

Harnessing Industrial Environment and Company Assets to Develop Digital Creative Business Strategies for Sustainable Business Performance

Muhammad Awaluddin^{1*}

Master Management, Faculty of Economics and Business, Telkom University, Bandung

***Correspondence:** Muhammad
Awaluddin
mawaluddin@gmail.com

Received: 03 Nov 2024

Accepted: 18 Dec 2024

Published: 23 Jan 2025

Copyright © 2024 by author(s)
and Scientific Research
Publishing Inc. This work is
licensed under the Creative
Commons Attribution
International License (CC BY 4.0).
<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract:

The rapid growth of the digital creative industry is met with various challenges in maintaining sustainable business performance. This study examines the influence of the industrial environment and company assets on sustainable business performance, directly and through the mediation of digital creative business strategies. Employing verification research, the study surveyed 100 business actors in Jakarta's digital creative sectors (GEMASS: Games, Education, Digital Music, Animation, Software, Social Media) using simple random sampling. Data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings reveal that company assets significantly impact sustainable business performance directly, while the industrial environment affects sustainable business performance indirectly through digital creative business strategy. Digital creative business strategy plays a critical role both as a direct and mediating factor, particularly in leveraging company assets. These results suggest that digital creative companies must strengthen their strategic formulation processes, considering both company assets and the industrial environment.

Keywords:

Industrial Environment, Company Assets, Digital Creative Business Strategy, Sustainable Business Performance

Introduction

Indonesia presents a significant market for digital creative content, with internet users reaching 212.9 million in 2023, constituting 73.7% of the population (Limanseto, 2022). The digital economy grew by 8-10% in 2023, valued at \$82 billion, and is projected to reach \$109 billion by 2025 (Uno, 2024). This growth is driven by advancements in information technology, increased internet access, regional cultural diversity, and the availability of highly creative human resources from universities (Rofaida et al., 2019). However, challenges persist, including inadequate infrastructure,

limited funding, lack of intellectual property protection, and insufficient skills and education (Amalia, 2024). Additionally, limited ICT infrastructure hampers competitiveness, particularly on a global scale (Putranto, 2015).

Understanding the industrial environment is crucial for firms to navigate competition effectively. High competition amplifies the role of marketing capabilities, while low customer bargaining power and entry barriers strengthen IT and HR strategies (Takata, 2016; Tavitiyaman et al., 2011). Simultaneously, company assets—tangible and intangible—are essential in enhancing profitability and marketing performance (Kamasak, 2017; Saleh, 2018). Studies highlight the importance of tangible assets for organizational performance (Chukwu & Egbuhuzor, 2017) and the role of intangible assets, such as knowledge and expertise, in improving business outcomes (Lopes & Carvalho, 2021; Kirana et al., 2023). However, most digital creative companies in Indonesia remain micro and small enterprises (MSMEs) with limited management systems and operational experience (Rofaida et al., 2019).

In strategic management, external factors like the industrial environment and internal factors such as company assets are key components in strategy formulation (Wheelen et al., 2015; Pearce & Robinson, 2015). Porter's Five Forces framework helps analyze competitive strategies for profitability (Ho, 2012). Prior studies show that the external environment positively influences business performance in the digital creative sector (Ermaya, 2021). Similarly, company resources like software, hardware, and human capital are critical for formulating strategies in digital startups (Nastiti, 2019).

Despite the growing significance of Indonesia's digital creative industry, limited research examines the interplay between the industrial environment, company assets, business strategy, and sustainable performance. This study aims to bridge this gap by analyzing how these variables interact within digital creative firms. Specifically, it investigates the extent to which the industrial environment and company assets influence the formulation of digital creative business strategies and their subsequent impact on sustainable performance. The industrial environment encompasses entry barriers, supplier and buyer power, substitute availability, and competitive rivalry. Company assets are categorized as tangible and intangible. Business strategies are divided into competitive and cooperative strategies, while sustainable business performance is measured by profitability, sales growth, and market share.

Research in the digital creative sector in Indonesia is still limited in examining the relationship between industrial environment variables, company assets, business strategy, and sustainable business performance. Therefore, it is important to conduct research related to these variables in the analysis unit of digital creative industry companies, to enrich the literature in this field and provide practical implications for company management in this field.

Based on this background, the study aims to answer the research question, namely "to what extent do the industrial environment and company assets play a role in formulating digital creative

company business strategies and sustainable business performance? Based on this, this study aims to test the influence of the industrial environment and company assets on sustainable business performance, both directly and through the mediation of digital creative business strategies. In this case, the industrial environment studied refers to Porter's five competitions which include entry barriers, supplier power, buyer power, substitute availability, and competitive rivalry. As for company assets, it examines the tangible and intangible assets. Meanwhile, for business strategy, two types of strategies will be tested, namely competitive strategies and cooperative strategies. Then, the measurement of sustainable business performance in the digital creative industry is seen from profitability, sales growth, and market share. The determination of each dimension of these variables is based on a literature review explained in the next section.

Methods

This study employed a quantitative approach using explanatory research to test hypotheses (Ferdinand, 2014). Primary data was collected through a questionnaire with a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The analysis unit was digital creative industry companies in Jakarta, while the observation unit was company management. The population comprised 258 GEMASS (Games, Education, Digital Music, Animation, Software, SocialMedia) companies registered as fostered partners in PT Telekomunikasi Indonesia's INDIGO program. Using simple random sampling, 100 respondents were selected. Data was analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for sample sizes of 100-200 (Vinzi et al., 2008).

Results and Discussion

Results

Evaluation of the Outer Model

The outer model in PLS-SEM evaluates the relationships between observed indicators and their respective latent constructs. Convergent validity was assessed through factor loadings (> 0.50), t-values (> 1.98), and Average Variance Extracted ($AVE > 0.50$), indicating that constructs explained sufficient variance in their indicators. Internal consistency was measured with Cronbach's Alpha and Composite Reliability (CR), both exceeding the threshold of 0.70. Discriminant validity was verified using the Fornell-Larcker criterion, where the square root of AVE for each construct was greater than its correlation with other constructs. Cross-loadings confirmed that indicators measured their intended constructs without overlap.

Table 1: Validity and Reliability of Outer Model

Variable	Dimension-Indicators	loading factor	T Statistics	p Values	Cronbach's Alpha	Composite Reliability	AVE
Industrial Environment	Entry Barrier	0.939	56.708	0.000	0.851	0.889	0.573
	IE1 <- Entry Barrier	0.791	21.209	0.000			
	IE2 <- Entry Barrier	0.794	22.304	0.000			
	IE3 <- Entry Barrier	0.691	14.163	0.000			
	IE4 <- Entry Barrier	0.790	29.921	0.000			
	IE5 <- Entry Barrier	0.714	14.081	0.000			
	IE6 <- Entry Barrier	0.756	18.149	0.000			
	Supplier power	0.953	83.431	0.000	0.838	0.886	0.609
	IE7 <- Supplier power	0.799	22.856	0.000			
	IE8 <- Supplier power	0.847	30.789	0.000			
	IE9 <- Supplier power	0.775	25.385	0.000			
	IE10 <- Supplier power	0.735	14.462	0.000			
	IE11 <- Supplier power	0.741	20.232	0.000			
	Buyer Power	0.846	34.532	0.000	0.780	0.872	0.693
	IE12 <- Buyer Power	0.836	28.635	0.000			
	IE13 <- Buyer Power	0.827	22.161	0.000			
	IE14 <- Buyer Power	0.835	26.544	0.000			
	Substitute availability	0.915	66.333	0.000	0.809	0.887	0.725
	IE15 <- Substitute availability	0.863	29.287	0.000			
	IE16 <- Substitute availability	0.790	17.691	0.000			
	IE17 <- Substitute availability	0.898	62.776	0.000			
Company Assets	Competitive Rivalry	0.846	34.774	0.000	0.707	0.872	0.774
	IE18 <- Competitive Rivalry	0.876	38.131	0.000			
	IE19 <- Competitive Rivalry	0.883	44.591	0.000			
	Tangible Asset	0.938	76.416	0.000	0.738	0.830	0.502
	CA1 <- Tangible Asset	0.523	5.340	0.000			
	CA2 <- Tangible Asset	0.833	24.466	0.000			
	CA3 <- Tangible Asset	0.642	10.048	0.000			
	CA4 <- Tangible Asset	0.840	35.909	0.000			
	CA5 <- Tangible Asset	0.652	11.601	0.000			
	Intangible Asset	0.969	131.445	0.000	0.853	0.893	0.585
	CA6 <- Intangible Asset	0.718	13.530	0.000			
	CA7 <- Intangible Asset	0.828	24.496	0.000			
Digital Creative Business Strategies	CA8 <- Intangible Asset	0.654	12.707	0.000			
	CA9 <- Intangible Asset	0.603	8.541	0.000			
	CA10 <- Intangible Asset	0.835	32.423	0.000			
	CA11 <- Intangible Asset	0.906	64.881	0.000			
	Competitive	0.984	431.657	0.000	0.873	0.914	0.726
	DCB1 <- Competitive	0.890	77.237	0.000			
	DCB2 <- Competitive	0.773	16.332	0.000			
	DCB3 <- Competitive	0.884	47.278	0.000			
Sustainable Business Performance	DCB4 <- Competitive	0.857	36.628	0.000			
	Cooperative	0.931	81.322	0.000	0.685	0.864	0.760
	DCB5 <- Cooperative	0.865	39.747	0.000			
	DCB6 <- Cooperative	0.879	56.337	0.000			
	SBPerf1 <- Sustainable Business Performance	0.925	68.626	0.000	0.802	0.885	0.721
	SBPerf2 <- Sustainable Business Performance	0.722	15.092	0.000			
	SBPerf3 <- Sustainable Business Performance	0.887	43.353	0.000			

Table 1 presents factor loadings exceed 0.50, and t-values surpass 1.98, confirming convergent validity. Composite reliability and Cronbach's Alpha values above 0.70 indicate strong reliability, demonstrating that the items consistently measure their respective constructs. The discriminant validity with Fornell-Larcker: where the square root of AVE (main diagonal) of each construct is greater than the correlation between that construct and other constructs (see Appendix 1). The table 3 below shows that the loading of an indicator on the intended construct has a higher value than its loading on other constructs.

Table 3: Cross-loadings

	Industrial Environment	Company Assets	Digital Creative Business Strategies	Sustainable Business Performance
IE1	0.699	0.299	0.240	0.240
IE2	0.767	0.223	0.227	0.196
IE3	0.677	0.123	0.190	0.219
IE4	0.783	0.241	0.355	0.202
IE5	0.663	0.331	0.529	0.376
IE6	0.660	0.216	0.256	0.175
IE7	0.757	0.209	0.341	0.198
IE8	0.786	0.229	0.311	0.170
IE9	0.764	0.276	0.350	0.268
IE10	0.704	0.173	0.115	0.164
IE11	0.704	0.182	0.313	0.288
IE12	0.764	0.207	0.241	0.138
IE13	0.694	0.344	0.453	0.395
IE14	0.645	0.266	0.370	0.259
IE15	0.773	0.086	0.222	0.210
IE16	0.697	0.174	0.173	0.032
IE17	0.856	0.196	0.364	0.252
IE18	0.734	0.116	0.233	0.131
IE19	0.754	0.146	0.177	0.178
CA1	0.117	0.605	0.282	0.427
CA2	0.179	0.718	0.409	0.207
CA3	0.225	0.656	0.427	0.340
CA4	0.196	0.775	0.689	0.609
CA5	0.231	0.629	0.182	0.187
CA6	0.095	0.623	0.426	0.388
CA7	0.272	0.780	0.482	0.539
CA8	0.183	0.649	0.353	0.503
CA9	0.269	0.630	0.457	0.456
CA10	0.244	0.822	0.543	0.430
CA11	0.216	0.892	0.616	0.468
DCB1	0.271	0.642	0.875	0.582
DCB2	0.367	0.380	0.781	0.452
DCB3	0.337	0.711	0.858	0.596
DCB4	0.327	0.646	0.836	0.656
DCB5	0.456	0.524	0.792	0.573
DCB6	0.203	0.404	0.832	0.562

SBPerf1	0.301	0.619	0.685	0.925
SBPerf2	0.295	0.383	0.489	0.722
SBPerf3	0.151	0.492	0.562	0.887

Evaluation of the Inner Model

The inner model assesses the structural relationships between latent variables. Key metrics include: **R-square (R^2)** values > 0.33 indicate moderate explanatory power (Chin, 2000), **Goodness of Fit (GoF)** values > 0.36 suggest a strong model fit, **Predictive Relevance (Q^2)** values > 0.35 indicate high predictive relevance, and **Effect Size (f^2)** values > 0.35 represent large effects, while 0.15-0.35 indicate medium effects (Chin, 2000). The analysis outputs (Table 4) revealed that the industrial environment had a medium effect size, while company assets had a large effect. Q^2 values confirmed strong predictive relevance. Overall, the model demonstrated robustness and suitability for analyzing relationships within the dataset.

Table 4: Evaluation of R-Square Value and GoF

Variable	R-Square	f^2	Q-square	Goodness of Fit (GoF) Index
Sustainable Business Performance	0.510	-	0.446	0.484
Digital Creative Business Strategies	0.494	-	0.559	
Industrial Environment	-	0.087	0.481	
Company Assets	-	0.740	0.384	

The results of data processing with SmartPLS are as follows in Figure 2:

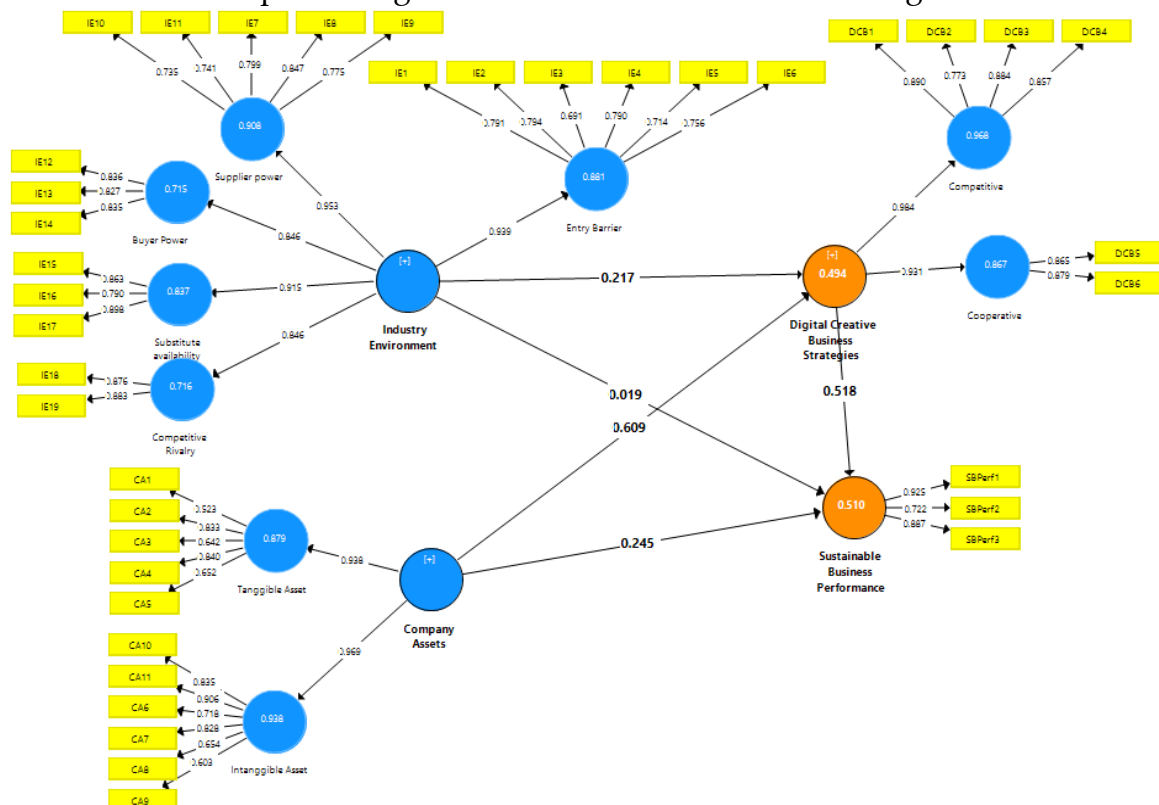


Figure 2. Path Model Results

Hypothesis Testing

The hypothesis testing results are summarized in Table 5.

Table 5: Hypothesis Testing

No	Hypothesis	Path Coeff.	SE	T statistic	P value	R ²
1	Industrial Environment -> Digital Creative Business Strategies	0.217	0.081	2.680	0.008	0,047
2	Company Assets -> Digital Creative Business Strategies	0.609	0.058	10.539	0.000	0,371
3	Industrial Environment -> Sustainable Business Performance	0.019	0.081	0.232	0.816	0,000
4	Company Assets -> Sustainable Business Performance	0.245	0.099	2.479	0.014	0,060
5	Digital Creative Business Strategies -> Sustainable Business Performance	0.518	0.099	5.256	0.000	0,268
6	Industrial Environment -> Digital Creative Business Strategies -> Sustainable Business Performance	0.113	0.047	2.415	0.016	0,113
7	Company Assets -> Digital Creative Business Strategies -> Sustainable Business Performance	0.316	0.069	4.605	0.000	0,316

Hypotheses H1 to H7 are significant, with t-values exceeding the threshold of 1.98 and probabilities below 0.05, except for H3 (Industrial Environment → Sustainable Business Performance), which is not significant ($p = 0.816$).

H1: The industrial environment significantly influences digital creative business strategies, highlighting its importance for strategic planning. This aligns with prior studies that show the industrial environment's impact on performance and strategy formulation (Birru et al., 2022; Santoso et al., 2020).

H2: Company assets significantly influence digital creative business strategies. Effective management of tangible and intangible assets enables the formulation of competitive strategies, as supported by findings from Nastiti (2019) and Lopes & Carvalho (2021).

H3: The industrial environment does not directly affect sustainable business performance, as its impact requires mediation through business strategies. This contrasts with prior research suggesting a direct link (Indiatsy et al., 2014; Ermaya, 2021).

H4: Company assets have a direct and significant impact on sustainable business performance. Resources like capital, software, and skilled human capital are critical for maintaining competitiveness and achieving performance goals (Kamasak, 2017; Masood et al., 2017).

H5: Digital creative business strategies play a vital role in achieving sustainable performance. Both competitive and cooperative strategies are essential, with cooperative strategies fostering resource efficiency and innovation (Awaluddin et al., 2016; Rochmawati et al., 2023).

H6 and H7: The industrial environment and company assets indirectly influence sustainable business performance through digital creative business strategies. Company assets have a dominant indirect effect ($R^2 = 0.316$), emphasizing their role in strengthening business strategies to improve performance.

These findings confirm the pivotal role of business strategies as mediators, particularly in leveraging company assets for achieving sustainable performance. Figure 3 illustrates the research findings.

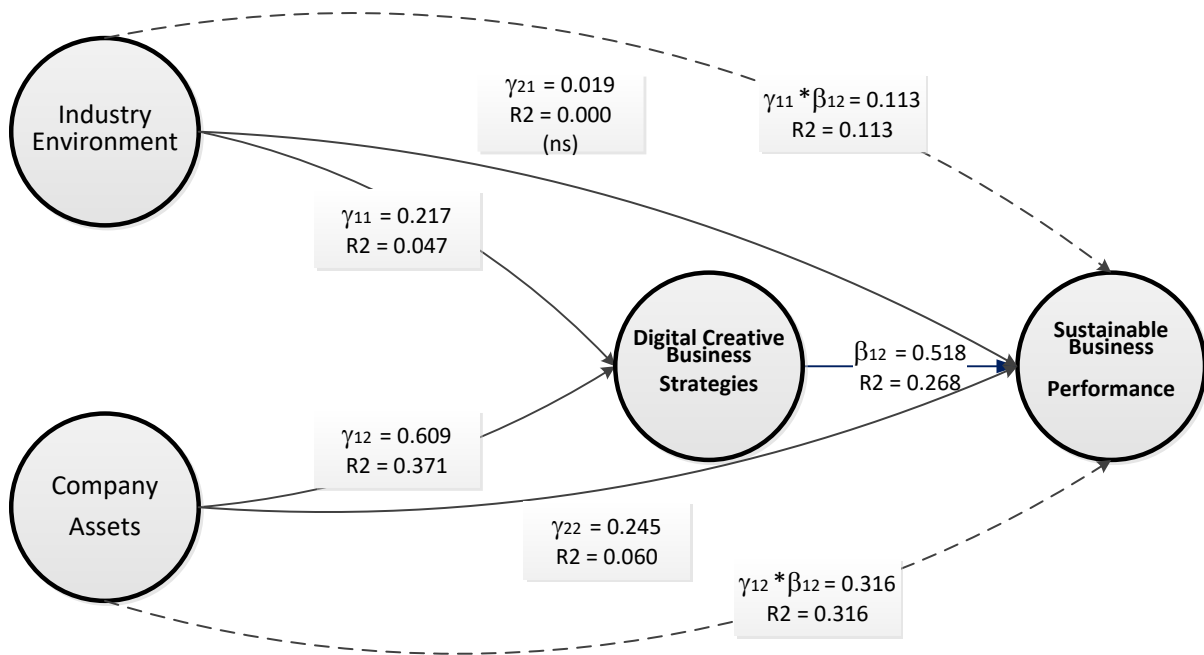


Figure 3. Research Finding

Discussion

The findings indicate that sustainable business performance is primarily driven by leveraging company assets through digital creative business strategies. While business strategies directly influence performance, their mediating role in utilizing company assets is more significant. This underscores the importance of company assets as the foundation for crafting effective business strategies in the digital creative industry.

Theoretical and managerial implications highlight the critical role of business strategies in achieving sustainable performance, particularly when supported by superior assets. This aligns with the Resource-Based View (Barney, 1991), which identifies company resources as a source of competitive advantage. Management must optimize asset utilization and implement targeted strategies to maintain competitiveness.

The industrial environment also contributes indirectly to sustainable performance through business strategies. It provides the context, while strategies translate opportunities and challenges into competitive advantages. Digital creative companies must not only identify market opportunities but also effectively exploit them through well-formulated strategies. This emphasizes the strategic bridge between external factors and business outcomes.

Conclusion

The growth of the digital creative industry faces challenges in maintaining sustainable business performance. This study demonstrates that the industrial environment and company assets significantly influence business strategies, with assets having a direct impact on performance. Business strategies play a pivotal role both directly and as mediators, particularly in utilizing company assets for enhanced performance.

Digital creative companies should prioritize strategy formulation by thoroughly analyzing company assets and the industrial environment. Internally, management must optimize assets, while externally, understanding technological trends and customer needs is essential. Collaboration with startups and educational institutions can further strengthen competitiveness, facilitating knowledge access and market expansion. This study is limited by its sample size; future research should incorporate larger datasets to enhance generalizability.

References

- Amalia, S.F. (2024). Hambatan Indonesia dalam Perkembangan Ekonomi Kreatif. <https://www.kompasiana.com/syarifahfadila/655b4000edff7607636db212/hambatan-indonesia-dalam-perkembangan-ekonomi-kreatif>.
- Awaluddin, M., Sule, E. T., & Kaltum, U. (2016). The influence of competitive forces and value creation on company reputation and competitive strategy: a case of digital creative industry in Indonesia with the implication on sustainable business performance. *International Journal of Economics, Commerce and Management*, IV (2), 201-234.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Birru, A. C., Sudarmiatin, S., & Hermawan, A. (2022). Competitive strategies in the lodging service sector: Five porter analyses and case study SWOT analysis. *Journal of Business and Management Review*, 3(1), 001-017.
- Chukwu, G. J., & Egbuhuzor, C. A. (2017). Tangible Assets and Corporate Performance: Evidence from the manufacturing industry in Nigeria. *Research Journal of Financial Sustainability Reporting*, 2(1), 271-277.
- Ermaya, S. K. (2021). Pengaruh Lingkungan Eksternal terhadap Kinerja Bisnis (Studi Kasus pada Industri Kreatif Digital yang Terdaftar di Aspiluki, Jawa Barat). *Adaptasi dan Sinkronisasi Kebijakan Pembangunan Memanfaatkan Momentum New Normal Pasca Covid-19*, 255-264.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen*. BP Universitas Diponegoro, Semarang.
- Ho, J.K. (2012). Strategic Innovation through Business Intelligence: Linking Competitive Forces to Profitability. *International Journal of e-Education, e-Business, e-Management and e-Learning*, 2(4), 280-285.
- Indiatsy, C. M., Mwangi, M. S., Mandere, E. N., Bichanga, J. M., George, G. E. (2014). The Application of Porter's Five Forces Model on Organizational Performance: A Case of Cooperative Bank of Kenya Ltd. *European Journal of Business and Management*, 6(16), 75-85.
- Kamasak, R. (2017). The contribution of tangible and intangible resources, and capabilities to a firm's profitability and market performance. *European journal of management and business economics*, 26(2), 252-275.
- Kirana, A. Y., Saifudin, M., Mukhlisin, M. M., Fatmawati, N., & Ansori, M. I. (2023). Transformasi

- Digital terhadap Sumber Daya Manusia sebagai Upaya Meningkatkan Kapabilitas Perusahaan. *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce*, 2(4), 19-36.
- Limanseto, H. (2022). Pemerintah Dorong Optimalisasi Pertumbuhan Industri Kreatif Indonesia. <https://www.ekon.go.id/publikasi/detail/3593/pemerintah-dorong-optimalisasi-pertumbuhan-industri-kreatif-indonesia>.
- Lopes, F. C., & Carvalho, L. (2021). Intangible assets and business performance in Latin America. *RAUSP Management Journal*, 56(4), 408-424.
- Masood, O., Aktan, B., Javaria, K., Turen, S., & ElSeoud, M.S.A. (2017). Which resources matter the most to firm performance? An experimental study on Malaysian listed firms. *Problems and Perspectives in Management*, 15(2), 74-80.
- Nastiti, P. (2019). Analisis Strategi Bisnis dan SI/TI Pada Perusahaan Rintisan Berbasis Teknologi. *no*, 44, 33-43.
- Pearce, J. A., & Robinson, R. B. (2015). *Strategic Management: Planning for Domestic & Global Competition*. International Edition. New York: McGraw Hill.
- Putranto, A. (2015). *Government Chief Information Officer: Analisis Peran dan Kompetensi di Pemerintahan Indonesia* (Doctoral dissertation, Universitas Gadjah Mada).
- Rochmawati, D. R., Hatimatunnisani, H., & Veranita, M. (2023). Mengembangkan Strategi Bisnis di Era Transformasi Digital. *COOPETITION*, 14(1), 101-108.
- Rofaida, R., Aryanti, A. N., & Perdana, Y. (2019). Strategi inovasi pada industri kreatif digital: Upaya memperoleh keunggulan bersaing pada era Revolusi Industri 4.0. *Jurnal Manajemen Dan Keuangan*, 8(3), 402-414.
- Saleh, M. (2018). Impacts of tangible and intangible asset investment on value of manufacturing companies listed on the Indonesia stock exchange. *Archives of Business Research*, 6(10), 402-410.
- Santoso, R., Purwoko, B., Umar, H., Renwarin. J. M. J. (2020). The Effect of Business Environment on the Corporate Performance through Business Strategies in the Construction Service Industry in DKI Jakarta, Indonesia. *International Journal of Managerial Studies and Research (IJMSR)*, 8(4), 1-12.
- Takata, H. (2016). Effects of industry forces, market orientation, and marketing capabilities on business performance: An empirical analysis of Japanese manufacturers from 2009 to 2011. *Journal of Business Research*, 69(12), 5611-5619.
- Tavitiyaman, P., Qu, H., & Zhang, H. Q. (2011). The impact of industry force factors on resource competitive strategies and hotel performance. *International journal of hospitality management*, 30(3), 648-657.
- Vinzi, V.E., Trinchera, L., Squillacciotti, S., & Tenenhaus, M. (2008). REBUS-PLS: A response-based procedure for detecting unit segments in PLS path modelling. *Applied Stochastic Models in Business and Industry*, 24(5), 439-458.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N, Bamford, C. E. (2015). *Strategic management and business policy: Globalization, Innovation, and Sustainability*. 13 Global Edition, England: Pearson Education Limited.

Appendix 1

Table 2: Discriminant Validity

	Buyer Power	Company Assets	Competitive	Competitive Rivalry	Cooperative	Digital Creative Business Strategies	Entry Barrier	Industrial Environment	Intangible Asset	Substitute availability	Supplier power	Sustainable Business Performance	Tangible Asset
Buyer Power	0.833	–											
Company Assets	0.324	0.705											
Competitive	0.401	0.603	0.852										
Competitive Rivalry	0.593	0.149	0.222	0.880									
Cooperative	0.415	0.530	0.651	0.231	0.872								
Digital Creative Business Strategies	0.421	0.672	0.684	0.233	0.631	0.830							
Entry Barrier	0.781	0.315	0.389	0.527	0.357	0.394	0.757						
Industrial Environment	0.646	0.288	0.380	0.646	0.374	0.393	0.639	0.732					
Intangible Asset	0.323	0.669	0.676	0.136	0.478	0.635	0.314	0.281	0.765				
Substitute availability	0.674	0.179	0.298	0.593	0.281	0.304	0.611	0.615	0.178	0.851			
Supplier power	0.768	0.275	0.352	0.613	0.364	0.369	0.634	0.653	0.258	0.665	0.780		
Sustainable Business Performance	0.312	0.598	0.673	0.176	0.651	0.690	0.307	0.293	0.603	0.202	0.278	0.849	
Tangible Asset	0.289	0.638	0.641	0.156	0.523	0.626	0.279	0.266	0.623	0.160	0.271	0.508	0.709