

**TABLE 9**  
**RELATIONSHIP WITH PERFORMANCE**  
**Bivariate Correlations**

	PERFORMANCE MEASURES										SIZE
	OPERATIONAL			EXECUTIVE ASSESSMENT						EXPERT	
	Sales per Employee 1995	Average Sales per Employee	Compound Sales Growth	Lower Cost	Better Service	Return on Investment	Sales Growth	Overall Success	Competitive Position	Overall Performance	Number of Employees
<b>STRATEGIC ORIENTATION</b>											
PLAN/CONTROL	0.425*	0.483**	0.316	-0.180	-0.132	0.129	-0.036	0.157	0.242	0.141	0.328
VIGILANCE	-0.128	-0.085	0.020	-0.321	-0.362	-0.225	0.307	-0.270	-0.001	0.115	-0.012
PROACTIVENESS	-0.115	-0.052	0.152	0.066	0.104	0.234	0.291	0.453**	0.197	-0.152	0.101
RISK AVERSION	0.194	0.135	0.167	-0.142	-0.003	0.196	-0.138	-0.079	-0.187	0.100	-0.301
<b>ADAPTABILITY</b>	-0.015	-0.062	0.169	-0.124	0.373	-0.007	0.157	0.080	0.555**	0.455**	0.329
<b>BEHAVIORS</b>											
EC Adoption (ECADOPT)	0.544**	0.504**	0.466*	0.440**	0.752***	-0.048	0.025	0.189	0.181	0.349	0.649***
EC Priority (ECPRIORITY)	0.378	0.383	0.285	0.615***	0.801***	0.018	-0.056	0.004	-0.062	0.372	0.363
Implementation Actions (IMPLEMENT)	0.354	0.407*	0.251	0.553**	0.492**	-0.259	-0.098	0.095	0.183	0.256	0.506**
<b>SIZE</b>											
# of Employees (EMPLYS#)	0.262	0.244	0.369	0.185	0.280	0.127	0.264	0.135	0.245	0.123	

\* p < .10

\*\* p < .05

\*\*\* p < .01