

Appendix 1

List of Automotive Companies in Klang Valley Region As at 1.1.2004

<u>Names of Company</u>	<u>Franchise Holdings</u>	<u>Country Origins</u>
Automotive Corporation (M)	Isuzu	Japan
BMW Malaysia	BMW	Germany
Cycle & Carriage Automotive	Peugeot	France
Cycle & Carriage Bintang Bhd	Mercedes Benz	Germany
Cycle & Carriage Malaysia	Mazda	Japan
Competitive Supreme	Ssangyong	South Korea
Daihatsu (M)	Daihatsu	Japan
Daimlar Chrysler (M)	Mercedes Benz	Germany
Directional (M)	Citroen	France
Edaran Tan Chong	Nissan	Japan
EON	Proton	Malaysia
Eurokars	Renault	France
Europel	Opel	France
Ford Malaysia	Ford	USA
Honda Malaysia	Honda	Japan
Land Rover (M)	Land Rover	UK
Lion Suzuki	Suzuki	Japan
Milan Auto	Alfa Romeo	Italy
Naza Motor Trading	Kia	South Korea
Oriental Hyundai	Hyundai	South Korea
Perodua Sales	Perodua	Malaysia
Torino	Fiat	Italy
UMW Toyota	Toyota	Japan
Volvo Car Malaysia	Volvo	Sweden

Source: Malaysia Automotive Association, Petaling Jaya

Appendix 2



UNIVERSITY OF MALAYA FACULTY OF BUSINESS AND ACCOUNTANCY

QUESTIONNAIRE FOR THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SURVEY IN THE AUTOMOBILE INDUSTRY

Dear Sir/Madam,

I am currently conducting a study to look into how marketers use various facilities in CRM as a marketing tool to build profitable customer relationship in the automobile industry. This study is undertaken as a part of a research project, which shall be submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration from University of Malaya, Kuala Lumpur. I would be most grateful if you could take about 15 minutes of your valuable time to complete this questionnaire.

Kindly return the completed questionnaire to the sender by 16th March 2004. Enclosed please find a self-addressed and stamped envelope for your use. Alternatively, **please fax via the fax No: 03-77283969.**

This research is entirely an academic exercise hence you can be rest assured that all information provided will be treated with full confidentiality as only the aggregate data will be analysed.

Attached please also find our faculty's letter from Associate Professor Dr. Ainin Sulaiman for your information and reference. Should you have any other queries about this survey, please feel free to contact my supervisor, Professor Dr. Nor Khomar Ishak at telephone no.: 03-79673959 or e-mail: norkhomar@um.edu.my.

Thank you very much.

Yours faithfully,



Cheong Khai Fan
MBA Programme
University of Malaya

Encl:



يوزير هيت مالايا

UNIVERSITY OF MALAYA

27 January 2003

TO WHOM IT MAY CONCERN

This is to certify that **CHEONG KHAI FAN @ KAI PAN**, I/C No. 441114-01-5301 Matric No. **CGA020020** is a student pursuing the Master of Business Administration at the Faculty of Business and Accountancy, University of Malaya, Kuala Lumpur. As part of the requirements of this course, he is required to write a research project under the supervision of **PROF. DR. NOR KHOMAR ISHAK**.

We would be grateful if you could provide him with the necessary assistance and cooperation to enable him to collect the data required for the above purpose.

ASSC. PROF. DR. AMIN SULAIMAN
Director

Students: suzanahms

PERPUSTAKAAN UNIVERSITI MALAYA

QUESTIONNAIRE FOR THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM)
SURVEY IN THE AUTOMOBILE INDUSTRY IN KLANG VALLEY

SECTION I: USER PROFILE

Please provide the information below by putting a tick (✓), whichever applicable:

1. Department:
 - a) Strategic Department ☐
 - b) Customer Service / CRM Department ☐
 - c) Information Technology ☐
 - d) Sales / Marketing ☐
2. Position held: _____
3. Years employed in this Company: _____ years
4. Degree of involvement in the implementation and operation of CRM programme:
 - a) Planner ☐
 - b) Support ☐
 - c) User ☐
5. Vehicle franchise held:
 - a) Local franchise ☐
 - b) Foreign franchise ☐
6. Mode of execution:
 - a) Completely-knocked-down (CKD) ☐
 - b) Completely-build-up (CBU) (imported) ☐
7. Is your company undertaking any CRM programme?
Yes ☐
No ☐

If NO, please state the reasons for not undertaking:

SECTION II: EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT (CRM)
PROGRAMME

Part 1: CRM programme usage in your company.

Please TICK (✓) in the box that corresponds to your answer.

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Our customer database is constantly updated.	☐	☐	☐	☐
2. CRM helps us to identify the customer to target.	☐	☐	☐	☐
3. We have systems to reach specific customer segments.	☐	☐	☐	☐
4. CRM has helped our company to identify the various customer needs.	☐	☐	☐	☐
5. CRM is efficiently maintained in our company (based on benefit and cost analysis).	☐	☐	☐	☐
6. CRM has helped our company to significantly increase profit.	☐	☐	☐	☐
7. CRM has helped our company to increase the average profit contributed by each customer.	☐	☐	☐	☐
8. CRM has helped our company to achieve a higher number of repeat customers.	☐	☐	☐	☐
9. CRM has helped our company to inter-link our delivery channels.	☐	☐	☐	☐
10. CRM has helped our company integrate the front-end and back office functions.	☐	☐	☐	☐
11. Others, if any (please specify):	☐	☐	☐	☐
(a) _____	☐	☐	☐	☐
(b) _____	☐	☐	☐	☐
(c) _____	☐	☐	☐	☐

Part 2: Ranking of CRM factors

Please **RANK** in the box in the order of importance the factors below, which in your opinion is most effective in increasing profitability for your company where

1 = most important and **9** = least important

(Each of the numbers from 1 to 9 should be used only **once**).

Individual customer satisfaction

Individual customer loyalty

Individual product or service profitability

Gaining new customers

Winning back customers, i.e. convincing them to rejoin our company

Saving back customers, i.e. convincing them to stay with our company

Getting existing customers to buy new products (cross-sell/upsell)

Improving productivity through reduction in response time

Elimination of costs from unprofitable customers

Part 3: CRM facilities in CRM programme.

Are you using the following facilities now? Please TICK (✓) in the box for 'Yes' or 'No'.

If **No**, please ignore the usage rate for that item.

If **Yes**, please indicate the usage rate of such facility by your company in the execution of CRM programmes.

	Yes	No	Facilities	Most	Usage Rate To some extent	Very little	Least
1.	☐	☐	Call centre	☐	☐	☐	☐
2.	☐	☐	Telephone	☐	☐	☐	☐
3.	☐	☐	Direct contact	☐	☐	☐	☐
4.	☐	☐	Internet website	☐	☐	☐	☐
5.	☐	☐	Sales support, i.e. after sales support	☐	☐	☐	☐
6.	☐	☐	Datamining facilities which facilitate the sharing of information	☐	☐	☐	☐
7.	☐	☐	Data warehousing which facilitates the storage of information	☐	☐	☐	☐
8.	☐	☐	Enterprise Wide Application (EWP) software, which facilitates data interchange with system	☐	☐	☐	☐
9.	☐	☐	Enterprise Resource Planning (ERP) software, which facilitates integration of front end and back office operations.	☐	☐	☐	☐
10.	☐	☐	E-commerce	☐	☐	☐	☐
11.	☐	☐	Others, if any (please specify):	☐	☐	☐	☐
	☐	☐	_____	☐	☐	☐	☐
	☐	☐	_____	☐	☐	☐	☐

Part 4: Factors affecting implementation of CRM programme in your company.

Please TICK (✓) in the box that corresponds to your answer.

		Extensively	Average	Very little	None
1.	Customer data sharing across business units.	☐	☐	☐	☐
2.	Improve response time to customer request for information.	☐	☐	☐	☐
3.	Deliver product that meets the customer requirement.	☐	☐	☐	☐
4.	More responsive technical support.	☐	☐	☐	☐
5.	Greater breadth of solution options.	☐	☐	☐	☐
6.	Reduce the cost of customer acquisitions.	☐	☐	☐	☐
7.	Improve cross selling of other products and services.	☐	☐	☐	☐
8.	Ability to react effectively against new entrants.	☐	☐	☐	☐
9.	Difficulty in measuring customer loyalty.	☐	☐	☐	☐
10.	Process reengineering costs increase due to wider project scope and larger customer information.	☐	☐	☐	☐
11.	Cultural issues related to employees' attitude and resistance to change increase.	☐	☐	☐	☐
12.	Proper standard had been carefully designed for successful CRM programme implementation.	☐	☐	☐	☐
13.	Cost of operations increases significantly in implementing CRM programme, i.e. setting up call centres, data warehousing and datamining facilities, etc.	☐	☐	☐	☐
14.	Implementation of CRM programme is very time consuming.	☐	☐	☐	☐
15.	Management consistently provides the support during the implementation phase.	☐	☐	☐	☐
16.	The employees fully understand how to implement the CRM programme.	☐	☐	☐	☐
17.	Programmes for safeguarding the security and	☐	☐	☐	☐

privacy of data in CRM programme have been carefully outlined.

18. Please state other factors, if any, that might affect your company in implementing the CRM programme:

(i) _____

☐☐☐☐

(ii) _____

☐☐☐☐

Part 5: Instruments for measuring the effectiveness of the CRM programme.

Please TICK (✓) in the box the instrument that has been used by your company. You can have more than one answer.

1. Customer retention review:

- ☐ Through the growth of the individual customer portfolio
- ☐ Through the revenue earned from the customer
- ☐ _____

2. Customer satisfaction:

- ☐ Through the growth of the individual customer portfolio
- ☐ Through the revenue earned from the customer
- ☐ _____

3. Profit analysis (statistical method):

- ☐ Customer solution profit model
- ☐ Profit multiplier model
- ☐ Time profit model

4. Others:

- ☐ Current operation standard
- ☐ Operation standard after CRM programme implementation
- ☐ New customer portfolio (based on attracting new customers)
- ☐ _____
- ☐ _____

Part 6: Customer retention rate in your company.

Please TICK (✓) in the box that corresponds to your answer

1. Total customer database in our company as at 1.1.2004

Less than 10,000	10,000 – 19,999	20,000 – 29,999	30,000 – 39,999	40,000 – 49,999	50,000 and above
☐	☐	☐	☐	☐	☐

2. Our percentage (%) of average **new relationship built** per year based on past records

Less than 5	5 to 9.9	10 to 14.9	15 to 19.9	20 to 24.9	25 and above
☐	☐	☐	☐	☐	☐

3. Our percentage (%) of average **lost relationship** per year based on past records

Less than 5	5 to 9.9	10 to 14.9	15 to 19.9	20 to 24.9	25 and above
☐	☐	☐	☐	☐	☐

Probe:

What are your percentage of average lost relationship for the first 2 years; for the 3rd to 4th years and for the 5th year and thereafter?

SECTION III: ADDITIONAL INFORMATION ON CRM PROGRAMME IN YOUR COMPANY

Are you satisfied with the current CRM programme implementation?

Yes ☐

No ☐

Reasons:

Thank you for your cooperation and the time taken to answer this questionnaire.

APPENDIX 3

SURVEY STATISTICS

Reliability

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. A01	3.4167	.5149	12.0
2. A02	3.6667	.4924	12.0
3. A03	3.2500	.7538	12.0
4. A04	3.2500	.6216	12.0
5. A05	3.0833	.5149	12.0
6. A06	3.0000	.4264	12.0
7. A07	2.9167	.5149	12.0
8. A08	3.1667	.7177	12.0
9. A09	2.9167	.6686	12.0
10. A10	2.9167	.5149	12.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	31.5833	18.2652	4.2738	10

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
A01	28.1667	17.6061	.0912	.9246
A02	27.9167	16.6288	.3471	.9113

A03	28.3333	13.3333	.7927	.8859
A04	28.3333	14.2424	.7751	.8868
A05	28.5000	15.3636	.6531	.8953
A06	28.5833	15.9015	.6416	.8972
A07	28.6667	14.9697	.7605	.8893
A08	28.4167	12.9924	.9195	.8751
A09	28.6667	13.5152	.8754	.8791
A10	28.6667	14.9697	.7605	.8893

Reliability Coefficients

N of Cases = 12.0 N of Items = 10

Alpha = .9042

Reliability

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)				
		Mean	Std Dev	Cases
1.	C01	1.5833	1.8320	12.0
2.	C02	3.7500	.6216	12.0
3.	C03	2.9167	1.0836	12.0
4.	C04	3.0000	1.0445	12.0
5.	C05	3.3333	.7785	12.0
6.	C06	2.7500	1.0553	12.0

7.	C07	2.9167	1.0836	12.0
8.	C08	2.0000	1.5374	12.0
9.	C09	2.0833	1.6214	12.0
10.	C10	.9167	1.4434	12.0

N of

Statistics for	Mean	Variance	Std Dev	Variables
SCALE	25.2500	40.7500	6.3836	10

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
C01	23.6667	31.5152	.2858	.6745
C02	21.5000	38.0909	.2962	.6645
C03	22.3333	41.5152	-.1389	.7239
C04	22.2500	34.2045	.4465	.6354
C05	21.9167	35.3561	.5172	.6359
C06	22.5000	34.2727	.4341	.6371
C07	22.3333	32.2424	.5959	.6085
C08	23.2500	30.7500	.4479	.6269
C09	23.1667	31.7879	.3464	.6526
C10	24.3333	32.2424	.3919	.6402

Reliability Coefficients

N of Cases = 12.0

Alpha = .6755

N of Items = 10

Reliability

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. D01	3.0833	.6686	12.0
2. D02	3.5000	.5222	12.0
3. D03	3.3333	.4924	12.0
4. D04	3.3333	.7785	12.0
5. D05	3.0000	.6030	12.0
6. D06	3.0833	.6686	12.0
7. D07	3.0833	.6686	12.0
8. D08	3.5000	.6742	12.0
9. D09	3.4167	.6686	12.0
10. D10	2.8333	.5774	12.0
11. D11	2.7500	.7538	12.0
12. D12	3.1667	.5774	12.0
13. D13	3.3333	.7785	12.0
14. D14	3.3333	.8876	12.0
15. D15	3.5000	.9045	12.0
16. D16	3.0000	.7385	12.0
17. D17	3.0833	.9962	12.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	54.3333	44.6061	6.6788	17

Item-total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
----------------------------	--------------------------------	----------------------------------	-----------------------

D01	51.2500	42.9318	.1401	.8613
D02	50.8333	41.2424	.4608	.8484
D03	51.0000	39.4545	.7937	.8377
D04	51.0000	39.6364	.4452	.8485
D05	51.3333	41.3333	.3752	.8512
D06	51.2500	38.5682	.6733	.8381
D07	51.2500	41.8409	.2680	.8560
D08	50.8333	41.4242	.3143	.8540
D09	50.9167	37.5379	.8082	.8318
D10	51.5000	39.3636	.6776	.8396
D11	51.5833	41.9015	.2189	.8594
D12	51.1667	41.6061	.3580	.8519
D13	51.0000	37.2727	.7077	.8347
D14	51.0000	36.7273	.6591	.8365
D15	50.8333	39.6061	.3673	.8541
D16	51.3333	41.1515	.3070	.8550
D17	51.2500	36.2045	.6180	.8392

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 12.0 N of Items = 17

Alpha = .8550

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	PROGIMP, ^a PROGCOM		Enter

- a. All requested variables entered.
b. Dependent Variable: F031

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.273	.3857

- a. Predictors: (Constant), PROGIMP, PROGCOM

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.911	2	.456	3.063	.097 ^a
	Residual	1.339	9	.149		
	Total	2.250	11			

- a. Predictors: (Constant), PROGIMP, PROGCOM
b. Dependent Variable: F031

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1					
(Constant)	7.937	1.066		7.447	.000
PROGCOM	5.278E-03	.018	.074	.290	.779
PROGIMP	-4.270E-02	.017	-.631	-2.452	.037

a. Dependent Variable: F031

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	PROGUSE, PROGIMP, ^a PROGCOM		Enter

a. All requested variables entered.

b. Dependent Variable: F032

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.616	.472	.9958

a. Predictors: (Constant), PROGUSE, PROGIMP, PROGCOM

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.733	3	4.244	4.280	.044 ^a
Residual	7.934	8	.992		
Total	20.667	11			

a. Predictors: (Constant), PROGUSE, PROGIMP, PROGCOM

b. Dependent Variable: F032

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	10.509	2.909		3.613	.007
PROGCOM	9.998E-02	.057	.466	1.750	.118
PROGIMP	-4.249E-04	.049	-.002	-.009	.993
PROGUSE	-.296	.091	-.922	-3.261	.012

a. Dependent Variable: F032

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	PROGUSE, PROGIMP, ^a PROGCOM		Enter

a. All requested variables entered.

b. Dependent Variable: F033

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.675	.554	.3022

a. Predictors: (Constant), PROGUSE, PROGIMP, PROGCOM

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression Residual Total	1.519 .731 2.250	3 8 11	.506 9.131E-02	5.547 .024 ^a

a. Predictors: (Constant), PROGUSE, PROGIMP, PROGCOM

b. Dependent Variable: F033

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	3.625	.883		4.107	.003
PROGCOM	3.614E-02	.017	.510	2.084	.071
PROGIMP	-1.861E-03	.015	-.027	-.124	.904
PROGUSE	-.101	.028	-.953	-3.664	.006

a. Dependent Variable: F033

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PROGIMP		Stepwise (Criteria: -of-F-to-en ter <= .050, Probability -of-F-to-re move >= .100).

a. Dependent Variable: F031

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.339	.3676

a. Predictors: (Constant), PROGIMP

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.899	1	.899	6.652	.027 ^a
Residual	1.351	10	.135		
Total	2.250	11			

a. Predictors: (Constant), PROGIMP

b. Dependent Variable: F031

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	8.075	.908		8.895	.000
PROGIMP	-4.280E-02	.017	-.632	-2.579	.027

a. Dependent Variable: F031

Excluded Variables^b

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
1					Tolerance
PROGUSE	-.090 ^a	-.328	.750	-.109	.885
PROGCOM	.074 ^a	.290	.779	.096	1.000

a. Predictors in the Model: (Constant), PROGIMP

b. Dependent Variable: F031

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PROGUSE		Stepwise (Criteria: -of-F-to-en ter <= .050, Probability -of-F-to-re move >= .100).

a. Dependent Variable: F032

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 ^a	.459	.405	1.0572

a. Predictors: (Constant), PROGUSE

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.490	1	9.490	8.492	.015 ^a
Residual	11.176	10	1.118		
Total	20.667	11			

a. Predictors: (Constant), PROGUSE

b. Dependent Variable: F032

Coefficients^a

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
	B			Beta		
1 (Constant)	10.531		2.375		4.434	.001
PROGUSE	-.217		.075	-.678	-2.914	.015

a. Dependent Variable: F032

Excluded Variables^b

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
1					Tolerance
PROGCOM	.466 ^a	1.918	.087	.539	.722
PROGIMP	-.106 ^a	-.412	.690	-.136	.885

a. Predictors in the Model: (Constant), PROGUSE

b. Dependent Variable: F032

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1			Stepwise (Criteria: -of-F-to-en ter <= .050, Probability -of-F-to-re move >= .100).
2	PROGUSE		Stepwise (Criteria: -of-F-to-en ter <= .050, Probability -of-F-to-re move >= .100).
	PROGCOM		Stepwise (Criteria: -of-F-to-en ter <= .050, Probability -of-F-to-re move >= .100).

a. Dependent Variable: F033

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.429	.3416
2	.821 ^b	.675	.602	.2852

a. Predictors: (Constant), PROGUSE

b. Predictors: (Constant), PROGUSE, PROGCOM

ANOVA^c

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	1.083	1	1.083	9.278	.012 ^a
Residual	1.167	10	.117		
Total	2.250	11			
2					
Regression	1.518	2	.759	9.333	.006 ^b
Residual	.732	9	8.132E-02		
Total	2.250	11			

a. Predictors: (Constant), PROGUSE

b. Predictors: (Constant), PROGUSE, PROGCOM

c. Dependent Variable: F033

Coefficients^a

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients		t	Sig.
	B			Beta			
1 (Constant)	3.569		.768			4.649	.001
PROGUSE	-7.341E-02		.024	-.694		-3.046	.012
2 (Constant)	3.555		.641			5.548	.000
PROGUSE	-.102		.024	-.967		-4.320	.002
PROGCOM	3.667E-02		.016	.518		2.313	.046

a. Dependent Variable: F033

Excluded Variables^c

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
1	.518 ^a	2.313	.046	.611	Tolerance .722
PROGCOM	-.142 ^a	-.565	.586	-.185	.885
PROGIMP	-.027 ^b	-.124	.904	-.044	.830

a. Predictors in the Model: (Constant), PROGUSE

b. Predictors in the Model: (Constant), PROGUSE, PROGCOM

c. Dependent Variable: F033

Correlations

Correlations

	PROGUSE	PROGCOM	PROGIMP	F031	F032	F033
PROGUSE						
Pearson Correlation	1.000	.527	.340	-.294	-.678*	-.694*
Sig. (2-tailed)		.078	.280	.354	.015	.012
N	12	12	12	12	12	12
PROGCOM						
Pearson Correlation	.527	1.000	-.019	.087	-.021	.008
Sig. (2-tailed)	.078	.	.953	.789	.949	.981
N	12	12	12	12	12	12
PROGIMP						
Pearson Correlation	.340	-.019	1.000	-.632*	-.324	-.361
Sig. (2-tailed)	.280	.953	.	.027	.304	.249
N	12	12	12	12	12	12
F031						
Pearson Correlation	-.294	.087	-.632*	1.000	.440	.333
Sig. (2-tailed)	.354	.789	.027	.	.152	.290
N	12	12	12	12	12	12
F032						
Pearson Correlation	-.678*	-.021	-.324	.440	1.000	.880**
Sig. (2-tailed)	.015	.949	.304	.152	.	.000
N	12	12	12	12	12	12
F033						
Pearson Correlation	-.694*	.008	-.361	.333	.880**	1.000
Sig. (2-tailed)	.012	.981	.249	.290	.000	.
N	12	12	12	12	12	12

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

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