1	.528**	.447**	.423**	.447**	.289**	.355**	.177	.346**	.166	.306**
	.414	.004	.186	.075	.000	.000	.000	.000	.000	.000	.000	.001	.000	.054	.000	.069	.001
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Information sharing	.150	-.152	-.146	.044	.393**	.506**	.528**	1	.439**	.373**	.370**	.315**	.368**	.420**	.422**	.374**	.345**
	.103	.097	.111	.637	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Inventory	.122	-.139	-.181*	.373**	.374**	.116	.447**	.439**	1	.493**	.353**	.407**	.359**	.277**	.335**	.114	.311**
	.186	.131	.048	.000	.000	.206	.000	.000	.000	.000	.000	.000	.000	.002	.000	.215	.001
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Packaging	.201*	-.079	-.069	.397**	.485**	.193*	.423**	.373**	.493**	1	.401**	.463**	.184*	.243**	.293**	.268**	.309**
	.028	.389	.455	.000	.000	.034	.000	.000	.000	.000	.000	.000	.044	.008	.001	.003	.001
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Transportation_Coordination	-.040	-.091	-.095	.220*	.405**	.316**	.447**	.370**	.353**	.401**	1	.316**	.413**	.349**	.386**	.274**	.306**
	.662	.323	.300	.016	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.001	.001
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Warehousing_Material_Handling	.018	-.030	-.011	.187*	.307**	.336**	.289**	.315**	.407**	.463**	.316**	1	.343**	.257**	.394**	.154	.218*
	.843	.742	.907	.041	.001	.000	.001	.000	.000	.000	.000	.000	.000	.005	.000	.094	.017
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Acquisition	-	.049	-.125	.120	.359**	.277**	.355**	.368**	.359**	.184*	.413**	.343**	1	.309**	.281**	-.006	.136
	.008	.592	.174	.191	.000	.002	.000	.000	.000	.044	.000	.000	.000	.001	.002	.945	.139
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Distribution_Effectiveness	.297**	.135	-.150	.051	.339**	.193*	.177	.420**	.277**	.243**	.349**	.257**	.309**	1	.309**	.597**	.467**
	.001	.143	.102	.578	.000	.035	.054	.000	.002	.008	.000	.005	.001	.001	.000	.000	.000
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Distribution_Efficiency	.053	-.107	-.160	.347**	.240**	.064	.346**	.422**	.335**	.293**	.386**	.394**	.281**	.309**	1	.353**	.340**
	.567	.245	.082	.000	.008	.490	.000	.000	.000	.001	.000	.000	.002	.001	.000	.000	.000
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Export_Performance_Economic	.244**	-.050	-.057	.051	.322**	.127	.166	.374**	.114	.268**	.274**	.154	-.006	.597**	.353**	1	.787**
	.007	.585	.536	.582	.000	.166	.069	.000	.215	.003	.002	.094	.945	.000	.000	.000	.000
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Export_Performance_Non_Economic	.172	-.001	-.164	.161	.337**	.178	.306**	.345**	.311**	.309**	.306**	.218*	.136	.467**	.340**	.787**	1
	.060	.988	.073	.078	.000	.052	.001	.000	.001	.001	.001	.017	.139	.000	.000	.000	.000
	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

6. Simple regression

6.1. Innovation in assortment and distribution effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339 ^a	.115	.107	1.838

a. Predictors: (Constant), Innovation_Assortment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.751	1	51.751	15.320	.000 ^a
	Residual	398.616	118	3.378		
	Total	450.367	119			

a. Predictors: (Constant), Innovation_Assortment

b. Dependent Variable: Distribution_Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.280	.306		30.290	.000
	Innovation_Assortment	.087	.022	.339	3.914	.000

a. Dependent Variable: Distribution_Effectiveness

6.2. Innovation in assortment and distribution efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.240 ^a	.058	.050	2.873

a. Predictors: (Constant), Innovation_Assortment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.652	1	59.652	7.226	.008 ^a
	Residual	974.139	118	8.255		
	Total	1033.792	119			

a. Predictors: (Constant), Innovation_Assortment

b. Dependent Variable: Distribution_Efficiency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.131	.479		23.241	.000
	Innovation_Assortment	.093	.035	.240	2.688	.008

a. Dependent Variable: Distribution_Efficiency

6.3. Innovation in order handling and distribution effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 ^a	.037	.029	1.917

a. Predictors: (Constant), Innovation_in_Forecasting_order_handling

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.792	1	16.792	4.570	.035 ^a
	Residual	433.575	118	3.674		
	Total	450.367	119			

a. Predictors: (Constant), Innovation_in_Forecasting_order_handling

b. Dependent Variable: Distribution_Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.695	.326		29.734	.000
	Innovation_in_Forecasting_order_handling	.039	.018	.193	2.138	.035

a. Dependent Variable: Distribution_Effectiveness

6.4. Innovation in order handling and distribution efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.064 ^a	.004	-.004	2.954

a. Predictors: (Constant), Innovation_in_Forecasting_order_handling

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.190	1	4.190	.480	.490 ^a
	Residual	1029.602	118	8.725		
	Total	1033.792	119			

a. Predictors: (Constant), Innovation_in_Forecasting_order_handling

b. Dependent Variable: Distribution_Efficiency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.915	.502		23.713	.000
	Innovation_in_Forecasting_order_handling	.020	.028	.064	.693	.490

a. Dependent Variable: Distribution_Efficiency

6.5. Distribution effectiveness and economic performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.351	2.571

a. Predictors: (Constant), Distribution_Effectiveness

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	431.306	1	431.306	65.235	.000 ^a
	Residual	780.161	118	6.612		
	Total	1211.467	119			

a. Predictors: (Constant), Distribution_Effectiveness

b. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.503	1.268		2.763	.007
	Distribution_Effectiveness	.979	.121	.597	8.077	.000

a. Dependent Variable: Export_Performance_Economic

6.6. Distribution efficiency and economic firm performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 ^a	.124	.117	2.998

a. Predictors: (Constant), Distribution_Efficiency

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.798	1	150.798	16.776	.000 ^a
	Residual	1060.669	118	8.989		
	Total	1211.467	119			

a. Predictors: (Constant), Distribution_Efficiency

b. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.904	1.171		7.605	.000
	Distribution_Efficiency	.382	.093	.353	4.096	.000

a. Dependent Variable: Export_Performance_Economic

7. Multiple regression

7.1. Logistic and effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 ^a	.260	.214	1.725

a. Predictors: (Constant), Innovation_in_Acquition, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.990	7	16.713	5.615	.000 ^a
	Residual	333.377	112	2.977		
	Total	450.367	119			

a. Predictors: (Constant), Innovation_in_Acquition, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling

b. Dependent Variable: Distribution_Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.460	.438		19.323	.000
	Innovation_in_Product_n_Distribution_Scheduling	-.046	.024	-.200	-1.902	.060
	Innovation_in_Information_Sharing_n_Coordination	.070	.020	.348	3.417	.001
	Innovation_in_Inventory	.014	.027	.056	.536	.593
	Innovation_in_Packaging	.010	.026	.038	.365	.716
	Innovation_in_Transportation_Coordination	.049	.023	.207	2.083	.040
	Innovation_in_Warehousing_n_Material_Handling	.015	.026	.059	.602	.548
	Innovation_in_Acquisition	.021	.017	.119	1.232	.221

a. Dependent Variable: Distribution_Effectiveness

7.2. Logistic and efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.295	.251	2.551

a. Predictors: (Constant), Innovation_in_Acquition, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	304.843	7	43.549	6.691	.000 ^a
	Residual	728.949	112	6.508		
	Total	1033.792	119			

a. Predictors: (Constant), Innovation_in_Acquition, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling

b. Dependent Variable: Distribution_Efficiency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.963	.647		13.845	.000
	Innovation_in_Product_n_Dis tribution_Scheduling	.019	.035	.055	.533	.595
	Innovation_in_Information_S haring_n_Coordination	.071	.030	.234	2.350	.021
	Innovation_in_Inventory	.024	.040	.060	.597	.552
	Innovation_in_Packaging	-.012	.039	-.032	-.312	.755
	Innovation_in_Transportation _Coordination	.069	.035	.193	1.993	.049
	Innovation_in_Warehousing_ n_Material_Handling	.093	.038	.233	2.453	.016
	Innovation_in_Acquitition	8.167E-5	.025	.000	.003	.997

a. Dependent Variable: Distribution_Efficiency

8. Hierarchical regression

8.1. Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.268 ^a	.072	.040	3.127	.072	2.227	4	115	.070
2	.405 ^b	.164	.127	2.981	.092	12.514	1	114	.001
3	.421 ^c	.177	.134	2.970	.014	1.889	1	113	.172
4	.530 ^d	.281	.193	2.866	.104	2.184	7	106	.041
5	.703 ^e	.494	.426	2.417	.213	44.123	1	105	.000

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Distribution_Effectiveness

ANOVA^f

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.102	4	21.776	2.227	.070 ^a
	Residual	1124.364	115	9.777		
	Total	1211.467	119			
2	Regression	198.317	5	39.663	4.463	.001 ^b
	Residual	1013.149	114	8.887		
	Total	1211.467	119			
3	Regression	214.972	6	35.829	4.063	.001 ^c
	Residual	996.495	113	8.819		
	Total	1211.467	119			
4	Regression	340.557	13	26.197	3.188	.000 ^d
	Residual	870.909	106	8.216		
	Total	1211.467	119			
5	Regression	598.247	14	42.732	7.317	.000 ^e
	Residual	613.220	105	5.840		
	Total	1211.467	119			

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Distribution_Effectiveness

f. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.569	1.513		8.969	.000
Firm_Size_Asset	3.758E-9	.000	.267	2.790	.006
Age_of_Company	-.060	.049	-.114	1.227	.222
Sector	-.199	.583	-.031	-.341	.734
Competitive_Environment_Hostility	-.009	.069	-.012	-.133	.895
2 (Constant)	12.216	1.492		8.187	.000
Firm_Size_Asset	3.535E-9	.000	.251	2.750	.007
Age_of_Company	-.061	.046	-.117	1.325	.188
Sector	.042	.560	.007	.076	.940
Competitive_Environment_Hostility	-.038	.067	-.051	-.573	.567
Innovation_Assortment	.130	.037	.309	3.538	.001
3 (Constant)	11.570	1.559		7.421	.000
Firm_Size_Asset	3.895E-9	.000	.276	2.980	.004
Age_of_Company	-.062	.046	-.118	1.339	.183
Sector	.035	.558	.005	.063	.950
Competitive_Environment_Hostility	-.033	.066	-.044	-.496	.621
Innovation_Assortment	.119	.038	.283	3.170	.002
Innovation_in_Forecasting_order_handling	.041	.030	.123	1.374	.172
4 (Constant)	11.943	1.569		7.614	.000
Firm_Size_Asset	1.773E-9	.000	.126	1.208	.230
Age_of_Company	-.022	.049	-.042	-.448	.655
Sector	.023	.554	.004	.042	.967
Competitive_Environment_Hostility	-.011	.073	-.015	-.150	.881
Innovation_Assortment	.091	.044	.217	2.070	.041
Innovation_in_Forecasting_order_handling	-.024	.036	-.071	-.653	.515
Innovation_in_Product_n_Distribution_Scheduling	-.034	.042	-.091	-.806	.422
Innovation_in_Information_Sharing_n_Coordination	.122	.041	.371	2.972	.004
Innovation_in_Inventory	-.063	.048	-.149	1.323	.189
Innovation_in_Packaging	.021	.047	.052	.449	.654
Innovation_in_Transportation_Coordination	.082	.040	.211	2.058	.042

Innovation_in_Warehousing_n_Material_Handling	.024	.044	.057	.554	.581
Innovation_in_Acquittion	-.057	.032	-.197	-	.072
				1.815	
5 (Constant)	4.362	1.747		2.497	.014
Firm_Size_Asset	-7.133E-10	.000	-.051	-.552	.582
Age_of_Company	-.047	.042	-.090	-	.260
				1.132	
Sector	.059	.467	.009	.126	.900
Competitive_Environment_Hostility	.039	.062	.051	.620	.537
Innovation_Assortment	.068	.037	.160	1.809	.073
Innovation_in_Forecasting_order_handling	-.027	.031	-.080	-.874	.384
Innovation_in_Product_n_Distribution_Scheduling	-.008	.036	-.022	-.227	.821
Innovation_in_Information_Sharing_n_Coordination	.079	.035	.240	2.240	.027
Innovation_in_Inventory	-.076	.040	-.180	-	.061
				1.895	
Innovation_in_Packaging	.028	.040	.068	.688	.493
Innovation_in_Transportation_Coordination	.034	.034	.088	.998	.321
Innovation_in_Warehousing_n_Material_Handling	.009	.037	.021	.239	.811
Innovation_in_Acquittion	-.089	.027	-.305	-	.001
				3.283	
Distribution_Effectiveness	.948	.143	.578	6.643	.000

a. Dependent Variable: Export_Performance_Economic

Excluded Variables^e

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Innovation_Assortment	.309 ^a	3.538	.001	.315	.959
	Innovation_in_Forecasting_order_handling	.184 ^a	2.031	.045	.187	.959
	Innovation_in_Product_n_Distribution_Scheduling	.177 ^a	1.860	.065	.172	.874
	Innovation_in_Information_Sharing_n_Coordination	.340 ^a	3.841	.000	.338	.920
	Innovation_in_Inventory	.080 ^a	.801	.425	.075	.805
	Innovation_in_Packaging	.254 ^a	2.623	.010	.239	.816
	Innovation_in_Transportation_Coordination	.296 ^a	3.302	.001	.295	.925
	Innovation_in_Warehousing_n_Material_Handling	.153 ^a	1.684	.095	.156	.964
	Innovation_in_Acquisition	.070 ^a	.729	.468	.068	.873
	Distribution_Effectiveness	.589 ^a	7.589	.000	.579	.898
2	Innovation_in_Forecasting_order_handling	.123 ^b	1.374	.172	.128	.914
	Innovation_in_Product_n_Distribution_Scheduling	.048 ^b	.476	.635	.045	.717
	Innovation_in_Information_Sharing_n_Coordination	.256 ^b	2.718	.008	.248	.782
	Innovation_in_Inventory	-.040 ^b	-.390	.697	-.037	.711
	Innovation_in_Packaging	.124 ^b	1.152	.252	.108	.634
	Innovation_in_Transportation_Coordination	.204 ^b	2.140	.034	.197	.784
	Innovation_in_Warehousing_n_Material_Handling	.068 ^b	.746	.457	.070	.881
	Innovation_in_Acquisition	-.059 ^b	-.593	.555	-.056	.752
	Distribution_Effectiveness	.542 ^b	6.682	.000	.532	.805
3	Innovation_in_Product_n_Distribution_Scheduling	.006 ^c	.056	.956	.005	.648

Innovation_in_Information_Sharing_n_Coordination	.261 ^c	2.317	.022	.214	.554
Innovation_in_Inventory	-.055 ^c	-.538	.592	-.051	.703
Innovation_in_Packaging	.098 ^c	.895	.373	.084	.608
Innovation_in_Transportation_Coordination	.181 ^c	1.825	.071	.170	.724
Innovation_in_Warehousing_n_Material_Handling	.032 ^c	.330	.742	.031	.792
Innovation_in_Acquisition	-.087 ^c	-.871	.386	-.082	.725
Distribution_Effectiveness	.539 ^c	6.460	.000	.521	.768
4 Distribution_Effectiveness	.578 ^d	6.643	.000	.544	.636

a. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Dependent Variable: Export_Performance_Economic

8.1.1. Control variables and effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.268 ^a	.072	.040	3.127	.072	2.227	4	115	.070
2	.619 ^b	.383	.356	2.560	.312	57.600	1	114	.000

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Distribution_Effectiveness

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.102	4	21.776	2.227	.070 ^a
	Residual	1124.364	115	9.777		
	Total	1211.467	119			
2	Regression	464.512	5	92.902	14.179	.000 ^b
	Residual	746.955	114	6.552		
	Total	1211.467	119			

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Distribution_Effectiveness

c. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.569	1.513		8.969	.000
	Firm_Size_Asset	3.758E-9	.000	.267	2.790	.006
	Age_of_Company	-.060	.049	-.114	-1.227	.222
	Sector	-.199	.583	-.031	-.341	.734
	Competitive_Environment_Hostility	-.009	.069	-.012	-.133	.895
2	(Constant)	3.805	1.786		2.131	.035
	Firm_Size_Asset	1.503E-9	.000	.107	1.317	.191
	Age_of_Company	-.078	.040	-.149	-1.959	.053
	Sector	.168	.480	.026	.349	.728
	Competitive_Environment_Hostility	-.002	.057	-.002	-.029	.977
	Distribution_Effectiveness	.966	.127	.589	7.589	.000

a. Dependent Variable: Export_Performance_Economic

Excluded Variables^b

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Distribution_Effectiveness	.589 ^a	7.589	.000	.579	.898

a. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Dependent Variable: Export_Performance_Economic

8.2. Efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.268 ^a	.072	.040	3.127	.072	2.227	4	115	.070
2	.405 ^b	.164	.127	2.981	.092	12.514	1	114	.001
3	.421 ^c	.177	.134	2.970	.014	1.889	1	113	.172
4	.530 ^d	.281	.193	2.866	.104	2.184	7	106	.041
5	.572 ^e	.327	.238	2.786	.046	7.216	1	105	.008

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Distribution_Efficiency

ANOVA^f

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.102	4	21.776	2.227	.070 ^a
	Residual	1124.364	115	9.777		
	Total	1211.467	119			
2	Regression	198.317	5	39.663	4.463	.001 ^b
	Residual	1013.149	114	8.887		
	Total	1211.467	119			
3	Regression	214.972	6	35.829	4.063	.001 ^c
	Residual	996.495	113	8.819		
	Total	1211.467	119			
4	Regression	340.557	13	26.197	3.188	.000 ^d
	Residual	870.909	106	8.216		
	Total	1211.467	119			
5	Regression	396.562	14	28.326	3.650	.000 ^e
	Residual	814.904	105	7.761		
	Total	1211.467	119			

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination, Distribution_Efficiency

f. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.569	1.513		8.969	.000
	Firm_Size_Asset	3.758E-9	.000	.267	2.790	.006
	Age_of_Company	-.060	.049	-.114	-1.227	.222
	Sector	-.199	.583	-.031	-.341	.734
	Competitive_Environment_Hostility	-.009	.069	-.012	-.133	.895
2	(Constant)	12.216	1.492		8.187	.000
	Firm_Size_Asset	3.535E-9	.000	.251	2.750	.007
	Age_of_Company	-.061	.046	-.117	-1.325	.188
	Sector	.042	.560	.007	.076	.940
	Competitive_Environment_Hostility	-.038	.067	-.051	-.573	.567
	Innovation_Assortment	.130	.037	.309	3.538	.001
3	(Constant)	11.570	1.559		7.421	.000
	Firm_Size_Asset	3.895E-9	.000	.276	2.980	.004
	Age_of_Company	-.062	.046	-.118	-1.339	.183
	Sector	.035	.558	.005	.063	.950
	Competitive_Environment_Hostility	-.033	.066	-.044	-.496	.621
	Innovation_Assortment	.119	.038	.283	3.170	.002
	Innovation_in_Forecasting_order_handling	.041	.030	.123	1.374	.172
4	(Constant)	11.943	1.569		7.614	.000
	Firm_Size_Asset	1.773E-9	.000	.126	1.208	.230
	Age_of_Company	-.022	.049	-.042	-.448	.655
	Sector	.023	.554	.004	.042	.967
	Competitive_Environment_Hostility	-.011	.073	-.015	-.150	.881
	Innovation_Assortment	.091	.044	.217	2.070	.041

	Innovation_in_Forecasting_order_handling	-.024	.036	-.071	-.653	.515
	Innovation_in_Product_n_Distribution_Scheduling	-.034	.042	-.091	-.806	.422
	Innovation_in_Information_Sharing_n_Coordination	.122	.041	.371	2.972	.004
	Innovation_in_Inventory	-.063	.048	-.149	-1.323	.189
	Innovation_in_Packaging	.021	.047	.052	.449	.654
	Innovation_in_Transportation_Coordination	.082	.040	.211	2.058	.042
	Innovation_in_Warehousing_n_Material_Handling	.024	.044	.057	.554	.581
	Innovation_in_Acquittion	-.057	.032	-.197	-1.815	.072
5	(Constant)	9.247	1.825		5.067	.000
	Firm_Size_Asset	2.308E-9	.000	.164	1.603	.112
	Age_of_Company	-.021	.048	-.041	-.445	.657
	Sector	.199	.542	.031	.368	.714
	Competitive_Environment_Hostility	-.076	.075	-.102	-1.016	.312
	Innovation_Assortment	.096	.043	.228	2.236	.027
	Innovation_in_Forecasting_order_handling	.008	.037	.025	.225	.822
	Innovation_in_Product_n_Distribution_Scheduling	-.041	.041	-.110	-1.007	.316
	Innovation_in_Information_Sharing_n_Coordination	.076	.043	.232	1.761	.081
	Innovation_in_Inventory	-.050	.047	-.116	-1.060	.292
	Innovation_in_Packaging	.034	.046	.084	.734	.464
	Innovation_in_Transportation_Coordination	.059	.040	.151	1.478	.142
	Innovation_in_Warehousing_n_Material_Handling	-.017	.046	-.039	-.371	.712
	Innovation_in_Acquittion	-.055	.031	-.187	-1.772	.079
	Distribution_Efficiency	.312	.116	.288	2.686	.008

a. Dependent Variable: Export_Performance_Economic

Excluded Variables^e

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	Innovation_Assortment	.309 ^a	3.538	.001	.315	.959
	Innovation_in_Forecasting_order_handling	.184 ^a	2.031	.045	.187	.959
	Innovation_in_Product_n_Distribution_Scheduling	.177 ^a	1.860	.065	.172	.874
	Innovation_in_Information_Sharing_n_Coordination	.340 ^a	3.841	.000	.338	.920
	Innovation_in_Inventory	.080 ^a	.801	.425	.075	.805
	Innovation_in_Packaging	.254 ^a	2.623	.010	.239	.816
	Innovation_in_Transportation_Coordination	.296 ^a	3.302	.001	.295	.925
	Innovation_in_Warehousing_n_Material_Handling	.153 ^a	1.684	.095	.156	.964
	Innovation_in_Acquisition	.070 ^a	.729	.468	.068	.873
	Distribution_Efficiency	.387 ^a	4.235	.000	.369	.841
2	Innovation_in_Forecasting_order_handling	.123 ^b	1.374	.172	.128	.914
	Innovation_in_Product_n_Distribution_Scheduling	.048 ^b	.476	.635	.045	.717
	Innovation_in_Information_Sharing_n_Coordination	.256 ^b	2.718	.008	.248	.782
	Innovation_in_Inventory	-.040 ^b	-.390	.697	-.037	.711
	Innovation_in_Packaging	.124 ^b	1.152	.252	.108	.634
	Innovation_in_Transportation_Coordination	.204 ^b	2.140	.034	.197	.784
	Innovation_in_Warehousing_n_Material_Handling	.068 ^b	.746	.457	.070	.881
	Innovation_in_Acquisition	-.059 ^b	-.593	.555	-.056	.752
	Distribution_Efficiency	.336 ^b	3.716	.000	.330	.809

3	Innovation_in_Product_n_Distribution_Scheduling	.006 ^c	.056	.956	.005	.648
	Innovation_in_Information_Sharing_n_Coordination	.261 ^c	2.317	.022	.214	.554
	Innovation_in_Inventory	-.055 ^c	-.538	.592	-.051	.703
	Innovation_in_Packaging	.098 ^c	.895	.373	.084	.608
	Innovation_in_Transportation_Coordination	.181 ^c	1.825	.071	.170	.724
	Innovation_in_Warehousing_n_Material_Handling	.032 ^c	.330	.742	.031	.792
	Innovation_in_Acquisition	-.087 ^c	-.871	.386	-.082	.725
	Distribution_Efficiency	.330 ^c	3.656	.000	.326	.807
4	Distribution_Efficiency	.288 ^d	2.686	.008	.254	.557

a. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment

c. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling

d. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Innovation_Assortment, Innovation_in_Forecasting_order_handling, Innovation_in_Warehousing_n_Material_Handling, Innovation_in_Transportation_Coordination, Innovation_in_Acquisition, Innovation_in_Inventory, Innovation_in_Product_n_Distribution_Scheduling, Innovation_in_Packaging, Innovation_in_Information_Sharing_n_Coordination

e. Dependent Variable: Export_Performance_Economic

8.2.1. Control Variables and efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.268 ^a	.072	.040	3.127	.072	2.227	4	115	.070
2	.445 ^b	.198	.163	2.919	.126	17.939	1	114	.000

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.268 ^a	.072	.040	3.127	.072	2.227	4	115	.070
2	.445 ^b	.198	.163	2.919	.126	17.939	1	114	.000

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Distribution_Efficiency

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.102	4	21.776	2.227	.070 ^a
	Residual	1124.364	115	9.777		
	Total	1211.467	119			
2	Regression	239.975	5	47.995	5.632	.000 ^b
	Residual	971.491	114	8.522		
	Total	1211.467	119			

a. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Predictors: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset, Distribution_Efficiency

c. Dependent Variable: Export_Performance_Economic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.569	1.513		8.969	.000
	Firm_Size_Asset	3.758E-9	.000	.267	2.790	.006
	Age_of_Company	-.060	.049	-.114	-1.227	.222
	Sector	-.199	.583	-.031	-.341	.734
	Competitive_Environment_Hostility	-.009	.069	-.012	-.133	.895
2	(Constant)	9.011	1.776		5.075	.000
	Firm_Size_Asset	3.900E-9	.000	.277	3.101	.002
	Age_of_Company	-.034	.046	-.065	-.739	.461
	Sector	.207	.553	.033	.375	.708
	Competitive_Environment_Hostility	-.110	.069	-.146	-1.589	.115
	Distribution_Efficiency	.419	.099	.387	4.235	.000

a. Dependent Variable: Export_Performance_Economic

Excluded Variables^b

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Distribution_Efficiency	.387 ^a	4.235	.000	.369	.841

a. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

Excluded Variables^b

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	Distribution_Efficiency	.387 ^a	4.235	.000	.369	.841

a. Predictors in the Model: (Constant), Competitive_Environment_Hostility, Age_of_Company, Sector, Firm_Size_Asset

b. Dependent Variable: Export_Performance_Economic

9. Frequency

Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2	1,7	1,7	1,7
	6	4	3,3	3,3	5,0
	7	5	4,2	4,2	9,2
	8	2	1,7	1,7	10,8
	9	5	4,2	4,2	15,0
	10	3	2,5	2,5	17,5
	11	4	3,3	3,3	20,8
	12	5	4,2	4,2	25,0
	13	1	,8	,8	25,8
	14	3	2,5	2,5	28,3
	15	10	8,3	8,3	36,7
	16	4	3,3	3,3	40,0
	17	3	2,5	2,5	42,5
	18	2	1,7	1,7	44,2
	20	14	11,7	11,7	55,8
	22	4	3,3	3,3	59,2
	24	5	4,2	4,2	63,3
	25	7	5,8	5,8	69,2
	26	1	,8	,8	70,0
	27	3	2,5	2,5	72,5
	30	8	6,7	6,7	79,2
	31	1	,8	,8	80,0
	32	7	5,8	5,8	85,8
	35	2	1,7	1,7	87,5
	37	2	1,7	1,7	89,2
	40	2	1,7	1,7	90,8
	45	2	1,7	1,7	92,5
	50	4	3,3	3,3	95,8
	60	3	2,5	2,5	98,3
	61	2	1,7	1,7	100,0
Total		120	100,0	100,0	

Firm_Size_Asset

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20,000,000	2	1,7	1,7	1,7
	22,000,000	1	,8	,8	2,5
	30,000,000	1	,8	,8	3,3
	40,000,000	1	,8	,8	4,2
	45,000,000	1	,8	,8	5,0
	47,370,000	2	1,7	1,7	6,7
	50,000,000	13	10,8	10,8	17,5
	60,000,000	4	3,3	3,3	20,8
	70,000,000	4	3,3	3,3	24,2
	75,000,000	2	1,7	1,7	25,8
	80,000,000	3	2,5	2,5	28,3
	100,000,000	4	3,3	3,3	31,7
	150,000,000	11	9,2	9,2	40,8
	155,000,000	1	,8	,8	41,7
	200,000,000	7	5,8	5,8	47,5
	250,000,000	17	14,2	14,2	61,7
	300,000,000	3	2,5	2,5	64,2
	325,000,000	2	1,7	1,7	65,8
	330,500,000	1	,8	,8	66,7
	350,000,000	5	4,2	4,2	70,8
	400,000,000	1	,8	,8	71,7
	420,000,000	2	1,7	1,7	73,3
	425,000,000	2	1,7	1,7	75,0
	450,000,000	2	1,7	1,7	76,7
	500,000,000	10	8,3	8,3	85,0
	516,711,650	2	1,7	1,7	86,7
	600,000,000	6	5,0	5,0	91,7
	620,000,000	2	1,7	1,7	93,3
	700,000,000	3	2,5	2,5	95,8
	800,000,000	1	,8	,8	96,7
	900,000,000	4	3,3	3,3	100,0
Total		120	100,0	100,0	