

## Stages in (B2B) Procurement Process

Table 2 (Continued)  
Scale items and measurement model results

|  | Construct reliability | Lamda loading |
|--|-----------------------|---------------|
| <i>Proactive focusing</i> <sup>a</sup>   | 0.70                  |               |
| We considered how this purchase would impact the organization's long-range profitability                 |                       | 0.78          |
| It was not necessary to consider long-range purchasing objectives when making this purchase <sup>b</sup> |                       | 0.61          |
| Future plans were not an important issue in this purchase decision <sup>b</sup>                          |                       | 0.59          |
| We didn't need to develop plans for possible supply distribution <sup>b</sup>                            |                       | 0.43          |
| <i>Formal analysis</i> <sup>c</sup>  | 0.73                  |               |
| To what extent was economic analysis used on this purchase?  |                       | 0.76          |
| To what extent was value analysis used on this purchase?   |                       | 0.72          |
| To what extent was cost analysis used on this purchase?  |                       | 0.54          |
| To what extent was spread sheet analysis used on this purchase?  |                       | 0.50          |

<sup>a</sup> Seven-point response cues anchored at strongly disagree (1) and strongly agree (7).

<sup>b</sup> Responses to this item were reverse scored.

<sup>c</sup> Seven-point response cues anchored at were not at all (1) and very much (7).

Hunter, Gary K., Michele D. Bunn, and William D. Perreault, Jr. (2006), "Interrelations among Key Aspects of the Organizational Procurement Process," *International Journal of Research in Marketing*, 23, 2 (June), pp. 155-170.