APPENDIX B

Interview Protocol

Time of Interview:
Date:
Place:
Interviewee:

The aim of the study is to obtain the specific critical success factors (CSFs) that influence the successful implementation of e-Purchasing in construction enterprises. (Professional point-of views)

Section 1: Respondent Background

Respondent Background:

i)   Respondent position/ job title:
ii) Type of industry :
iii) Work experience (years) :
iv) Work experience in current organization (years):
v)   Number of years involved with E-Procurement system:

Critical Factors Influencing Successful e-Purchasing (EP) Implementation

Q1   Please describe your role related to e-Procurement system in general.

Q2   Do you think that the following factors influence the successful implementation of e-Purchasing (EP)?;

(Tick YES/NO for the following statements)

Item	Descriptions	Perceived as	
		YES	NO
1	Setting a policy/strategy/plan		
2	A business plan supports the EP implementation effectively		
3	Setting-up of a steering committee		
4	EP implementation needs approval from top management		
5	EP implementation needs a Project Leader (PL) to be in-charge		
6	EP implementation needs effective and knowledgeable PL		

7	Stakeholder involvement/ participation influences the EP implementation		
8	Clear responsibility of team members is important to EP implementation		
9	Organization experience with new technology influences EP implementation		
10	Organization experience with new technology is vital to the achievement of organization objectives		
11	Active participation of employees in EP implementation		
12	Organization commitment impacts EP implementation effectiveness		
13	Organization needs a specific electronic business orientation structure for effective EP implementation		
14	Change management is important for EP implementation		
15	EP implementation needs close collaboration with suppliers		
16	Building strategic relationship with suppliers is important to EP implementation		
17	Employees need sufficient exposure to the system through communication on EP implementation		
18	Organization culture needs to be receptive to new changes in process		
19	Organization culture impacts EP implementation		
20	Organization needs to re-align the business process due to EP implementation		
21	Redesigning/reengineering the business process is vital for EP implementation		
22	Employees and end-users need to have sufficient knowledge to execute work using EP		
23	Training and education program enables employees and end-users to use EP effectively		
24	Training and education program is important to the successful implementation of EP		
25	Good quality employees and end-users will impact EP effectiveness		
26	Organization needs sufficient budget for EP implementation		
27	Organization should allow additional allocation of budget to ensure effective and efficient implementation of EP		
28	Organization needs performance measures to assess the impact of EP		
29	Performance measurement is a critical factor for effective EP		
30	The EP project must be closely monitored until the implementation is completed		
31	Organization needs to frequently monitor and evaluate EP implementation		

32	Readiness of trading partners/ suppliers is important for EP implementation		
33	Readiness of trading partners/ suppliers will impact effectiveness of EP implementation		
34	Good working relationship between two parties is essential to successful EP implementation		
35	Credibility of trading partners/ suppliers is important to successful EP implementation		
36	Trust in trading partners/ suppliers is vital to the success of EP implementation		
37	Effective communication between trading partners/ suppliers is critical to EP implementation		
38	Selection of vendor is important in shaping the outcome of the EP implementation		
39	Organization needs vender support for the EP implementation		

Q3   In your opinion what other critical success factors (CSFs) are necessary to implement e-Purchasing (EP)?

Q4   How critical are the following factors for successful e-Purchasing implementation?

      i)   Organizational policy and strategic plan

      ii)   Project plan/ schedule

      iii)   Project team

      iv)   Appropriate business model

      v)   Top management support and commitment

      vi)   Effective and knowledgeable project leader/ project manager

      vii)   Stakeholder involvement

      viii)   Roles and responsibility definition of team members

      ix)   Experience with new technology

      x)   Organizational commitment

      xi)   Appropriate organizational structure

      xii)   Change management

      xiii)   Close collaboration with trading partners

      xiv)   Relationship building with trading partners

      xv)   Promotion of systems through communication within organization

      xvi)   Organizational culture (attitude towards innovation)

      xvii)   Business process reengineering

      xviii)   Training and educational program

xix)   Good quality employees

xx)   Adequate financial resources

xxi)   Performance measurement

xxii)   Regular monitoring and evaluation of performance

xxiii)   Readiness of trading partners

xxiv)   Trust in trading partners

xxv)   Communication with trading partners

xxvi)   Vendor / IT Consultant support

Q5   What are the obstacles that prevent many large companies from using e-Purchasing system? Why does this happen?

Q6   Does the use of e-Purchasing applications   have the potential of growing within the construction industry organizations?

Q7   Who do you think should be the leader of this system implementation ?