APPENDIX 6-3

Communalities of Principal Component Analysis.

Communalities – First Run		
Item Construct	**Initial**	**Extraction**
Existence of clear mission, vision, strategies and direction (F1)	1.000	0.662
Incorporation of e-Purchasing policy into existing procurement policy (F2)	1.000	0.722
Availability strategic plan which sets deadlines, responsibilities and financing (F3)	1.000	0.665
Alignment e-Purchasing strategy with IT strategy (F4)	1.000	0.775
Decision on appropriate e-Purchasing business model (F5)	1.000	0.771
Project plan consistent with IS plan (F6)	1.000	0.743
Availability of detail project plan (F7)	1.000	0.734
Clearly define project scope (F8)	1.000	0.780
Project activity properly coordinated and monitored (F9)	1.000	0.727
PT strong domain knowledge (F10)	1.000	0.738
Roles and responsibilities properly define and delegated (F11)	1.000	0.701
Cross-functional team members selected (F12)	1.000	0.721
Experienced and reputable PM (F13)	1.000	0.702
Use effective project management techniques (F14)	1.000	0.777
Steering committee provides directions and guidance (F15)	1.000	0.765
Reinforces commitment employees (F16)	1.000	0.787
Willingness spend time and resources (F17)	1.000	0.779
Offers leadership (F18)	1.000	0.729
Provides adequate training and education program (F19)	1.000	0.800
Provides appropriate organizational structure (F20)	1.000	0.766
Provides pro-active communication channel (F21)	1.000	0.718
Promotes the implementation (F22)	1.000	0.812
Implements reward system to encourage ideas (F23)	1.000	0.697
Stakeholder early involvement (F24)	1.000	0.713
Defines the level each stakeholder can involve (F25)	1.000	0.817

Stakeholders provide information and set requirements (F26)	1.000	0.764
Commitment to organization's objectives (F27)	1.000	0.722
Loyalty to organization (F28)	1.000	0.772
Employee cooperation (F29)	1.000	0.823
Good quality outcomes (F30)	1.000	0.796
Positive attitude towards e-Purchasing (F31)	1.000	0.749
Organization's experience with technology application (F32)	1.000	0.840
Organization's experience become a base of knowledge for guiding current initiatives (F33)	1.000	0.844
Organization's experience enables effective implementation of IT systems (F34)	1.000	0.819
Have change management programs (F35)	1.000	0.829
Willingness organization to change (F36)	1.000	0.836
Well managed process of change (F37)	1.000	0.845
Encourages organization build long term relationship with trading partners (F38)	1.000	0.746
Mutual understanding (F39)	1.000	0.866
Partnership agreement (F40)	1.000	0.728
Readiness of trading partners (F41)	1.000	0.596
Relationship of trust with trading partners (F42)	1.000	0.825
Communication with trading partners (F43)	1.000	0.805
User's knowledge and skills (F44)	1.000	0.731
Appropriate training sessions (F45)	1.000	0.711
Previous experience using IT application (F46)	1.000	0.611
Encourages innovation and learning processes (F47)	1.000	0.769
Encourages sharing of knowledge and information (F48)	1.000	0.668
Allows work cultural transformation (F49)	1.000	0.802
Designs and documents important business processes (F50)	1.000	0.802
Changes the process according organization needs (F51)	1.000	0.822
Simplifies processes and eliminates redundant activities (F52)	1.000	0.803
Own business and technical knowledge (F53)	1.000	0.839

Recommends appropriate e-Purchasing system (F54)	1.000	0.821
Supports during implementation process (F55)	1.000	0.794
Creates performance measures (F56)	1.000	0.717
Establishes appropriate deadlines/ milestone (F57)	1.000	0.748
Conduct post-implementation review (F58)	1.000	0.666

Extraction Method: Principal Component Analysis.