CHAPTER 4

ANALYSIS OF RESPONSES

WITH REFERENCE TO SURVEY IN INDIA
Chapter 4

Analysis of Responses with Reference to Survey in India

4.1 Collection of Primary data in India

Primary data was collected on the basis of a questionnaire consisting of 40 questions. These questions attempt to probe and collect relevant authentic information, facts and figures, from the respondents categorized into 7 industry sectors. These sectors are a) Banking, Finance & Insurance b) Manufacturing c) Services d) Retailing e) Logistics f) Utility g) Public Administration. These companies interviewed are located in Mumbai, Pune, Hyderabad (popularly known as Cyberabad), Bangalore, and Chennai, Calcutta and Ahmedabad, but the emphasis has all along been given to Mumbai, Pune and Bangalore since a majority of the Companies have their head offices in Mumbai being the commercial capital of the country and Bangalore being the Silicon city of India. Recently Pune has been identified as the next IT center for the industry. The questionnaire was administered to senior managerial level, so as to ensure authentic and reliable data. These responses have been analyzed question wise as under :-

4.2 Analysis of Responses

With reference to question 6a., as to how old the Company is, the responses indicated that the percentage of companies having more than 10 years standing is 53%, with 8 – 10 years standing is 13%, with 6 – 8 years standing is 5%, with 4 – 6 years standing is 9%, with 2 – 4 years standing is 12%, and having less than 2 yrs standing is 8%.
Table: 4.1 Age Distribution of Companies in India

<table>
<thead>
<tr>
<th>Age of Company (yrs)</th>
<th>Number of Companies (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2</td>
<td>8</td>
</tr>
<tr>
<td>2 – 4</td>
<td>12</td>
</tr>
<tr>
<td>4 – 6</td>
<td>9</td>
</tr>
<tr>
<td>6 – 8</td>
<td>5</td>
</tr>
<tr>
<td>8 – 10</td>
<td>13</td>
</tr>
<tr>
<td>More than 10</td>
<td>53</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Fig: 4.1

It may be concluded that the survey constituted representation of companies with longer standing, thereby representing information based on experience level.

With reference to the responses received to question 6b, it is concluded that most of the companies launched their marketing program through Internet aggressively during the period 2002 – 2005.

Analysis of responses to question 7 yields the following statistics :-

Table No. 4.2 Company Profile – Companies in India

<table>
<thead>
<tr>
<th>Type of Company</th>
<th>Number of companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Ltd.</td>
<td>32</td>
</tr>
<tr>
<td>Pvt. Ltd.</td>
<td>45</td>
</tr>
<tr>
<td>Partnership</td>
<td>06</td>
</tr>
<tr>
<td>Proprietorship</td>
<td>06</td>
</tr>
<tr>
<td>Govt. dept.</td>
<td>03</td>
</tr>
<tr>
<td>Public sector</td>
<td>01</td>
</tr>
<tr>
<td>Others</td>
<td>07</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>
By and large, Private. Limited companies and Proprietorship concerns were somewhat hesitant in sharing figures relating to their revenues and profitability. The only Public sector company interviewed indicated that very little efforts were put into marketing activity whereas the Private sector representatives (45%), had a more aggressive marketing plan in keeping with a revenue model, aided by an Internet marketing plan in several cases.

The response to question no. 8, clearly indicated that Internet marketing was a common feature of most of the companies (32%) having a turnover of more than Rs.1000 Cr. However, companies with a turnover between Rs.100 – Rs.1000 Cr. were equally responsive to the usage of Internet marketing to a significant extent of (28%), followed by companies with a turnover between Rs.10 – Rs.100 Cr. (17%). Smaller companies having a turnover of less than Rs.10 Cr. were to an extent of (23%).
Table 4.3 Distribution of Indian Companies – Company Size wise

<table>
<thead>
<tr>
<th>Revenue in (Rs. Cr.)</th>
<th>Number of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10</td>
<td>23</td>
</tr>
<tr>
<td>10 - 100</td>
<td>17</td>
</tr>
<tr>
<td>100 - 1000</td>
<td>28</td>
</tr>
<tr>
<td>&gt; 1000</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

With reference to Question no.9, the responses indicated that the head offices of most of the companies were located in metro cities such as Mumbai : 58, Chennai : 9, Pune : 4, California : 3, Bangalore : 3, Delhi : 2. The remaining companies had one office each in one of the following cities of Hyderabad, Delhi, Noida, Calcutta, Calicut, Kottayam, and Singapore. A total of 9 companies did not mention the city in which they had their head office.

Companies also had their registered offices in metro cities such as Mumbai : 53, Chennai : 8, Bangalore : 3, Ahmedabad : 3, Pune : 2, Calcutta :2, Delhi : 2, California : 2, and the remaining companies had one office each in one of the following cities of Hyderabad, Calicut, Kottayam, Singapore and New York.
Companies spread their marketing activities in all the major metro cities, class A cities all over India as well as in some the major cities all over the world. Around 71% of the companies had between 1 – 10 marketing offices in the metro and class A cities of Mumbai, Delhi, Noida, Udaipur, Pune, Calcutta, Bangalore, Chennai, Hyderabad, Secunderabad and Ahmedabad. Around 5% of the companies had their marketing operations in about less than 50 cities spread all over India and the globe in cities such as New York, Singapore, California, U.K. and Germany. Around 20% of the companies had their marketing activities spread widely over 50 – 100 cities all over India such as Mumbai, Pune, Delhi, Noida, Nagpur, Ahmedabad, Baroda, Calcutta, Bhubaneshwar, Bangalore, Hyderabad, Chennai, Calicut, Cochin, Trivandrum as well as all over the world. However, only around 4% of the companies had operations of the stature necessitating the presence of marketing offices in nos. greater than 100 spread widely.

About 60% of the companies had about less than 10 branch offices all over the metro and class A cities and an equal no. of around 19% companies had between 10 – 100 branch offices and between 100 -- 500 branch offices. Around 13% companies had between 500 – 1000 branch offices. A very small 5% companies had more than 1000 branch offices some of them overseas.

About 9 companies had less than 5 godowns/warehouses, about 3 companies had between 5-10 warehouses, another 3 companies had between 10-50 warehouses, and only one company had more than 50 terminals (291 in the case of BPCL.)/godowns.

Responses to Question no. 10 on Target Markets, indicate that the Internet is definitely being used in attempting to go on the path that transforms the lives of people both in the way they work and live. Use in business at a national level (55%) are more in focus, followed closely by retail business at the national level(50%) (See fig.:4.4). National retail business was evident predominantly in the retail banking, finance and Insurance sector as mentioned earlier. Travels and tourism sector also seem to be using the medium. Job portals and marriage portals seemed to do very well by and large. Telcos and ISPs (Infocomm and televentures) were also major leaders in national retail business. It is worth mentioning that around 50% accounts for business at the national retail level. This included around 21% of the companies doing
business at national level in both retail and other businesses. National Businesses in the manufacturing segment, real estate, textiles and pharmaceuticals seem to be using the Internet for information seeking & gathering, also bordering on competitor analysis (See fig.:4.6). Hospitals and pharmaceutical companies utilized their web sites to generate indirect boost to their sales by deploying a marketing strategy aimed towards creating awareness about a certain strain of drugs useful in cases of certain prevalent illnesses in vogue. In case of pharmaceuticals a particular mention was made of the field staff being enabled by the availability of the Internet in updating higher ups with accounts statements, placing region wise product requisitions even when on the field. This kind of SFA \(^1\) was possible by accessing the company's intranet when on the field via the Internet. The Internet as a marketing tool was a significant feature in the corporate banking sector, small enterprise and private banking sector. Major software development houses dealing with software products & solutions, in both the IT and IT enabled services companies appear to be using the medium. Telecommunication & infrastructure development companies also used the Internet exhaustively to address a large data base as well as to enable their field staff to get access to their applications, when on remote locations. However, in certain cases, a good number of companies were found to resort to international markets (40%) (See fig.:4.7). This comprised of about 27% of the companies doing business at both the national as well as international level. Significant among these are companies offering energy solutions, OEMs and automobile and textile manufacturers, traders dealing in export of agro chemicals and textiles, companies importing technology & equipment for the food processing industry catering to a large customer base in India as well as overseas.

There were hardly any responses for retail business at purely international level, however a total of (10%) (See fig.:4.7) business houses had their target markets addressing the international as well as the national retail sector. Of those in this segment the major users are the matrimony portals catering to NRIs as well as those NRIs wanting to make investments in India using the online facility. Online reservation of tickets by the Railways (IRCTC), e-ticketing for airlines also contributed sizably to the retail market at the International level. A few responses

\(^1\) Sales Force Automation
indicated usage of internet as a marketing medium in Public Administration (05%). These related particularly to the initiatives taken by Govt. departments like Dept of Reinforcement and the Directorate General of Foreign Trade to enable the Exporter – Importer community to securely transact electronically with them using Digital Signature Certificates. The Income Tax Dept. which today offers online filing of Income Tax returns indicated that the web is also being used mainly to create public awareness and information dissemination which would indirectly contribute to increasing their customer base. All these examples indicate the growing recognition of the Internet as a business and personal productivity tool. ITC’s e-chaupal (a common platform/portal for farmers to trade their produce and goods) is indicative of the fact that the government of India is seriously attempting to increase Internet penetration at the rural level. In certain states like Andhra Pradesh and Karnataka, Government Departments adopting e-governance, particularly in the area of e-procurement indicated that the Internet had the potential to increase transparency in Government functioning particularly through e-tendering and empanelment of vendors in various categories. It is very encouraging to note that the government, both at the Central and State level, believes and has taken initiatives towards effective implementation of e-governance with a view to bring IT to the common man.
National Retail Business – Sector wise break up.

Fig: No: 4.4
Overall picture of Target markets of the 100 respondents is as follows:

- Utility, hotels & other services
- E-learning & Educational Institutions
- Pharmaceuticals, medical services, telemedicine
- IT Enabled Services & BPOs
- Dealers/Suppliers, manufacturing & automotive industry
- Telephone, Infrastructure, Broad Band Service Providers
- Investment, placement, financial consultants/Online Broking
- Banking (all sectors), Insurance, Finance
Internet marketing has played a major role in promoting businesses profitably. This fact has been verified from the following figures in (tab.:4.4) on performance of the companies have been in the last 5 years (2001 – 05) from respondents, to question no 11. Businesses classified into 3 categories. Those doing purely B2B type of business, those doing purely B2C type of business, and those doing a mix of both B2B and B2C types of business. The overall picture of all 100 companies studied shows that, around 37% of the companies are engaging in purely B2B types of business as opposed to a small 17% who are into businesses purely of the B2C types. This is in line with the previous literature research carried out for Indian companies which reveals that at present Indian companies are more comfortable with the medium in the area of B2B than in the area of B2C. The reverse is true for the trend in U.K, where a majority of profitable Internet based businesses are of the B2C types. Year on year growth figures (percentage of revenue) were converted to relative growth rates taking year 2000 as the base year.

Growth Patterns based on Revenue Growth of the 100 targeted companies in India over the last 4 years were as follows:

Table: 4.4 Overall Business – Revenue Growth Pattern (2001-05)

<table>
<thead>
<tr>
<th>% Growth</th>
<th>No. of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td>20</td>
</tr>
<tr>
<td>10% - 20%</td>
<td>47</td>
</tr>
<tr>
<td>20% - 30%</td>
<td>26</td>
</tr>
<tr>
<td>30% - 40%</td>
<td>06</td>
</tr>
<tr>
<td>&gt; 40%</td>
<td>01</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>
The overall growth pattern is suggestive of the fact that almost 26% of the companies are performing to the extent of 20%-30% revenue growth. This could definitely be attributed to the marketing efforts of these companies on the Internet because most of them have indicated that the extent of usage of the Internet in their marketing activities is almost between 60%-80% (High usage) in a majority of the cases and in some cases more that 80% (Very High usage). (Please refer to responses to question 21 for more details). Usage of Internet has proven to be a boon because, in spite of the conservative attitude of some of the business organizations, still, by and large business houses did achieve significant gains by its usage and this aspect is a clear indicator, pointing to the fact that, in the future Internet marketing could evolve to be the only effective, potential marketing weapon globally.

Table: 4.5 B2B and B2C Business – Revenue Growth Pattern (2001-05)

<table>
<thead>
<tr>
<th>% Growth</th>
<th>Number of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td>06</td>
</tr>
<tr>
<td>10% - 20%</td>
<td>25</td>
</tr>
<tr>
<td>20% - 30%</td>
<td>12</td>
</tr>
<tr>
<td>30% - 40%</td>
<td>03</td>
</tr>
<tr>
<td>&gt; 40%</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
</tr>
</tbody>
</table>
Table: 4.6 B2C Business – Revenue Growth Pattern (2001-05)

<table>
<thead>
<tr>
<th>% Growth</th>
<th>No. of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td>03</td>
</tr>
<tr>
<td>10% - 20%</td>
<td>08</td>
</tr>
<tr>
<td>20% - 30%</td>
<td>03</td>
</tr>
<tr>
<td>30% - 40%</td>
<td>03</td>
</tr>
<tr>
<td>&gt; 40%</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
</tr>
</tbody>
</table>

By and large out of the 37% businesses of the B2B type, almost 35% of the companies are achieving a growth in the region of less than 30% in the said period under study (2001-05) (tab.: 4.7), whereas out of the 17% of B2C types of businesses, only 14% have shown growth in size to the same extent (tab.: 4.9). However, it is noteworthy that about 3% businesses of the type B2C have achieved a much higher growth rate to the extent of 30%-40%, a feature which is absent in the case of B2B businesses. These are companies dealing with travel bookings, tourism and holiday bookings over the Internet. This is pointing to the fact that there is tremendous potential in the B2C area which needs to be exploited by Indian companies. One of the reasons this particular sector has caught on in India is that online broking eliminates the hassles of conventional booking methods and at the same time offers several comparable options to the typically suspicious Indian consumer. However
certain foreign airlines are still skeptical of doing business on the net with airlines operators based in India, due to apprehensions on the payment gateway front.

Table: 4.7 B2B Business – Revenue Growth Pattern (2001-05)

<table>
<thead>
<tr>
<th>% Growth</th>
<th>No. of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td>11</td>
</tr>
<tr>
<td>10% - 20%</td>
<td>12</td>
</tr>
<tr>
<td>20% - 30%</td>
<td>12</td>
</tr>
<tr>
<td>30% - 40%</td>
<td>0</td>
</tr>
<tr>
<td>&gt; 40%</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>37</td>
</tr>
</tbody>
</table>

Fig No: 4.9

The companies showing good growth in the B2B segment in India are those engaged in software development. These are in the area of business solutions and Internet security software as well as integrated software solution providers. Call centers for financial institutions and BPOs and outsourcing units are also showing good performance. Companies engaging in energy conversion solutions as well as companies providing technology based ‘anytime, anywhere’ kind of solutions in a number of application areas in the services sector. These applications range from remote diagnosis to sports solutions, based on wireless technology over the Internet.
medium. Today, in India, Internet marketing is mission critical to several recruitment firms using prominent job portals. Telemedicine and medical tourism are also major areas where B2B kinds of businesses are very promising in the times to come.

According to question 12 which addressed the views of managers with regard to future growth plan of their companies for the period 2006-2010, the responses were as under:-

Table No: 4.8 Growth Plan of the Companies (2006-2010)

<table>
<thead>
<tr>
<th>Growth plan of the company (Revenue%)</th>
<th>No. of companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 20%</td>
<td>14</td>
</tr>
<tr>
<td>20% - 40%</td>
<td>54</td>
</tr>
<tr>
<td>40% - 60%</td>
<td>06</td>
</tr>
<tr>
<td>60% - 80%</td>
<td>05</td>
</tr>
<tr>
<td>80% - 100%</td>
<td>09</td>
</tr>
<tr>
<td>&gt; 100%</td>
<td>04</td>
</tr>
</tbody>
</table>

Fig No: 4.10

Around 8% of the companies, did not have any firm growth plan. With increase in awareness and reduction in cost of infrastructure, companies responded positively almost (54%) with high plans of growth in the region of 20% - 40% growth, in certain sectors like jobs and matrimony portals, online broking, internet banking, and wireless and mobile based technology solutions in the service industry. However, a small
significant percentage (14%) of responses indicated a pessimistic attitude of growth based on the uncertainties of future business trends.

Responses to question 13 showed 29% of the Internet marketing players were from the Banking, Finance & Insurance sector. 82% were in the services sector of which 53% percent were in into services other than Banking, Finance & Insurance. Around 14% were in the Manufacturing sector, around 5% were into retailing and about 2% were distributed equally among Utility, and Public Administration sector. A very small 1% were using internet as a marketing tool in the Logistics area of business. Responses indicated that as of now, though this particular area has been under-addressed, it is worthy of noting that the real application of this medium is in the area of TPL\(^2\) where vendors/suppliers catering to the manufacturing sector, and their ancillaries, use transport agents as intermediaries to carry inventory on behalf of the supplier/vendor. Transport agents in turn use internet based logistics software to cater to materials demands of factories to reduce their inventory holding costs. Tracking of goods is also another area where companies shipping cargo use this medium (e.g. in companies like Ceiscorp Ltd. & Lee & Muirhead). This clearly indicates that the growth of Internet and networking is very evident in India and in particular in the metro cities as seen earlier. Productivity gains from the Internet have greatly enabled companies dealing with financial services and manufacturing & engineering design services, companies dealing with Fast Moving Consumer Goods, pharmaceuticals to become more fast, efficient and competitive.

\(^2\) TPL: Third Party Logistics
With reference to Question 14, it appeared that about 35% of the companies had less than 2 divisions into which their businesses were diversified, and about 27% had between 2 – 4 divisions. A reasonably large 19% had as many as 4 – 6 divisions of business diversifications and a few (9%) indicated more than 6 divisions. By and large most of the companies catered to approximately the same number of or in some cases fewer marketing segments as the number of divisions they had. However, it is noteworthy to mention that, some of the divisions cater to more than one market segment as in companies that develop solutions and services designed for the Indian terrain in terms of affordability and backbone network infrastructure, as well as enterprises that developed network related software be it management, monitoring, applications or security software and solutions.
With regard to the age profile of the consumers, in question 15, the following
distribution indicates the approximate age groups within which the users of Internet as
a marketing medium lie. Since this question was directed towards the consumer
segment, a majority of companies in the retail sector have answered. However
respondents belonging to the non-retail sector have also indicated the age group of
their target audience also.

Table: 4.9 Age wise Distribution of Consumers – Companies in India

<table>
<thead>
<tr>
<th>Age Group</th>
<th>No. of users in the target audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 05</td>
<td>24</td>
</tr>
<tr>
<td>05 – 15</td>
<td>24</td>
</tr>
<tr>
<td>15 – 21</td>
<td>33</td>
</tr>
<tr>
<td>21 – 30</td>
<td>71</td>
</tr>
<tr>
<td>30 – 45</td>
<td>85</td>
</tr>
<tr>
<td>45 – 60</td>
<td>71</td>
</tr>
<tr>
<td>Senior Citizens</td>
<td>43</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>17</td>
</tr>
</tbody>
</table>

Age wise Distribution of Consumers – Indian Companies

Fig. 4.12

It is clear from the above that the maximum no of users of the medium are in the age
groups 22 – 50, the maximum concentration being in the age-group 30-45. The modal
age of the age distribution is 26.2 yrs. The median age is 34.25 yrs. The mean age of
the distribution is 35.66 yrs. The standard deviation of the distribution was found to
be to the extent of 18.5 yrs (Ref.: Appendix III-g). It is reasonable to conclude in the light of the above that even though the younger generation is more adaptable to the Internet medium, it is ultimately the decision makers in a company in the middle age group who are effectively using it as a medium in making engaging decisions in business transactions.

The 100 respondents to question no. 16 have been broadly classified as 37% engaging in businesses of the type that are purely B2B and only 17% of businesses engaging in businesses of the type which are purely B2C. About 46% of the businesses are of both the types i.e. B2B and B2C. (Refer analysis of responses to question 11)

![Profile Of Business](image)

Fig No: 4.13

This is clearly indicative of the fact that B2C business on the Internet has not caught on as much in India as compared to the U.K., where the trend for B2C types of businesses is very high. Companies in U.K. have been more successful in formulating marketing strategies keeping the end user in mind. The lack of faith in the medium on security issues at an individual level along with the absence of a supportive business ecosystem in the form of consumer court/legal setup are some of the main reasons for the low numbers in the B2C environment in India. The tactile nature of the typical Indian and the need to indulge in the luxuries of physically shopping also contribute to the low turnout of retailing business on the web. A broad classification of the
individual customers targeted by the companies under study, based on their income profile reveals the following:

Table: 4.10 Income profile of Individual Customers

<table>
<thead>
<tr>
<th>Rs. (Lacs p.a.)</th>
<th>% of Target Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5</td>
<td>26</td>
</tr>
<tr>
<td>5 – 10</td>
<td>26</td>
</tr>
<tr>
<td>10 – 15</td>
<td>24</td>
</tr>
<tr>
<td>&gt; 15</td>
<td>24</td>
</tr>
</tbody>
</table>

Considering the relatively low cost investment in PC's/mobiles and the deceasing costs of broadband services in the country today, any individual who has a disposable income over a basic income of Rs.30,000 p.m. is a potential customer. In fact every individual who has an access to the medium is a potential individual customer, even if it means that he/she is only viewing his/her online bank account statement on the Internet, or perhaps sending a gift from a retail site to a friend sitting on the other side of the country/globe, or possibly cutting their own CD of favorite musical tracks from the popular music site mycd.com. However, the access to the medium could be from home, office or even from a cyber café. Hence the income profile of a potential user, after a particular point, does not necessarily influence the usage of the medium as a marketing tool targeted at an individual level. The figure of 37% on the B2B front reveals that corporate business houses are quite open to adopting the new technology. In most cases the target audience is well identified and the Internet marketing plan is very focused. This is further apparent from the 46% of combined kinds of businesses (B2B and B2C) on the net. Services including banking, insurance and finance, marriage portals and online broking are the major areas where B2C business is showing promise in India. Online Internet banking has come a long way in India with an all India penetration level of about 9.75% as indicated by the recent HDFC performance (Refer Appendix V) report. However, as the absorption trend is not very clear based on the levels of income of the target customers in the B2C front, companies are yet trying to arrive at the right marketing mix.

The corporates in the target audience of the companies under study, on the other hand, could be classified on the basis of their income profile in the following manner:
Table: 4.11 B2B businesses – Distribution of Income profile of target audience –
of Companies in India.

<table>
<thead>
<tr>
<th>Large scale</th>
<th>Medium scale</th>
<th>Small Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover (&gt;=2500 cr.)</td>
<td>Turnover between (100-2500cr.)</td>
<td>Turnover (&lt; 100 cr.)</td>
</tr>
<tr>
<td>46 companies</td>
<td>101 companies</td>
<td>60 companies</td>
</tr>
</tbody>
</table>

Responses to question 17 indicate that, the 100 respondent companies had clients which were distributed in certain pockets of the country. Most of the users of Internet marketing indicated that (out of the 100 companies interviewed) 84 are established in the urban areas, out of which 28 companies had clients both in urban and rural areas. About 32 of the companies interviewed had clients in the semi-urban areas and an almost equal 33 companies had clients in the semi-rural areas. Further all companies that had a customer base overseas (55 companies in all out of the 100 interviewed) survived on the Internet using it extensively for all aspects of marketing including pre-sales, sales, order processing and project management. However, a reasonably large number of businesses (31 in all) have clients spread in rural areas. These are large industrial units housing power generation plants and providing energy conversion solutions, technology and infrastructure projects as in telcos, rural development projects as in e-chaupal (Andhra Pradesh – a common online platform for farmers for trading their agricultural produce), e-seva (Andhra Pradesh & Gujarat – automation of rural land records assisting in e-governance and e-procurement in the Govt. Sector) and telemedicine ventures(Andhra Pradesh & Tamilnadu - reaching super specialty medical facilities to the rural masses.) A very small no of companies (3) have clients spread in purely rural areas. This is indicative of the fact that the penetration of the medium in the rural areas in India has not yet been completely and sufficiently addressed. The break up of the above distribution of company clients (Internet users) in percentages is as follows:
Needless to say, the prospects of Internet marketing in India can get accelerated if more and more rural areas get introduced to Internet usage. The above data supports the hypothesis being validated indicating that even if Internet has been accepted very well in business and industry in urban India, there is still a lot of scope for its progressive development and usage in India as compared to the U.K. If one compares this with the distribution of geographical profile of clients in UK based companies (Ref.: fig. 5.7) one sees around 96% of the companies having urban clients 52% having rural clients 60% having international clients and 72% having clients in semi-rural areas. Initiatives from the Govt. in this respect would be supportive and beneficial.

With reference to question no.18, 39% of the respondents clearly indicated that their clients had very high awareness of the world wide web, about 28% indicated high awareness of their target customers and 23% indicated that their target audience had satisfactory awareness of the medium. However, a small 12% pointed out that the awareness of their target audience towards the world wide web is still low and an insignificant 1% indicated that the awareness was very low.

In response to the question on companies, assessment of the awareness of their target audience towards the world wide web five years ago in question no.19, around
11% of the respondents pointed out that their customers could be rated as having very high awareness, followed by about 15% of the companies indicating clients having high awareness. A large percentage of about 36% of companies rated that their clients have low awareness of the Internet as a marketing medium five years ago. As much as 15% respondents answered that the awareness of their customers towards the world wide web five years ago was very low and only about 22% companies rated the awareness of their clients towards the Internet and the world wide web five years ago as satisfactory.

![Change in trend of awareness of the Target Audience towards the world wide web](image)

Fig No: 4.15

Evidently the trend shows that there is a positive shift in the levels of awareness of the medium from low to very high in the said period amongst users in India. It is interesting to note that the percentage of the target audience having a satisfactory level of awareness of the web as a marketing medium in the data sample under study has not changed significantly over the considered period (2000-2005). This aspect is again supportive of the hypothesis that there is still a lot of scope for further progressive usage of this marketing tool.

Data relating to question no. 20 on the percentage of the target audience of the companies having access to the internet in any form indicated the following pattern:-
Table 4.12  Percentage of target audience having access to the Internet - Companies in India

<table>
<thead>
<tr>
<th>Percentage of Target audience having access to the Internet</th>
<th>No of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10%</td>
<td>06</td>
</tr>
<tr>
<td>10% - 30%</td>
<td>08</td>
</tr>
<tr>
<td>30% - 70%</td>
<td>23</td>
</tr>
<tr>
<td>70% - 90%</td>
<td>17</td>
</tr>
<tr>
<td>90% - 100%</td>
<td>45</td>
</tr>
<tr>
<td>Can’t say</td>
<td>01</td>
</tr>
</tbody>
</table>

The perception of 45 companies out of a total of 100 respondents showing a high percentage of their target markets having access to the internet is promising and bears some indication of times to come in the use of this medium by companies. The mean of the distribution is 71%, the median is 84% and the mode was calculated to be 94%. The distribution is thus highly negatively skewed.

Fig No :4.16

Question 21 seeks information about the extent of usage of the Internet as a marketing tool, within the organization. The efficacy of the Internet in their marketing effort,
was being measured by the companies from the number of hits\textsuperscript{3} that their website received, in most of the cases and, in certain companies, where available, as per the number of conversions of leads generated from the website into actual orders. However in a majority of cases the respondents were of the view that conventional marketing methods were also necessary to draw people’s attention to their web ventures.

Table: 4.13 Extent of Internet Usage in the organization – Companies in India

<table>
<thead>
<tr>
<th>Extent of Internet usage</th>
<th>No. of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20% (Very Low)</td>
<td>04</td>
</tr>
<tr>
<td>20% - 40% (Low)</td>
<td>17</td>
</tr>
<tr>
<td>40% - 60% (Satisfactory)</td>
<td>21</td>
</tr>
<tr>
<td>60% - 80% (High)</td>
<td>29</td>
</tr>
<tr>
<td>More than 80% (Very High)</td>
<td>29</td>
</tr>
</tbody>
</table>

The above table bears testimony to the promise that this medium is likely to gain greater acceptance within organizations for marketing purposes. The mean of the

\textsuperscript{3} Hits is defined as the number of requests for serving web pages, received by a web server.
distribution is 62.4% usage, median is 65.8% usage, and the mode of the distribution is 72.85% usage. Thus the distribution is negatively skewed.

The sales of PCs crossed the 3 million figure in 2003-04, according to MAIT (Manufacture’s Association Of Information Technology). The TRAI (Telecom Regulatory Authority of India) posted their successful reforms in 2002 which resulted in the rapid growth of the telecom industry and telephone penetration, is now looking at further accelerating this growth of Internet and broadband in the country. After the DOT's licensing issues were regularized by the Supreme Court in 2004, service providers and telephone and infrastructure majors of the likes of Bharati Televentures started showing profits for the first time. According to IAMAI(Internet and Mobile Association of India), India has 38.5 million Internet users (54% growth last year) in June 2005.\(^4\) that the Internet is and will be an effective tool for marketing in the times to come.

In response to question no 22, conclusions were drawn on the investment plans of companies for using the Internet for marketing their products and services, keeping in mind the marketing budget of such companies. Investment plans were obtained as a percentage of the revenue generation of the companies.

From the analysis of the data it follows that by and large the percentage of Internet marketing spend in the banking, finance and insurance sector is in the region of < 0.05% of the turnover in the cases of investment consultants, finance consultants and life insurance companies and varies between 2-2.5% of the turnover in the case of retailing and SME banking industry. Some public sector and nationalized banks have higher plans of investment, in the region of 3-5%. However investment companies catering to a large network of clientele overseas as well as the international banking sector have higher budgets allotted for their Internet marketing spend. In the manufacturing and engineering sector, the plan to invest in Internet marketing efforts was still smaller in the region of almost < 0.05% as in the cases of manufacturing units of industrial parts, vehicles, OEMs, textiles, computer hardware, and manufacturers of petroleum and fuel. Companies dealing with energy conversion

solutions, real estate, life style property management, commodity manufacturers, pharmaceuticals and oil and gas majors showed plans of investment in the region of 0.5% – 0.9% and in some cases in the region of 1-1.5%. The services sector which includes banking and finance sector, showed a more optimistic picture. These include travel and tourism industry, telecommunication and infrastructure units, software solution companies, ITES companies, BPOs and outsourcing units, food processing industry, hospitality and luxury hotel industry, and some dealers in motor vehicles and spare part industries indicating investments in the region of 0-0.5% of the turnover towards an Internet marketing plan. Investments in the region of 2 – 2.5% of the turnover was a feature of telemedicine applications centers, software companies and those selling web services. Railway bookings as in the case of IRCTC, airlines as well as road travel by fleet owners of transport services, tourism industry, and in some cases B–C businesses - marriage portals, job portals, e-learning portals, online broking, ISPs and broadband service providers and government departments with e-governance plans indicated even higher investment plans in the region of > 2.5% of the turnover and in some as ambitious as 10% of the turnover. Of particular interest is the fact that online share broking business, is a very promising business in the Indian market today with some online brokers having continuous investment plans to the extent of even 30% of their business. The retailing sector also indicated a moderate budget plan in the region of around 0.5-1.0% and the Public administration and logistics sector showed insignificant plans.

In order to draw any conclusions from responses to question no. 23, on the CAGR (Cumulated Average Growth Rate), of companies having used the Internet for marketing, one needs to consider that during the period 2001-2005, global business were affected by the following factors:

- Economies like USA, Germany went into depression on account of over-optimistic investment. Both these countries were big markets for India.
- Avian flu that affected business to and from AsiaPac countries.
- The Gulf war
- US invasion of Afghanistan
- September 11th 2001 in U.S affecting the travel and tourism industry.
and other similar events. While most businesses which were playing in the global markets, should have shown a slump, or negative growth, a significant representation of the respondents show an average growth pattern which is positive. This would have been attributable to the fact that organizations used the Internet, for finding new markets at a rate faster than could have been found otherwise. Another factor contributing to the same thought is the boom of the Indian economy which in a major way, was on account of good fiscal reforms in the country. Financial institutions, banks, Insurance companies are affected by the positive boom in the Indian economy. The Indian market became more and more attractive and people started making huge investments in India as they got better returns here. These institutions have been very forward in the adoption of technology. Companies outsourcing business processes, and whose major target was the U.S., managed to find clients in other parts of the world, staffing of which has been made possible on the Internet. Most software houses have been focusing on Europe and the U.S. for their clientele. There has been a fair amount of backlash in those countries for fear of losing jobs to less paid foreigners like Indians

In response to question 24, equal weight age being given to all marketing routes employed by a company almost 74% of the companies indicated that they used Internet as one of the tools in their marketing efforts, out of which about 24.3% companies indicated affirmatively that more than 25% of their marketing efforts were web based. These companies were online businesses providing software solution, online share broking companies, online banking industry mission critical areas as in jobs and placement consultancies, e-learning portals, other retail portals as in www.baazi.com or www.shaadi.com. The balance 26% of the respondents indicated that they by and large yet resorted to conventional marketing routes for enhancing their business activities. These were typically companies dealing with products and services where the need to take a final decision depended on actual physical interaction between the negotiators example as in corporate banking. Textiles and garments industry, furniture outlets to some extent, etc. where the buyer’s tactile nature induced the need to touch and feel the product before committing, strongly expressed the limitation of the medium in the said context. Although the profile of a
company and its products define the various marketing channels that a company employs it is quite evident that web based marketing routes are quite effective in products which are branded and standardized as in medical equipment, technology based imaging equipment, laboratory equipment, computer hardware, airline/railway ticket, etc. where the end user has no ambiguity about what he could expect on placing an order on the net.

Marketing Routes employed by the companies in India

26%

Web based routes

74%

conventional routes

Fig No : 4.18
With reference to question 25 the responses have been statistically classified as under:

Table: 4.14 Distribution of Net Savvy Employees of Companies in India

<table>
<thead>
<tr>
<th>Extent of Net savyness in employees</th>
<th>No. of companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 20%</td>
<td>06</td>
</tr>
<tr>
<td>20% - 40%</td>
<td>10</td>
</tr>
<tr>
<td>40% - 60%</td>
<td>13</td>
</tr>
<tr>
<td>60% - 80%</td>
<td>18</td>
</tr>
<tr>
<td>80% - 100%</td>
<td>53</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Fig: 4.19
Further break up of the net savvy employees in the 100 companies studied is as follows:

Table: 4.15 Age-wise Distribution of Net Savvy Employees in Companies in India

<table>
<thead>
<tr>
<th>Internet savvy Age Group</th>
<th>No. of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 21 years</td>
<td>13</td>
</tr>
<tr>
<td>21 years – 35 years</td>
<td>84</td>
</tr>
<tr>
<td>35 years – 50 years</td>
<td>64</td>
</tr>
<tr>
<td>50 years – 60 years</td>
<td>22</td>
</tr>
</tbody>
</table>

Fig: 4.20

Table: 4.16 Distribution of Net Savvy Employees (Function-wise) of Companies in India

<table>
<thead>
<tr>
<th>Functions handled by net savvy employees</th>
<th>No. Of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; Marketing</td>
<td>83</td>
</tr>
<tr>
<td>Finance</td>
<td>64</td>
</tr>
<tr>
<td>Production</td>
<td>35</td>
</tr>
<tr>
<td>Distribution. &amp; Logistics</td>
<td>37</td>
</tr>
<tr>
<td>Administration</td>
<td>65</td>
</tr>
</tbody>
</table>
A broad summary of the above data indicates that by and large more than 50% employees in an organization are net savvy to a high extent (>80%) and on an average these employees fall in the age group 21 – 35 years and to a lesser extent in the age group 35 – 50 years. The middle management is the level where most of these would be functioning followed closely by the top management level employees. The functional divisions in a company which readily use Internet as a marketing medium are sales & marketing, followed closely by finance and administration.

With reference to responses to question no. 26 on the extent to which companies had realized the benefit of Internet in regard to their marketing activities the data indicates that on an average around 66% of the respondents admitted to have been benefited by the internet in their marketing activities to an extent of more than 50% out of which about 19% have realized the benefit to the extent of more than 100%. About 22% had only realized the benefit to the extent of 25% - 50% and an almost equal 23% said that they achieved 50% - 75% benefits. It is also noteworthy that almost 12% had realized the benefits only to an extent of less than 25%. This aspect strengthens and supports the hypothesis that even though the Internet is very well accepted in industry and business as a marketing tool, there is still a scope for its usage and progressive development in India.
In a wider context, from the responses to question no.27, as to the funds budgeted for marketing, most of the companies were able to comment on their marketing budget in terms of their profit figures. This indicates that out of 32 companies that had a marketing budget in the range of 10% - 30% of profits, 20 had their marketing spend in the range 10% - 15% and the balance 12 had their marketing spend in the region of 15% - 30%. A significant 51 of the companies having less than 10% of profits allotted for marketing budget and of these 20% i.e. around 10 companies had a very conservative marketing spend of less than 1% of profits. Only about 6% companies had a marketing budget in the region 30% - 50% and a very small 1% had a marketing budget of more than 50%. A moderate budget for marketing was the feature of most of the service sector including banking and Insurance. Companies not having huge capital investments also showed large marketing budgets in their planning. Typically large marketing budgets were a feature of companies engaged in online business especially as in job portals, marriage portals, and online trading portals, e-learning solutions, integrated software solutions for company operations, international banking, multinational pharmaceutical companies, specialty and referral hospitals dealing with telemedicine. However telcos and the manufacturing sector showed a low marketing budget. In a wider context, the percentage of profits budgeted for
marketing has not been optimistic. However, in consideration of the fact that the usage of internet marketing is of a very recent origin, (5 years), this level of 32% can be considered to be significantly encouraging. The distribution of marketing budget of companies is positively skewed as indicated below.

![Marketing Budget of Companies](image)

**Fig: 4.23**

Out of a significant budget for marketing, it is interesting to note that as per the responses, to question no 28, a total of 29% companies in the Banking, Insurance and Finance sector, around 12% in the manufacturing sector, around 51% in the services sector (excluding banking, finance & insurance), about 5% in the retailing sector, about 2% in the utility sector and about 1% in the Public Administration sector are favorably disposed to the internet marketing facility. The logistics sector showed insignificant investment in using the Internet as a marketing tool in the sample of companies under study. Typically, mission critical companies were directing most of their total marketing spend towards the Internet medium. In the engineering and textile sector, Internet marketing was viewed as a supporting activity and hence low allocation of marketing budget was evident. It was also noteworthy that conservative companies, that had not yet planned on using the Internet, expected their marketing budgets to reduce if they used the Internet in their marketing plan. In the near future such companies are expected to increase in numbers.
Responses to question 29, question 30 & question 31 pertaining to various costs incurred by companies incorporating the medium into their marketing activities are summarized as under. The costs incurred by these companies in introducing the Internet Marketing plan, have been calculated as broadly coming out of 4 areas:

- Account set up /activation fees
- Monthly usage / service charges
- Upgrade expenses (hardware/software)
- Website design and maintenance, other web analytic software/tools.

The amortization cost of capital investment on infrastructure has been taken into account and one time expenses divided over a period of 3 years considering the time period of obsolescence in the hardware industry. Further, in cases of companies owning their own servers, purchasing cost/ configuring cost and operating costs have also been taken into account. Companies that had large IT setup’s opined that they did not incur maintenance costs and if at all these were miniscule in nature. The majority of companies indicated that they were using broadband services and were largely happy with the speed/efficiency of the Internet they were receiving at their operating center. This particular aspect supports the hypothesis, presently under study, that infrastructure and technology have come a long way in India in the last 2 years. In companies that were new to the technology, the trend was to outsource/contract the
entire web venture along with infrastructure design and implementation to an outside agency. In companies that did not possess their own server, the cost of hiring space on other portals/servers have been included in the investment cost plans. In newer companies that had just made a web presence, the investment plans pointed towards using it more initially as an electronic brochure than for transacting business.

If one looks at the costs invested by companies over the past 5 years, there is a spectrum of investment levels in relationship to their size that is represented by their turnover. If on the other hand, one were to make a judgment on the investment that, these same companies have planned for the coming 5 years in the area of marketing using the web as a medium, the observation is that, investment levels are fuzzy at best, but more pronounced in companies having larger sizes.

Based on the data gathered, one could conclude that

1. A relatively high investment in web development, has not resulted in the expected growth of business, thereby, leading to more conservative estimates.
2. The spread of the web culture or web strategy has not percolated, well within the organizations thereby leading to poorer representation of the actual.
3. The absence of accepted metrics or measurement tools to gauge the efficacy levels, spread of investments made, and the absence of a management funnel, to consolidate investment plans made by other constituent parts of the organization could mean erroneous reporting and erroneous planning. That such plans may be erroneous, may be concluded by comparing the plans vs actuals of ISPs drawn up over the past half decade. The actuals have exceeded plans.
4. Services oriented organizations and financial services organizations seem to have a higher degree of acceptance to taking up web implementation.
5. Forecasts by industry specialists like the Gartner Group and Forrester Research, for Internet penetration globally, appear to be belied in the Indian context based on the observation of data collected. SMB’s (Small & Medium Businesses) that have, by and large, fuelled Internet penetration in most western countries, represented in India by companies whose turnover is between INR 10 – 1000 Crore, do not appear to have made such a drastic shift into the medium, and also do not appear to be planning to exploit it.
Another observation is the primary mode of conducting business – represented by Business to Customer (B2C), Business to Business (B2B) and a combination of the two. While the forecasts that B2B business is likely to be a multiple times larger than the B2C businesses, the data collected from the companies shows that the investments made by marketing companies in B2C websites – generally exceed the investments made by marketing companies in B2B websites.

There could be a fair level of justification in the above observation, in that the B2C web sites, whose primary clientele are individuals, need to attract their potential clientele on the web and give them attractive schemes to coerce them to take instantaneous purchase decisions. This involves the use of nifty and potentially attractive designs on the websites, easy navigation and easy decision making choices, culminating in the clients making a commitment for business. This would involve the use of very responsive websites, expensive software and frequent reconfiguration and maintenance to keep the website novel and attractive.

B2B websites, on the other hand, do not need to depend on their websites to get their clients to commit on business. The websites could give very primary levels of information and a web presence, where the decision making is handled using a team of highly skilled sales staff. The scale of business, procured in such deals is larger than the average size of the B2C deals by perhaps a few thousands or even millions.

There are, however, a few B2B companies, who do a fair level of investment in their websites as a means to capture data directly into their ERP or SCM systems. In these cases, one would generally notice that the investment levels for such companies would be a scale higher than the traditional B2B companies.

There are, also, a fair number of companies who engage in both B2B and B2C modes. Such companies belong to the finance, insurance, and services sector. These companies make a modest level of investment in their web strategy than their other insular counterparts. These are also the companies who have expressed a fair degree of returns from their web strategy.
With reference to Question 32 it was observed that the Internet marketing Plan of companies having adopted the medium for their marketing function were mainly in the areas of maintaining corporate identity, advertising and direct mail campaigns. In addition marketing research and using collateral material, offering sales support and increasing public relations and promotions through the web were also popular. These were among the leading activities towards which Internet marketing costs were being diverted. Using the features of the web to conduct trade shows and program launches were also the initiatives observed in several engineering, manufacturing and in some cases retailing businesses. However most of the companies had experienced that in order to get a better response from web based campaigns they also had to ensure a good mix of conventional marketing strategy along with their Internet marketing strategy. Companies who seriously had a web marketing strategic framework in place, had analyzed using existing analytic software on web trends that over a period of time, the conversion costs of web based enquiries were smaller. Some amount of passive marketing preceding a web based marketing campaign was found to be more productive. Further the turnaround time of business orders also reduced drastically. Above all, because of the inherent strength of the medium for wider coverage, companies not only had a larger audience to address but also benefited from a well spread and exhaustive database to access for their business requirements.

Fig: 4.25

With reference to question no 33, the responses were inadequate to arrive at any conclusions.
With reference to question no. 34 the analysis showed that 60% of the companies started taking recourse to the Internet facility from the year 2000 in India. Almost 24% had adopted the medium before the Y2K boom and the remaining 16% adopted an Internet marketing plan after the year 2003. This clearly indicated that Indian companies have been quick in adopting the Internet as a marketing tool primarily as a vehicle of communication, although initially the realization of the benefit of the medium was not to a very great extent on account of the overall low awareness of the medium among the masses and the huge infrastructure costs.

![Year of Adoption of Internet in the Company as a Marketing Tool](image)

Fig :4.26

With reference to Question 35, almost all the companies that did not already have a structured Internet marketing plan and revenue model in place, based on it, were quite positive in indicating their earnestness for the usage of this facility of Internet marketing. Depending on its business adaptability, post 2003, these companies had plans of introducing more innovative and effective methods to exploit the medium. Certain companies also had plans to consider a serious and more sophisticated Internet marketing set up during the period 2006-07 in addition to the existing one.

When asked in terms of priority which functions in their business would be open to Internet marketing, in question no. 36 the responses were primarily in favor of Sales & marketing and finance. This was followed by administration, distribution and
logistics and production function in that order. It is interesting to note that certain public sector banking institutions showed a preference to expose their administrative functions to the Internet medium before they went on to the finance function. A certain amount of apprehension about the transparency in the medium on account of it being a public domain medium, still exists in the minds of users.

<table>
<thead>
<tr>
<th></th>
<th>SM</th>
<th>FIN</th>
<th>PR</th>
<th>D&amp;L</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>55</td>
<td>06</td>
<td>02</td>
<td>02</td>
<td>01</td>
</tr>
<tr>
<td>2</td>
<td>01</td>
<td>22</td>
<td>03</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>02</td>
<td>08</td>
<td>05</td>
<td>00</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>00</td>
<td>01</td>
<td>02</td>
<td>07</td>
<td>04</td>
</tr>
</tbody>
</table>

Fig :4.27
The perception of the respondents to question 38 on their opinions on the impact of the Internet on Global Businesses, over the coming decade is summarized and depicted in the following chart.

![Market Assessment of Internet Growth](image)

**Fig.: 4.28**

It would appear from the above that the overall impression is bullish about the utility and popularity of the internet as a business medium over the coming 10 years.
The perception of the respondents to question no. 39 on their faith in the ability of the present call centers and ITES companies to exploit the internet to deliver better services to their clients was affirmative to the extent of 90%. By and large it was felt that all call centers today were functioning to only about 30% of their full potential. Reduction in cost achieved by introducing more innovative technology like VoIP, increase in speed, achieving a wider reach as well as an increase in accessibility and flexibility by introducing more WiFi enabled areas were some of the benefits offered by the medium. These could be exploited by call centers in order to be delivering better services to their clients. However the respondents felt that the extent to which one could ensure better quality and value added services from call centres, would depend on the nature of jobs outsourced to BPO’s and call centers. Interaction between these service centers and their clients could be more oriented towards web based forms for primary data capture to ensure authenticity as well as to eliminate redundancy after the initial call. Further these call centers could expand their business by giving crisp product definitions along with discounts for online orders. The insignificant 10% of the remaining responses opined that the present call centers and BPO companies would actually act as a barrier between companies and their clients in general, if the people handling these services were not adequately trained for acquiring the required skill sets. Inefficiency and delays at the centers’ end could lead to frustrations resulting in a lack of faith in the system.
Fig.:4.29

Question no. 40 sought the opinion in terms of the most popular internet/web application in the present day. The responses have been summarized as follows:

One can conclude that Information Search offered by the google search engine is undoubtedly the most popular web application followed closely by email facility in the present context.
Interpretation of Observations

We summarize below the analysis of the above responses of the companies in India.

1. The survey constituted representation of companies with longer standing thereby representing information based on experience level.

2. Most of the companies launched their marketing program through Internet aggressively during the period 2002-2005.

3. By and large private limited companies and proprietorship concerns were somewhat hesitant in sharing figures relating to their revenues and profitability. The only public sector company interviewed indicated that very little efforts were put into marketing activity whereas the private sector representatives (46%), had a more aggressive marketing plan in keeping with a revenue model, aided by an Internet marketing plan in several cases.

4. Companies that had an Internet marketing plan had marketing and branch offices spread all over India and some had offices spread world wide.

5. Target market-wise Internet usage
   A. National level Business - 55%
   B. National Retail Business - 50%
   C. National Business and National Retail Business - 21%
   D. International Business - 40%
   E. National and International Business – 27%
   F. International Retail Business – 0%
   G. International and National Retail Business – 10%
   H. Public Administration – 05%

6. Business – wise Internet marketing usage
   • Purely B2B Business – 37%
   • Purely B2C Business – 17%
   • B2B and B2C Business – 46%
7. Sector-wise Internet marketing usage
   - Banking, Finance, and Insurance – 29%
   - Services (including Banking, Finance, Insurance) – 82%
   - Services other than Banking, Finance & Insurance – 53%
   - Manufacturing – 14%
   - Retailing – 5%
   - Utility – 2%
   - Public Administration – 2%
   - Logistics – 1%

8. Age-wise Internet usage of consumers
   - Maximum usage in the age group 30-45
   - Modal age = 26.2 yrs.
   - Median age = 34.23 yrs
   - Mean age = 35.66 yrs.
   - Standard deviation = 18.5 yrs.

9. At an individual level income profile of an individual does not affect the usage of the Internet for marketing. It is fairly estimated that anyone who has a disposable income over a basic income of Rs.30,000/- p.m. or more can access the medium from home today in India.

10. Geographical distribution of Internet marketing users
    - Urban users – 84%
    - Rural users – 34%
    - Semi-rural users – 33%
    - Semi – urban users – 32%
    - International users – 55%
11. Awareness towards Internet usage

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Present Awareness (%)</th>
<th>Awareness(%)-5yrs ago.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>39</td>
<td>11</td>
</tr>
<tr>
<td>High</td>
<td>28</td>
<td>15</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Low</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>Very Low</td>
<td>1</td>
<td>15</td>
</tr>
</tbody>
</table>

There is a positive shift in the levels of awareness of the medium from low to very high in the said period amongst users in India.

12. High percentage of target markets having access to the Internet in India is an indication of the times to come in the use of this medium by companies. A very high percentage have access to the medium. The mean access is 71 percentage, and the median access is 84 percentage, and the modal access is as high as 94 percentage.

13. Extent of usage of the Internet medium for marketing. The Internet as a marketing medium is likely to gain greater acceptance within organizations. The mean usage is 62.4%, median extent of usage is 65.8% and the modal extent of usage is 72.85%.

   - Very high investment plans in B2C sites, services including utility – 2.0-2.5%, 2.5%, almost 30% in some cases.
   - Banking, Finance, Insurance sector 2-2.5%, 3-3.5% show moderate investment plans.
   - Moderate to low investment plans in manufacturing and B2B sites - < 0.05%, 0.5-0.9%, 1-1.5%.
   - Public administration & logistics – insignificant plans.
15. Growth pattern in industries attributed to Internet usage

- A significant representation of the respondents show an average growth pattern which is positive.
- Organizations were able to find new markets using the Internet at a rate faster than they could have found otherwise
- Boom in the Indian economy on account of good fiscal reforms in the country.
- Financial institutions, banks and insurance companies affected by this positive boom in the Indian economy.
- People started making huge investments in Indian markets on account of high returns. (FDI)
- Backlash in U.S. and Europe for fear of losing jobs to less paid foreigners like Indians, as Business Process Outsourcing units find clients in other parts of the world.

16. Role of Internet marketing as one of the marketing routes of companies

- Companies using Internet as one of the tools in their marketing efforts – 74% (out of which 24% companies have more than 25% usage of the Internet as a marketing tool.)
- Companies resorting to conventional marketing efforts – 36%.

17. Demographic pattern of Internet users in companies

- Almost 53% employees are aware of the net to an extent of almost > 80%
- Age group within which net savvy employees lie is 21yrs – 35 yrs., and little less in the age group 35-50 yrs.
- Most net savvy level is the middle management level.
- Functional divisions which readily use Internet in the organization are sales & marketing, followed by finance and then administration.

18. Extent of realization of benefits of the Internet in regard to marketing activities

- 66% of respondents claim > 50% benefits
- 19% of respondents claim > 100% benefits
- 12% of respondents claim < 25% benefits
Thus even though Internet is very well accepted in business and industry in India, there is still a lot of scope for its progressive development and usage.

19. Distribution of marketing budgets of companies in the study sample
   • The distribution of marketing budget is positively skewed
   • A significant 51% of the companies had marketing budget < 10% of profits
   • 32% companies had a marketing budget between 10-30%
   • 6% of companies had a marketing budget between 30% – 50%
   • 1% of companies had a marketing budget > 50%.
   • Telcos and manufacturing sector showed low marketing budgets
   • Service sector including banking and finance showed a moderate marketing budget.
   • Companies not having huge capital investments showed large marketing budgets in planning like job portals, matrimony portals, retail portals (music & books), online broking and share market investments.
   • By and large percentage of profits budgeted for marketing is not very optimistic.
   • In view of the fact that Internet marketing is of very recent origin(5 yrs), this level of 32% can be considered to be significantly encouraging.

20. Sector-wise Internet marketing budgets pattern in companies
   • Banking, Finance, Insurance – 29% companies showed favorable disposition to Internet marketing budget.
   • Manufacturing sector – 12% companies showed favorable disposition
   • Services sector – 51% companies showed favorable disposition to Internet marketing budgets
   • Retailing sector - 5% companies showed favorable disposition to Internet marketing budget
   • Utility sector – 2% companies showed favorable disposition to Internet marketing budget
   • Public Administration – 1% companies showed favorable disposition to Internet marketing budgets
Typically mission critical companies were targeting most of their total marketing spend towards Internet marketing.

In the engineering and textile industry, Internet marketing was viewed as a supporting activity, hence low allocation of funds for marketing budget.

Conservative companies that had not yet planned on using the Internet, expected their marketing budgets to reduce if they used the Internet in their marketing plan on account of subsequent reduction in costs.

In the near future, such companies are expected to increase in number.

21. Investment levels of companies investing in the medium varies with the size of the company:

- Smaller companies with turnovers in the region of Rs. 0-10 Cr. showed ambitious plans of investment ranging between Rs. 2.0 – Rs. 4.5 lacs.
- Medium turnover companies between Rs. 10cr – 100cr turnover, showed plans of investment ranging between Rs. 5 lacs – Rs.70 lacs.
- Larger companies with turnovers between Rs.100 – 1000 Cr.turnover, showed investments in the region of Rs.100 lacs – 600lacs, and in some cases even between Rs. 1000 lacs- 2000 lacs.
- Very large companies with turnovers more than Rs. 1000 Cr., showed higher plans of investment between Rs. 2000lacs – 8000 lacs., and in some cases upto Rs. 15000 lacs.
- As compared to the present costs incurred by companies over the past 4 years, pattern of future investment levels are fuzzy and low, and pronounced only in a few companies having larger turnover.
- A relatively high investment in web development has not resulted in the expected growth of business, in some cases, thereby, leading to more conservative estimates of future investment plans.
- The spread of web culture or web strategy has not percolated, well within the organizations, thereby leading to poorer representation of actuals.
- The emerging trend of actuals having exceeded plans in the case of most of the ISPs, during the last 10 years, could mean erroneous reporting and erroneous planning on the part of the organizations. This erroneous reporting could be on account of the absence of accepted metrics or measurement tools.
to gauge the efficacy levels, spread of investments made, and the absence of a management funnel, to consolidate investment plans made by other constituent parts of the organization.

- A major of the serious web oriented organizations, seem to be coming from services oriented organizations and also financial services organizations.

- The pattern shows that larger businesses have made a better usage of the medium as a marketing tool, than the small and medium businesses by making a drastic shift with large investment plans. Contrary to the predictions of industry specialists like Gartner group, and Forrester Research for Internet penetration globally. In accordance with the data collected, the situation is different in the Indian context where small and medium business houses that are have a turnover between Rs. 10 Cr. – Rs. 1000 Cr., do not seem to have made such a drastic shift to the medium, and also do not appear to be planning to exploit it in the near future. However, they have expressed that they are not totally closed to the idea, but are waiting for issues such as safer methods of financial transactions on the net, credit card security and sounder methods of data privacy to evolve. In the western countries it is these small and medium companies which have really fuelled Internet penetration. The main reason for this difference could be the prevalence of plastic money in almost all walks of life as well as the availability of an exhaustive database of information with very short and efficient response time at a national level to keep a good tracking system alive in these countries. Cases of fraud which recur at short intervals of time like the recent case of the ICICI web site being cloned in Mumbai (phising case), and the case of sensitive data in BPOs in Gurgaon and Delhi having been leaked out, have confused the Indian user and have left a lot of apprehensions about the long term functionality of the medium.

- Government departments, like the Income Tax Department in Mumbai have opined that the need for complete digitization of financial and business transactions in all sectors, networked at a national level would definitely assist in identifying and arresting the cases of corruption and black money prevalent in the country today. The Department of Reinforcement has expressed that a network of the customs, export and import departments of
the country (which already exists in a modest way), could exploit the Internet better by publishing cases of people being exposed and caught in evasion of duty and other fraudulent cases and on the web. A knowledge of the ramifications of such malpractices could indirectly create awareness and lead to reduction of such occurrences. Needless to say, this should be backed up by a sound and efficient legal system.

22. Business mode – wise usage of Internet marketing

- Data collected reveals that investments made by marketing companies in the B2C websites generally exceed the investments made by marketing companies in B2B websites.

- The justification of higher investments on the B2C websites could be that these B2C websites need to reach their potential clientele who are primarily individuals, by giving them attractive schemes to coerce them to take instantaneous purchase decisions.

- This would involve the use of nifty and potentially attractive designs on the websites, easy navigation and easy decision making choices, culminating in the clients making a commitment for business.

- This would further involve the use of very responsive websites, expensive software and frequent reconfiguration and maintenance to keep the website novel and attractive.

- B2B websites, on the other hand, do not need to depend on their websites, to get their clients to commit on business. A web presence, where, the website gives very primary levels of information could be followed up by subsequent meetings where decision making is handled by a team of highly skilled sales staff. The scale of business procured in such deals are larger than the average size of the B2C deals by perhaps a few thousands or even millions.

- There are however, a few B2B companies, who do a fair level of investment in their B2B websites as a means to capture data directly into their ERP or SCM systems. In such cases, one would generally notice that the investment levels for such companies would be a scale higher than the traditional B2B companies.
• There are a fair number of companies who engage in both B2B and B2C modes. Such companies represent finance and insurance, and services. These companies make a modest level of investment in their web than their other insular counterparts. These are also the companies who have expressed a fair degree of returns from their web strategy.

23. Activity-wise usage in the Internet marketing Plan (in order of popularity)
   • Corporate Identity
   • Advertising and Direct mail campaigns
   • Collateral material
   • Market Research
   • Sales Support
   • Public Relations and Promotions
   • Trade Shows
   • Program Launch
   • Measurement of Outside audit bureaus
   • Others

24. Year-wise introduction and usage of Internet marketing in industry and business in India.
   • Before Year 2000 – 24%
   • Year 2000 – 60%
   • Year 2003 – 16%

25. Plan to introduce Internet marketing in companies not having done so
   • Post 2003 many companies showed more positive signs of introducing the medium for marketing purposes subject to adoptability of the medium
   • In addition to the existing plan, some companies also had plans to consider a serious Internet marketing set up during the period 2006-07 in addition to the existing one.

26. Function-wise usage of Internet marketing efforts (priority-wise)
   • Sales and Marketing – 55 companies (Priority – I)
• Finance – 22 companies (Priority – II)
• Distribution and Logistics – 14 companies (Priority – II)
• Administration – 11 companies (Priority – II)
• Production – 5 companies (Priority – III)

27. Perception of respondents on the impact of the Internet on global business, indicates that the overall impression is bullish about the utility and popularity of the Internet as a marketing tool over the coming decade.

28. Exploitation of the Internet marketing medium by call centers and BPOs to deliver better service to their clients:

• The general perception of almost 90% of the respondents was affirmative.
• At present it was felt that call centers were working only to the extent of 30% of their full potential.
• A small 10% of the respondents opined that the present call centers and ITES enabled services act as a barrier between companies and their clients in general, as the people handling these services are not adequately trained for the required skill sets. Inefficiency and delays at the call center’s end could lead to frustrations resulting in a lack of faith in the system.
• Major Enablers in improving their efficiency by using the Internet can be
  • Reduction in cost using VoIP and other innovative technology.
  • Flexibility, accessibility increase in speed and a wider reach by having more WI FI enabled spots
  • Elimination of redundancy and ensuring authenticity by using web based forms for primary data capture at the time of client history preparation.
  • Call centers can expand their business by giving crisp product definitions along with discounts for online orders.
  • The extent to which better quality and value added service could be ensured would depend on the nature of the jobs outsourced to BPOs and call centers and their level of equipment for handling the same. Hence call centers and BPOs should be allotted jobs selectively.
29. Web/Internet application - popularity - wise

- Information seeking and gathering
- Messaging (e-mail PC/mobile)
- Chatting
- Games
- Media
- Transactions
- Travel
- Web services
- Communications
4.3 Findings and Interpretations of Responses

Response No: 1.
Force Motors Limited, (A Firodia Enterprise), Mumbai-Pune Road, Akurdi, Pune – 411 035, INDIA.

Background of the Company
Force Motors, is the first three wheeler manufacturer in India, based in Pune. The company has 5 lines in automotive vehicles – 3 wheelers, tractors, utility vehicles. They are the first to bring in utility vehicles – TRAX, SUMO in sales. They supply automotive components to Bajaj and other OEMs. The engines come from FORCE MOTORS. Force Motors is a listed and quoted OEM. It is a joint venture with 70% owned by Indians, 30% by MEM of Germany. The company has marketing offices at 10 places apart from branch offices. Plant is at Pitampur (MP), Bhopal, India.

Target Markets:
The products of the company address Asian market and SE Australia. All individual entrepreneurs and fleet operators who run tourist vehicles are customers. Force Motors also has a small international market – 2% in the form of their vehicle TRAX - supplied to Germany for roads in hilly areas. The vehicle conforms to diesel Euro 3 standards.

Usage of the Internet within the organization
1. Orders for tourist vehicles are accepted over the Internet. Bookings for Goa, Bangalore, vehicular arrangements and hotel bookings.

2. Since the company has a very conservative approach, product design, R&D or connected data is not on the Internet. Networks addressing product design are separated from common networks. The common networks run SAP – an ERP solution. There is very strict administrative and management control over transfer of data to and from the network.
3. Email facility is available on the Internet within the company. Access to the Internet is aimed at market assessment.

4. Internet as a marketing tool – The Internet medium is used for dissemination of technical data sheets, as well as dissemination of commercial data sheets to the OEM’s – through strict administrative control. They plan to put or disseminate the technical services information and service manuals on the Internet e.g. chronological engineering changes. At the moment these are available in the form of CDs that are given to the regional offices and thereon to certain customers.

5. The employees of the company have restricted access to the website. But for the field workers, data including service and warranty is through the website. Information on the website is also used for the purposes of post sales services.

6. The company has a website linked to vendors and services. Video conferences are held between plants and HO. The ERP in use is SAP. Data sharing between plants and HO is also done using the website. Technologies used within the company are remote net, ftp, IP protocol wireless IVR, both for local and international calls.

7. The company has realized the benefit of the Internet, but has chosen not to use it. The usage is discretionary. The Internet service providers are Satyam. A VSNL satellite link also exists. All web servers are connected through satellite links. Although direct buying from companies like DELL, IBM, COMPAQ are effective they are more profitable in the case of bulk orders, but CMS has scored on the cost and as a policy decision the entire set up of operations has been outsourced to CMS – hardware + maintenance.

Enablers:

1. In the engineering industry the Internet can be used to increase spread of responses to customer needs. At present the time taken by the customer to reach the internet is slow. At the RSO there are a queries addressing availability, indents per region, etc. Hence the sharing of the company database is through is through the internet. There are occasional service calls authenticated and placed through the internet and disseminated to the RSO’s.
2. A general e-mail is given for vendors in the form of a net based e-mail. But for corporate the e-mail network operates on a LAN.

3. Call centers can build employee pools in areas of specialization of that skill and using the Internet distribute them. With the usage of good software tools, support could also be made available.

4. Most popular web application is music on the net followed by information search. Another popular application is email.

Response No. 2
Persistent Systems Pvt. Ltd. Bhageerath, 402 Senapati Bapat Road, Pune 411 016 India.

Background of the Company
 Persistent Systems is an Identity Management and Product Development Company It operates in the area of software development operating through ODC’s (Offsite Development Centres). They have physical connections with their contractors. The network used is SS & VPN. The 4 lines of product development are Identity Management, telecom, IBM, TIVOLI and service applications.

Target Markets
They develop network management tools for organizations like HSBC on an IBM platform. They customize the product as per IBM’s requirement. The company’s clients are IBM, HP and Microsoft.

Usage of the Internet within the organization
1. The employees of the company are connected from home to the company by the VPN through dialup, broadband or mobile.
2. The company believes in and has the following practices - Giving 1) the company profile on the internet, 2) communications to the client, 3) RFC contracts 4) All the first hand information, until the final level are given on the Internet.
3. There is a high dependence on the Internet
4. The junior management employees are Internet savvy. The top management uses it to access information, reference / knowledge enhancement if required.
Brochures, announcements, publishing’s are on the net. Product development is one area which is insulated from the net.

The company has its own client base of around 150 from whom they get repetitive business. The company has its own local leased lines, VSNL – 16 MB line. The company does not incur any a/c set-up or activation fee. They also do not incur any configuring costs as they have their own manpower. They have their web presence and the website is developed an external agency.

Enablers to improve the efficacy of the Internet as a marketing medium.
1. Infrastructure.
2. Awareness is growing in urban areas, but the capacity is not enough as broadband is a hurdle, as its availability and reach in different areas is an issue.
3. Infrastructure penetration in rural areas is also another major problem. The main problem is faced when they have to uphold SLA’s as per the agreement.
4. Call centers can deliver better service to their clients using the Internet medium. User validation can be done better on the internet.
5. The most important web application today is 1) the e-mail 2) knowledge bases 3) newspapers on the Internet.4) Surveys can be conducted on the Internet.
6. In call centers, where ever there is a scope for automation, the element of the human dependency or human personal intervention can be removed.

Response No : 3.
Charisma Tours and Travels, G-01, Gurudev Apts, R.C. Marg, Chembur, Mumbai – 71.

Background of the Company
It is a Recruitment Management Company also dealing in Export and Import. The company handles manpower recruitment for various parts of the world. They also do manpower recruitment and professional services for medical doctors, teachers and IT professionals. They operate a travel agency addressing Immigration and Export. They are planning on “Education guidance bureau”. The aim being in this venture is to divert students from Sri Lanka and Sudan to India UK.
Usage of the Internet within the organization

1. There is a 200% increase in awareness already among the people.

2. Marketing strategies, i.e. Internet marketing strategies on account of the nature of business are conducive to the Internet being used as a medium to target 1) clients 2) candidates. Instead of sending booklets website details are sent. A lot of marketing is done using the e-mail facility. Hence the use of the Internet for messages and e-mailing is prevalent.

3. At present the company does not have any major plans for investment on the Internet, apart from a website which exists. Usage of large job portals like naukri.com within the company is prevalent. The basic marketing activities involve giving demonstrations and personal contacts.

4. They spend about Rs.10-15 lac. p.a. on leasing job portal.

Enablers to improve the efficacy of the Internet as a marketing medium.

1. In the hospitality industry one can’t show the product, hotel on the Internet. The company insists on educating the employees on the intricacies of the business primarily and use of the Internet.

2. Another major usage of the Internet is in buying and selling currency. Tele banking, net banking, payment gateways are all areas where the usage of the Internet is very effective today.

3. The usage of the Internet could reduce total manpower but may not reduce interest, freight, or time.

4. Cannot package a product.

5. More economical by cutting out the middleman.

6. Content can be static or dynamic.

7. On the Internet there is no security.

8. In the next 10 years one predicts that everything will be on the Internet.

9. Yes for Call Centers could deliver better service if everything is automated. I.

10. Most popular web application is 1) email and chatting, 2) Right to Information exists.
Response No : 4.
NetSyscon, Dr. E. Sharma, G 11, Suyog Industrial Estate, Vikhroli, Mumbai.

Background of the Company
HR consultancy is the business line of the company. At the moment it is a 2 cr. company and they plan to grow to a Rs. 10 cr. company in 5 years. The company ethos is “We create your benefit”. The company provides HR services – both in consulting and recruiting in IT industry. It has been focused in the IT sector both in the area of technical recruitment as well as management recruitment. The company provides HR consultancy services for about 300 employees – in the areas of recruitment/consultancy, performance appraisal, and payroll.

Usage of the Internet within the organization
1. The usage of the Internet is very heavy in the organization. At the moment it is felt that the company is an under marketed company. It is only in the last year that they have started pushing business through contacts. The company has a passive marketing route and aggressive marketing is done, only through direct marketing through personal contacts.
2. The company is able to service more people and more clients at present, and this growth has been exponential because of the Internet.
3. The company has realized the potential of the web, but at present is not using it to its full potential.
4. The company has shared services, a hub and a cable - 512 kbps. The company incurs the following costs for the ISP: 2 lacs. p.a. A one time pre paid amount of Rs.10,000/-. The company invests in software for virus control. On the server they have provided for a firewall to maintain access control and to prevent misuse. The company incurs subscription charges which it pays to job portals to dig out the clients. Over and above they maintain contacts and are members of Industry Associations and HR professional bodies like – ISTD (Training and development), NIPM – an all India body. About 30 % of the business is through other services, direct listings, and head hunting.
Enablers

1. Training (skilled) is necessary to completely use the tool. In mission critical companies like Cybermedia Dice if the Internet is not used effectively, the company would soon become morbid day by day.

2. Browsing on the Internet is a means of scientific searching

3. In some instances, even though the company is user friendly there are yet chances of communication lag existing.

4. Call centers can improve their efficiency by opening up more areas.

5. Medical coding and clinical trials are being conducted on the Internet. Sample data is received via the Internet at the back office, and clinical trials are processed at a lower cost.

6. Of recent origin is the latest technology called embedded technology. The interactive television with added features like CAS – conditional access set top box provided by the service operator in the last mile brings the World Wide Web on to the television at home today. This convergence of technology could open up new avenues for shopping even while relaxing at home. This DTH- direct to home feature is more popular in the UK than in India.

7. Most popular web application – 1) search for information 2) mail – initially. Internet marketing can be made more effective, by improving by 1) Technology 2) By applying more tricks to make the portal more relevant. 3) Shopping.

Response No : 5.
Income Tax Department. Room no. 570, Aaykar Bhavan, New Marine lines, Churchgate, Mumbai – 400020

Background of the Company

Income Tax Dept. which consists of several wards and circles. The Central Board of Direct Taxes comes under the Ministry of Finance. In the company circle, assessment of company returns and filing of the same properly is undertaken. Scrutinizing the companies which have escaped assessment and raising demands to ensure payment of the same. Another function is to collect taxes and to control evasion of tax in the country.
Target Markets

The main target in this area is towards cash collection. In the west it is honesty due to lack of opportunity to steal. The level of transparency is very high. People in the west fear cash transactions for fear of being caught. With all these measures of detection today, crime rate has gone up. One of the reasons could be that these steps are not proactive. A possible mode of recovery has been to take deterrent action – that is raid 10 people and they will start paying taxes. This news having spread would generate awareness and fear in the rest. Policies are formed at a higher level. The Income Tax Dept. is placing more and more stress on compliance and hence the percentage of scrutiny is very less. The total collection of the department is based on industry performance, and as such increase in tax collection depends on the prosperity of every industry. The tax base in the country is increasing every year and revenue collection also is increasing every year. The marketing activities of the Income Tax department are geared towards making people aware of the necessity of paying taxes and making them toe the lines as per deadlines. In India today, many people don’t even know that they are liable to pay tax, many small retailers come under this category. Advertising is done of and on with a view to creating public awareness. In the west, there are no options, as a majority of the transactions are already there on the net. The IRS officials would immediately be notified in cases of irregularities. The scope is limited as through the Internet, every house is connected. Even in the retail sector, cash is not accepted. Only credit cards are in use and hence nothing can be hidden. Further in India today, the penetration of PCs is not high very high, and most of the salaried class people cannot afford it. There is a notion that indirectly burglars are responsible for better IT compliance. The various areas where compliance needs to be addressed are 1) in case of immigrants who have no social security, who have no jobs and mainly coming from African countries. 2) Corporate charges for company assessment and other assessment charges for firms and individuals, 3) collection and recovery charges, appellate charges, judicial services in cases of dispute when the assessee is not in agreement with interpretations of tax laws and resorts to the Consumer Court and moves up for further appeal if not satisfied to the Tribunal, High court, and ultimately the Supreme Court. Certain case of tax evasion, for example, very common in the case of child artists, normally the income is clubbed with the father’s income and this causes ambiguity. Also certain issues cited are in the case of International
clients where there could be a case of double taxation, and in order to avoid this treaties are made between two countries in line with Double Taxation Accordance.

Usage of the Internet within the organization

1. The reason to use the Internet is with a view to drastically widen the tax base. Further applications areas are electronic filing, payment of taxes on the Internet, getting information about income tax on the net. Here the Internet may help to build the overall tax base, but not the revenue (1000 nos. in the range, the collection is < 1%). The taxpayer can have a faster response at nil expense by consulting the website, rather than going to a consultant.

2. At the moment one can only download forms from the net and the internet is used by less than 1%. The marketing plan is aimed towards increasing the tax base of the country.

Enablers:

1. Consolidation of all expenses into a unified whole.
2. High speed of access.
3. Quality of goods.
5. At present BPOs are already using the Internet in a major may. Today, India is becoming the back office of the world. In fact the only area where Internet is being used is in BPOs 99%, others 1%.
6. Most popular web application is the e-mail, and search for information.
7. Rural penetration.

Response No. : 6

Mega Millennium Investments Pvt. Ltd., 201/202 Kanara Business Centre, Ghatkopar-Andheri Link Road, Ghatkopar(E), Mumbai.

Background of the Company

The main aim of the company is to be a powerful financial house in the next 5 yrs. The company has an aggressive plan to grow at 20% p.a. and get into M& A business. The company has 7 branches in the country. The business is employee driven, and requires an insight into the share market on issues such as a) loss/profit b) knowledge
of the market c) engulf device. The company philosophy is to achieve / cover growth @ 20% and share profits with the organization. A new initiative is commodity exchange. Equity business is presently Rs. 5 Cr / day. The business paradigm is that anybody can invest. There are presently 2.5 lacs – 3 lacs investors per day.

Usage of the Internet as a marketing tool
1. Usage of internet as a marketing tool is low as it is restricted only to writing mails, searching for bills, and preparation of contracts to clients.
2. Towards building a CRM, the medium could prove to be useful. In UK/US they do use the Internet in a major way for managing investments.
3. Stock broking and Net banking are frequently used applications.

Enablers
1. Web Literacy.
2. Popularity and education.
3. The basis of Call centers is data transmission by and large to UK/USA. One major area of application is medical transcriptions where the entire transcription business is based on the Internet.
4. The most popular web application is the e-mail to the extent of 90%.

Response No. 7
Balmer Lawrie & Company Ltd. (A Govt. of India Enterprise) Travel & Tours Division. NCL Building, Ground Floor, Bandra Kurla Complex, Mumbai 400051

Background of the Company
A Public Sector Unit making high profits. The company operates a safe credit policy and caters to corporate companies like ONGC, HPCL, BPCL, IOC i.e. by and large domestic companies. The company’s tours and travel division has both systems of conventional and online booking systems unlike all the new airlines – Kingfisher, Deccan Airlines, Spicejet, Jet Airways which have only online booking facility. It is important to mention here, that, it was felt that international sites like British Airways preferred to do e-ticketing if and only if the customer does his booking from U.K – a feature which indicates that Indian domestic sites have yet to gain the confidence of International sites in order to accelerate business overseas. The airlines operate by the
CRS – computerized reservation system – where companies like Amadeus provide booking engines along with all other related facilities like the ISP, computers + internet facility – all free of cost to the travel agent. The second line of business is cargo – the company routes cargo all over the world and this department is at Andheri.

Usage of the Internet in the organization

1. The extent of usage of the Internet is to the extent of the e-mail. This is a means of communication with clients from any branch as well as the means of communications with airlines offices to communicate airlines schedules such as introduction of new flights or announcements of new destinations. The company does not have an existing Internet marketing. For purposes of functions like e-ticketing, e-mails, the investment is not by the travel agent. The airlines provide the required facility free of cost. The travel agent now needs to diversify into business of tours. Marketing involves investments for advertising, destinations, net, brochures, and paper.

2. In case the airlines do not have a physical booking facility, it normally will have an e-booking facility. In e-ticketing, presently the trend is that the airlines don’t want to take deposits and therefore the need to give ticket stocks is not there. The tickets are validated as soon as the booking is done. For the airlines revenue coming out of blocking revenue has been reduced.

Enablers

1. User friendliness
2. Value addition on sites.

**Response No. : 8**

Adino Telecom Limited., 701 & 702, 7th floor, Eureka Towers, Off Link Road, Malad (west), Mumbai, India.

Background of the Company

The company sells two way radios, used in remote army areas. This line of business has been almost a legacy. The company feels that reduction of equipment cost in the last mile cannot be considered as it is already a part of the last mile - unless the
volumes come up. But development cost really being a firmware, a large part of it is
designware which is submitted at a chip level, and this cost is getting concentrated. A
natural promotion of the business of 2 way radio distribution is radio making trunking
solutions which are “customer driven”. The company believes in holding their
customer strategy eg. Opportunity around Motorola. The company also has a data
communication division making wireless devices.

Usage of the Internet in the organization
1. The company uses the Internet for vehicles for tracking solutions. They have a
vehicle tracking system for corporate logistics. The question to be asked here is
where is the price really going?
2. WI-FI is the mobile internet access (lap top). This service is running at hotel Lotus
suites, Kamat. WI-FI is implemented in the whole building and is being used in a
BOOT operation with the hotel.
3. The 2 Divisions – 2 way radio marketing and service division. Have implemented
plant to – Ethernet connection. They distribute bandwidth for Rail Tel.
4. Online training programs. Internet is a public medium. Dedicated bandwidth
between branches/plants,

Enablers:-
1. There is a huge amount of content and the quality of content has to be
maintained.
2. Customer attitude and vendor attitude has to change
3. Technology is improving (software is the soul of hardware). But one should
not depend on technology only, it is important to decide on need and use if
found economical for purposes such as interaction with principals abroad and
better service features on e-mail. One needs to enhance the usage
4. The BPO has a higher potential. As of now it is just a backup office. Call
centers can influence as far as the enterprise market is low. In BPO the
Internet provides effective international transactions. BPOs should have skills
of the company – they should do statistical analysis of the firms.
5. Most popular web application is 1 Web browsing 2. search for information
Response No.: 9
State Bank of India, State Bank House, Bandra Kurla Complex- Mumbai 400051

Background of the Company

It is the largest public sector networking bank having the largest core banking solution in 5000 branches. Details are as follows

<table>
<thead>
<tr>
<th>CBS</th>
<th>SBA/C.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branches</td>
<td>6044</td>
</tr>
<tr>
<td>No Of Centers</td>
<td>1153</td>
</tr>
<tr>
<td>No of A/Cs</td>
<td>60.49m</td>
</tr>
<tr>
<td>Business Coverage</td>
<td>55%</td>
</tr>
</tbody>
</table>

The company has floated a subsidiary with TCS. The bank does IT generated marketing, as well as security. It is 100% computer based in 9000 branches. Early 2003, private sector banks made a wave when IT related front office activities started. There is a definite thrust to create a platform for IT. State Bank of India has a website and has diversified into the finance world. Presently, the thrust on growth is in the retail segment, targeting the rural agricultural market. One of the problems faced by the bank in its marketing efforts is that in certain areas the center targeted for marketing does not have an Internet service provider catering to it. Thus the lack of marketing is conditioned by the availability of the Internet facility. The bank has invested to the tune of Rs.13,000 cr. towards networking, more as a matter of arresting its losses for fear of losing its customers to the net savvy banks. The bank has a separate institute at Hyderabad which imparts ongoing training. Training is given all over the country. It is an apex center for IT which imparts site training.

Usage of Internet in the organization

1. The average age of employees in the bank is 40+. Being a Public sector bank – 10% of the employee base is net savvy. The others can use the net, but not logged on all the time. Internet is the primary requirement for the existence. Marketing is only fallout and therefore it is only building on the medium. On the anvil are projects like inter bank transfer of funds, and net ticketing for several airlines.
2. The bank has provided a dynamic (SMS) based password for corporates. Launching e-mail, e-pay, e-tax, OLTAS – Online Transaction Accounting system by associate banks like State Bank of Hyderabad, State Bank of Travancore etc., A Disaster Recovery set up. They have a general online vendor-finance and dealer-finance system in place. A CINB for associate banks and a System Security Audit by RBI appointed regulators. The systems are developed by TCS and are approved and subsidized. To test out the integrity of the system. SBI today has approximately 168000 internet based banking customers.

4800 branches have been networked.

Enablers

1. Power and availability

2. Yes, BPOs can help in delivering better service to their customers by using the Internet, by introducing the concept of an implementation – BPO which is still evolving. The quality of the BPO and the company which has given freedom to the BPO – the amount of freedom given should be monitored. One should understand the limitations that all business can’t be done on the net only. It can take one to a certain step.

3. Most popular web application in today’s context is
   a) Shopping
   b) Internet banking,
   c) Suppliers Payments
   d) ICICI Direct,
   e) Share trading

Response No.: 10
Morarjee Realities Limited, Morarjee Mills Compound, Dr. Ambedkar Road, Parel, Mumbai-400012.

Background of the Company
The company has several lines of business – 1. Real estate 2. Textiles 3. Retail buying/merchandising 4. Engineering. Piramal Group also has a Real Estate section which handles residential, commercial, LIG malls - upmarkets. The textiles division
manufactures fabrics and sells it to apparel manufacturers. Clients are in Europe, U.S., and Middle East. Major ready made manufacturers, like Louis Philips, Zodiac. There is no retail marketing done by the textile division. Apparel manufacturing plant is at Bangalore also, but not for retail. The product is completely exported and sold on brand names. On brands the basic model is the same, where only the private labels can change. The textiles division is making reasonable profits whereas the real estate division is purely local catering to the construction of residential, commercial, malls – which are high profit generating ventures. Engineering division manufacturing – cutting tools, auto ancillaries, magnets, retail division which has several lines of business like – life style retailing, food & home product.

Usage of Internet in the organization
1. Internet marketing – not too much in need as the business is of the kind that requires a people presence in it. Marketing in Europe -the company feels that the turn round time is fast and does not see the Internet as being able to contribute towards improving the situation.
2. Use of e-mail in the organization is present. The company does not use the Internet as the products are not standardized, especially the engineering products or the commodities, it is difficult to market them on the Internet. Partial marketing with some B2B business comes from Glass vials with specifications (10 ml) that is sold through the Internet.
3. The use the Internet in the company is to the extent of collecting information related to their jobs. Information about competing products in the market is gathered using the Internet. It is also used to have a banking identity. The Internet is used for all support functions and surviving without it would be difficult. It is used for information gathering, and dissemination within the organization.

Enablers:-
1. Connectivity, speed, bandwidth availability, Cost of Access.
2. Nature of the Product itself.
3. Though the technology is improving, at call centers today there is a long waiting period and centers are not able to process data.
4. The most popular web application is Information Searches, Share Trading, etc.
Response No.: 11
H.D.F.C. Bank, Branch Office, Behind M & M, Thakur Village, Kandivli (E), Mumbai 400067

Background of the company
HDFC Bank is a Private Bank, one of the first set up in the 1990's. At this time the Indian Banking Industry underwent deregularisation. Internet was introduced 10 yrs – 11 yrs ago. Today the banking habits of people have changed. In the USA banking does not have a personal touch. Banking ethos has undergone a change with cash being available from ATM's rather than at the branches. HDFC has positioned itself as a private sector bank with net banking facilities. At the branch level net banking has started 1 – 1 1/2 yrs ago, otherwise 4 – 41/2 yrs ago. The aim is to meet the financial needs of all customers, to set up a world class bank which offers better customer service, and better relationship management. Strategies are mainly customer focus, retention of customers, and other varied services. 2004 – Credit cards were launched and in, 2005 – Promotion of HDFC Ltd.

Usage of Internet in the organization
1. Within branches the Internet is used for mail merging at an id-level
2. At the cluster head level, one can access mails from all over India over the intranet, without infiltrating the branch network.
3. The retail bank id accessibility gives most leverage.
4. Through the VPN: Private Virtual Networks, employees can check their mails at home and can also get access to authorized privileged information. Infrastructure is built keeping technology in mind. At the branches, customers can take a print out of 6 months statements on the Internet. Today a customer can (not) pre close an FD on the net. An NRI can today down load a form and become a member. Most tasks can be done on the net without visiting the bank.
5. Though the bank has made efforts to move its customers towards net banking, the conversion rate has been to the tune of 10% only.
6. The bank does promotions by sending branch mailers.
7. The bank has an industry specific BPO + software. The company offers banking through net banking. Marketing Spend in the retail sector is low. In the corporate
side, the spending is more and the usage of the medium is high. In addition one
needs to take into account the demographics of the place. Thus the breakup of the
marketing spend would be to the extent of 15% through the Internet and 85%
other conventional marketing spend.

8. There is complaint monitoring module for the website.

9. Yes call centers can deliver better service by sending resolutions through e-mail,
accessing of databases directly by net and better communication.

10. Most popular web application is information searches.

Enablers:-
1. Awareness, mindset
2. Ease of navigation and facilities offered.

Response No.: 13

Investment Analysts, 103 Sargam Bldg, Bangur Nagar, Goregaon (W), Mumbai
400090.

Background of the organization
The company comprises of technical analysts trying to interpret the futures movement
of the stock market. The company makes use of a software package to monitor the
price of all listed companies like Reliance or other individual companies. The method
is to use the past price movements and use it to predict the future price movements.
Since 1985, i.e. over the past 10 yrs, the data of certain companies is added up every
year and this forms a pattern over a period of 10 yrs. This data acts as an instrument to
make future predictions. This data states the fundamentals of the company as well as
its performance.

Usage of Internet in the organization
In spite of Internet trading, brokers have their offices overseas. PMS (portfolio
management system) can be done on the net and this facility of Internet trading is
more beneficial for NRIs. Companies like Retco, Geogit etc., offer Internet trading
facilities. One may access the website and become their member .It is helpful for the
NRI as personal shares can be sold on the net. The company also trades using the Sebi
approved .NSE/BSE leased line terminals through VSAT. In many cases they are
ignorant of the usage of the e-mail. Internet trading now being Sebi approved also necessitates investing in more, infrastructure. The company started sub broking 10 yrs ago, when at that point of time the Internet size was limited and the use of bill book was in practice. NRIs benefited by trading on the net. 3 yrs ago. Technical analysis is done and on the website prices are given based on the Elliot wave theory. They give finer points of the theory. The company utilizes the commentary on their market, given by the wave theory, on the Elliot website, and draws a reference to the existing market. Additionally, trading through the Internet necessitates the payment of brokerage.

Enablers
1. Most of the web sites are user friendly. A general level of interest is necessary to use the Internet and should not be limited to the environment in which one is working.
2. Hence forth all contracts are digital. No more printouts will be entertained. It has become mandatory, bill will be sent thru e-mail.02/12/05 date. SEBI has passed the regulation of recognizing only digital contracts.
3. The most popular commercial applications which are most effectively used on the web are ticketing.

Response No.: 14
Air India, Air India Building, 1st Floor, Nariman Point, Mumbai – 400 021.

Background of the company
E-marketing Department which handles online bookings is a department which functions independently. Today sales/revenue on online bookings is < than 1% of the overall sales. It is less than that of other air lines. The department was formed in Jan 2002. Other airlines are achieving almost a figure of 10% through Internet bookings. Ideally it should be about 30% as a bench mark for e-marketing. Since the last 3.5 years no budgets have been allotted for marketing, due to the bureaucracy in the P.S.U.s. Since there is no budget allocated, the infrastructure is inadequate.
The usage of Internet in the company

1. The efforts are geared towards basically trying to improve the website to a level of achieving customer comfort. The remaining efforts are handled by the IT section which is mainly concerned with post booking customer service, re-booking, through booking engines such as Amadeus.

2. The main criterion is outsourcing the website. The booking engine – transaction booking engine is totally indigenous and is tailor made by DIT exclusively for Air India and is not for use outside. Upgrading the same is on the cards now. By 1st Jan, 2005 the company has a target of achieving 100 bookings / day. Air lines are decreasing the fees for e-ticketing.

3. Air India’s website is not perceived as user-friendly. There are still a large number of technical issues that need to be ironed out.

4. There is no stated web strategy that Air India e-ticketing division has been given. Self motivation is what drives them.

5. The e-marketing division does 1. Web bookings, international as well as domestic. 2. Auctions, where out of an inventory of say 5 seats we give away 3 seats at a higher price via the e-marketing department. 3. Incredible India – Ministry of Tourism project where by we give on certain flights to the extent of may be 50 seats away.

6. The company has almost benefited to the extent of 25% - 30% reduction in costs. Saber cruise includes car booking + rooms + anything else. E-marketing does not do any bookings for companies, and neither agents nor companies can book through the e-marketing department. E-marketing in Air India is low and the cost distribution has reduced the agencies commission cost. The only costs incurred are the hoarding cost.

Enablers

1. User friendly
2. Easily navigable , viewing
3. Baazi.com widely used.
4. Yes call centers can deliver better service, and there is a scope for improvement – Yatrik - the call center of Air India handles all enquiries on net-to-phone.
5. The most popular web application is chat - MSN chatting, and e-mail.
Background of the company
An investigating Agency under the Central Act. Special Act – Headed by DE. The portfolio of the department is to track those who indulge in purchase and sale of foreign exchange without general or special authority in writing from RBI. i.e. it deals with the violation of foreign exchange rules regarding illegal purchase / sale as well as possession of foreign exchange without valid base. FERA, FEMA, money laundering, Prevention of money laundering Act etc. all fall under the purview of the Enforcement Directorate. The Department also investigates about the payment of import duties, on the items imported by the respective dealers other items on which duty can be levied. The persons or parties who mainly indulge in the foreign exchange transactions are diamond merchants, importers and exporters of traveling agencies, and who deal with the exchange of foreign currencies illegally. These are white collared criminals who indulge in economic offences. Companies like Videocon, textile dealers, imported textile fabrics wherever there is a difference in the actual amount and the penal amount. The annual turnover of the respective parties mainly depends on the outcome of the entire investigation on the basis of which the said department issues the recovery of penalty amount imposed on them.

Usage of Internet in the company
1. The target audience has access to the Internet and the department keeps in touch with them on the net with a view to develop friendly relations with such persons or parties abroad who readily supply or make available the foreign currency in India through their secret and employed agents who work on commission basis for such foreign parties.
2. The investment plans for using the Internet are fixed by the Finance Ministry, Govt. Of India. At present fax messages are sent on the spot, whether cases are detected or not detected using computer fax machines. Every zonal office is well equipped with modern technology, fax, and Internet facilities.
3. Computer data helps a lot in modern times, to detect more cases for the breach of foreign exchange acts, as per regulations as prescribed by the RBI, through its
notifications from time to time. Sources of information are many and are also other Government departments.

Enablers
1. Information dissemination
2. Awareness.
3. Call centers are discharging excellent job in the field of mass media communication.

Response No.: 16
HDFC Bank, Thakur Enclave Sankul, 90ft D.P Road, Thakur Complex, Mumbai - 400101.

Response No.: 17
HDFC Bank, Shop No 3 & 4, Krishna Palace, Sector 5, Charkop, Kandivali (West), Mumbai - 400067

Response No.: 18
HDFC Bank, Evershine Angan, Bldg.No.4, Jawahar Nagar, S.V.Road, Goregoan West, Mumbai - 400062

Response No.: 19
Suzlon Energy Ltd., 5th Floor, Gera Legend, North Main Road, Koregaon Park, Pune – 411 001, India.

Background of the company
The company addresses non conventional source of energy - business conversion, generating power out of wind and then giving it to the grid. The company diversified into utilities + power. They are a group of companies. Co – entity

a) Suzlon Energy Ltd, which has front end discussions with the customers and manufacturers of turbines.
b) Wind farms Ltd. Which is the area where after installation – operational maintenance of turbines is dealt with.

c) Infrastructure Ltd. Which installs turbines, creates infrastructure, roads, grid, converted, commissioning set up.

d) Sarjan Realities ensures facilitation of land procurement properties. Land procurement concerning issues such as where the grid is to be placed and commissioned.

Target markets.
Suzlon is a major technical leader in the market. Companies like Bajaj Auto, Tatas, are the major players. The customers are rich, they address the corporate market and hence 100% access to the Internet is there. Investment in wind turbines runs into multiples of Crores of rupees.

Usage of the Internet in the company
1. e-mail is a commercial medium, and though it is not a core medium, its usage is very high in the organization. Other applications like CRM are very high. The requirement pattern in the company is very dynamic and hence no budgeting is required.
2. A lot of customer queries are there which are handled by the Internet customer service.
3. Internet applications like the mail are included inside the factory for communications.
4. SEM – Strategic Enterprise Management is web based
5. E-mail marketing is done by accessing the VPN through Internet access. At present the company can’t survive without it. They have a CRMS portal inside Suzlon, Suzlon.com domain is co-located. Internet is the medium to communicate inside the office, and to communicate outside India, a combination of all media is used.
6. The aim is to build Corporate identity, clear organization definition.

Enablers
1. Attractive web sites.
2. SPAM reduction and Virus / Worm reduction
3. Automation in performing repetitive web tasks
4. Call centers can deliver better service and should have more customer focus. ITES companies are back offices. They can deliver better service depending on the business process – (back office / relationship mgmt.). The element of human want and human touch cannot be replaced by call centers, and no IVRS can resolve the problem of human touch.
5. Information Search is the most popular web application today.

Response No. :20

Background of the Company
The bank is the first bank to have a mobile consumer. It has 3m branches. The bank is first to launch EDC machines and at present is the highest owner of EDC machines across 40,000 terminals. The bank has the credit of having the fastest 1 million card addresses. Account holders of the bank range from 18-60. Minor ac/s and sr. citizen a/c. are 40%, and major a/c. are 60%. The bank also has HNI customers as well as on the other end, customers for 2 wheeler finance, that is small scale micro finance. The bank has a commercial website which is used only for services and security is through SSL,18 bit, PKI. NRIs are the biggest Internet users.

Usage of Internet in the company
1. Front End of HDFC – HDFC a/c. Labor Exchange House is a facilitator. HDFC/ICICI brand equity is so strong.
2. In the bank internally, Internet access is strict, to prevent leaking of information. Internet access for even the employees own attachments is obtained by special approval. There is a restricted access throughout the office.
3. The bank has a proxy server, with an intranet in operation since 1998 .
4. The e-mail is a cheap commercial medium as compared to direct mail which in today’s context costs Rs.5/- . On the Internet there is the facility of an Internet group(a bunch of e-mail addresses) and using this Internet mail group facility (i.e. instead of typing 100 addresses you just address one mail to the Internet group.
which then assigns multiple addresses to the mail. Using this facility one could have NRI production campaigns. However one needs to guard against problems like e-worms, if any of these are found in PMS accounts, one stands the risk of losing all NRI clients. The e-mail offers cheaper, faster and convenient movement.

5. The bank has a tie up with a Gulf facilitator where the system is web based. What could be achieved in 10 days can now be achieved in 24 hrs, through gulf exchange – product price.

Enablers

1. Access route improvement
2. Increased Access points and speeds
3. The most popular web application is different for different age groups - age group 20 – clothing, 30 age group + - surf for intelligent output and fiery sites, games 20%, 0%-80% service feedback – can’t ignore banks link for feedback as it is a big help for building.
4. IRCTC railway booking.
5. Internet usage is business driven.

Response No. :21
HDFC Bank, Thakur College of Science and Commerce, Thakur Village, Near Samata Nagar, Kandivali (East), Mumbai - 400101

Response No. : 22
HDFC Bank, Pranik Gardens, Pranik Arcade, Shop No 8/9/10/11, Mahavir Nagar, Kandivali (West), Mumbai – 400067

Response No. : 23
HDFC Bank, Conwood House, Gen. A.K.Vaidya Marg, Yashodham, Goregaon (E), Mumbai – 400063

Response No. : 24
Rutmarg Commercials Pvt. Ltd., 302, New India Industrial Estate, Andheri (E), Mumbai - 400093, India.
Background of the Company
To become a multi country trader, and ensure real quality and real pricing. The company does not want to take any financial risk. International trade is a complex area, with risks of paying large fines for defaulting in exports. The policy of the company is not to have any single exposure of more than Rs. 50 lacs for a maximum period of 180 days. The company is one of the largest international trading companies in agro chemicals. They have modern ideas and the usage of the Internet related activities is extensive. On the website the international trading scenario has changed. The company started in 1986. Transmitting documents in the company has over a period of time shifted from telephone, telex, fax to e-mail oriented messages. As technology marched into India it shifted the methodology to reach the customer. The company today has no reason to have a branch office, has a SOHO set up working from home using tools that are cost effective like e-mail, power point., excel.

The target markets are international. The growth has dipped in the last two years due to the global situation at the macro level, when the rupee became stronger against the dollar, causing a dip in profits. The awareness to the world wide web now and 5 years ago is very high – and also 100% have access to the internet. The overall amount is very low for the Internet costs. But travel is expensive. EFT, Funds, LC’s are operated only in the conventional way as a matter of policy in the company. ETT remittances (electronic telegraphic transfer). The company practices methods of tracking their products and uses the website for tracking. The time gap between continents has been overcome by this real time medium and thus the customer can get his consignment any time. The company has realized the benefit of the Internet with regard to its marketing activity but aware at the same time of its negative aspect.

Usage of Internet in the company
1. Internet technology – search facility.
2. It can be used to find the existence of a real market. In order to find a partner and to identify the availability of a market.
3. One can conduct a product related search.
4. The Internet can be used to make a handshake with customers. The actual trade can be done through the Internet the technology has enabled a bridge, but in order to structure these opportunities one has to back it up with a personal visit.
5. The rate of obsolescence in technology is too high (within 30 days), technology has changed. Rate of growth is too high. The Internet is a modern tool and is an enabler. The negative aspect of this medium is that the rate of growth is so high, there is no absorption - the growth should be absorbed.

6. One can find new opportunities on the Internet and the need to visit the customer is important. One can search about the customer and get to know him.

7. Strategy of the company is that - while we understand the strengths and the weaknesses, we use the technology extensively.

8. International travel is reduced, saving in big costs. On the Internet if you use the right phrases and the right language, the credibility increases. Thus since it is real time, the turn around time is less.

9. In the case of sugar for example it is a commodity, it is a conservative market and the volumes are large and there is really no need for net related trading products – which should be low volume in nature with large number of transactions.

Enablers

1. Penetration is a major issue. The existing bandwidth is enough The Intranet is used for exchange of data. In the absence of data the search block will not give any data.

2. Internet is being used more as a communication tool. It should be used as a data warehousing tool. In the agro chemical business they need to give detailed specification – agro chemicals are highly toxic – and MSD sheets have to be provided at the offloaded location. As a safety measure every port demands this, similar to Hazchem notification which needs to be given at handling locations / transporters.

3. In the future there could be a new way to use the Internet. It may even change our lives. At present ITES companies have high value product and overcoming the time zone through the Internet medium is a great achievement.

4. Call centers can offer personalized service where every customer who has a question has added to the value of the product.

5. The most popular Internet web application today is travel booking

6. Having implemented Land records computerisation, A.P. government has taken the lead, and put it on a website. The advantages are: - 1. Don’t have to go to the land records office in connection with the partition, fragmentation, consolidation,
change of ownership to get the data (100 – 200 yrs old) – open pages would powder and fall out. 2. Now we have to look into the net, and see in whose name a particular piece of land is. In Andhra Pradesh all land records are on a microfiche. 3. In net banking application the transaction cost becomes less, and therefore banks have adopted the new methodology.

Response No. : 25
M/S. Gupta & company, 203, Garodia Market, 8A Station Avenue Road, Chembur, Mumbai – 400 071.

Background of the company
Chartered Accountancy Firm. They provide best service, customer/client satisfaction, invest today to reap tomorrow. Strategy is performance, public relations. The Internet is used for only legal law updates.

Enablers
1. speed – 9(main)
2. security (7)
3. cost (7)
4. Call centers yes, but they should contact only those who have agreed to be in their mailing list.
5. Most popular web application is Browsing, email & Chatting

Response No. : 26
Hikal Ltd, Great Eastern Chambers, CBD Belapur, Navi Mumbai 400 614.

Background of the company
To be most admired company by customers, vendors, employees and society at large. To be a preferred partner of choice to outsource products to European and American companies. To respect intellectual property. State and follow the goals and objectives transparently. Authorize and reward employees for their performance.
Enablers

1. Security of payment – 90%.
2. Good display of product – 40%
3. Online response – 30%.
4. Call centers marketing is not appropriate in today’s concept and many calls are refused within 30 seconds of call time.
5. ITES may be helpful but the awareness of ITES is still in infant stage.
6. Most popular web applications are Internet banking, Travel Booking, and information search.

Response No. : 27
Mobilegenie Technologies (S) Pvt. Ltd. 5-D Marine Parade Road # 14/23 Amberville, Singapore 449268, Marketing Office: 11 Kaveri, Behind Reserve Bank Quarters, Chembur – Mumbai - 400 071.

Background of the company
The goal of the company is connecting people with wireless applications. Mobilegenie Technologies is a wireless applications infrastructure company with a vision to empower the service providers, SMEs & SOHOs, to mobilize their applications through the ‘Mobilegenie product suite’. The aim is making information available to anyone, anytime, anywhere and to create wireless infrastructure products for the enterprise to publish and access information “anywhere” on the wireless network. The new technology is wire-free, anytime, anywhere, anyone. The company creates wireless technologies that are the solutions to the redefinition of communication and transactional approach to business. Operations are spread in Singapore. The first product/solution was created, during Cricket world cup hosting service in South Africa was launched, In March, 2003, first retail customer in APAC Region was included, and in Jan, 2004 was the first UK launch.

Usage of Internet in the company
1. The whole business approach is on online marketing, online support and training using Internet as the medium of delivery. Everyone uses Internet as the way of doing business. It’s part and parcel of the work and culture and they heavily depend on Internet for everything.
2. Marketing activities are tuned towards using the Internet/Online medium as the delivery vehicle. This is the only approach that they adapt, either to conduct online demos, live broadcast, resolving technical issues, implementation issues.

3. The company has no specific budget for marketing, but Internet is the only medium or vehicle for the whole business. They use multiple broadband services. Most of the business is generated through online promotions to the targeted audience.

4. As a strategy, Internet marketing has been in use right from the start of the organization. The company is already using the Internet as a marketing tool, as an aid to instant availability of the world wide market, ease of control, being cost effective and above all being a startup company, they can’t afford to create offices in every country that they want to target. Here the Internet provides a virtual marketing office.

5. Whether or not call centers are good will depend on the process adapted by the call center business.

6. The most popular web application is consumer delivery (online buy/sell), support services, banking applications, and catalogue business.

Response No.: 28
HDFC Bank, Pranik Gardens, Pranik Arcade, Shop No 8/9/10/11, Mahavir Nagar, Kandivali (West), Mumbai - 400067

Response No.: 29
Bajaj Hindusthan Ltd., Bajaj Bhavan, Jamnalal Bajaj Marg, 226 Nariman Point, Mumbai 400 021.

Background of the company
They are manufacturers of sugar plants in UP. The company engages in bulk marketing, no retail marketing. They are also into e-sugar - commodity exchange – Bajaj Amla Almond Drops. Through the e-sugar – electronic portal for commodity exchanges, a very small portion is sold on this portal, and the rest 99.99% of the sugar is sold outside. The goal is to become the largest sugar producer in India. Today the company is among the top 10 sugar producers in the world. In the next 3 yrs they
want to be the top 5 sugar companies. The company follows the old philosophy of 5 generations. Volume growth is the aim and the vision is to be a big player.

Enablers
1. Accessibility – Internet can be used during traveling. The use the net as a wireless network which is real time globally
2. Broad bandwidth – your target audience should be on the same bandwidth.
3. Costs – Reduction in costs of traveling. If out of India for 15 days one needs to spend Rs.30-40 thousand, here Internet can be used for communication.
4. Apart from IT services the Internet can be used to access information, access people, access opportunity, as long as the access cost being lower.
5. One can hold a VoIP – conference on IP protocol, Technology can make the Internet work faster.
6. The security aspect is a great enabler.
7. BPOs need higher skilled manpower
8. The most popular web application is games on the web site. General statistics – propriety research undertaken - 60% of the web site hits are games, pornographic sites, jobsites, travel and information sites (jet e-ticketing). Govt. and other sites: Finance ministry - tax forms.
9. Demographic details of usage of the Internet are – target audience - 25 – 40 from metro – class A, class B cities. Users are graduates or with higher qualifications and employed. These users do not use the Internet to pick bargain deals. They do not even visit auction sites often.

Response No.: 30

Background of the company
To be the leader in energy conversion solutions (oil, gas -> solutions). To make maximum profits and to leverage the technology of Dresser Rand by giving value added services. The company makes compression units, supplies compressors and makes CNG stations associated equipment. Within Dresser Rand, the aim is to leverage the parent company's potentials, increase operational maintenance, identify
niche markets – e.g. in CNG itself, trying to reduce the cost of manufacturing, to reduce working capital and to to update the customer on the progress of the order. Buying on the Internet, on auction sites for low value items. The company is the first gas compressor manufacturer in India and deals with total energy conversion solutions. Reduction in company’s costs, of services by way of judicious stocking policy and the 1982 indigenisation of 1 major model use of an old disbanded compressor to tap into a niche market of CNG. The fourth shift was brought out by an ERP solution in 1993 - a bought out package (U.S.). The company has a service center at U.K. (service center Manchester) to address the UK & Europe market. Oil companies in India are government owned and 60% of business comes from oil companies which are public. Oil is available, charfuels, and the focus is on the pipeline. In Burma and Iran, the environment is conducive to the oil and gas industry and 25% sales come from services and parts. Manufacturing complete compressor unit, and everything after marketing, party service, field service, operating maintaining and training.

Use of Internet in the company
1. The use of Internet is entirely for mail, for drawing tenders, to companies like EIL (Engineers India Limited) tenders in the net. It is spread all over the world, S.E. Asia, U.S.A., U.K. and Europe.
2. It is used for weekly updating of financial position.
3. No Internet marketing activity, because the customers are known. The policy is to keep in touch with the customers, and to make new plans. Growth of the company is as far as spare parts are concerned.
4. For stock checking purposes the Internet is used. The Internet helps in reducing the turn round time between placing an order and disbursing it to the customer.

Enablers
1. Top Management involvement
2. The ease of access
3. Reduced cost
4. User friendliness
5. Tailor made
6. Ultimate gains in the next 10 yrs.
7. Call Center / ITES voluntary sector, help line for national agency + BPO could help in reducing the loading the national help line.

8. The most popular web application is e-mail, chat.

**Response No. : 31**
Standard Chartered Bank, 23 – 25, M.G. Road, Mumbai – 4000 001, India.

**Background of the company**
The aim is to become the no.1. bank in India and make more profits. a. To make a highest volumes b. Good corporate governance c. Compliance to local regulations, d. trustworthy, courageous, innovative, leadership. To recruit the right teams and provide training. To enter into acquisitions of portfolios (Ignorance growth). SCB holds Mumbai Marathon in January every year. SCB had sponsored the Afro Asian cup. It is seen as a consumer bank – retail, and wholesale bank for corporates. The marketing budget is handed over to the media agency for allocation. (2% – 3%).

**Usage of Internet in the company**
1. Web application - e-mails.
2. Needs ethos to be expressed – generally possible personally.
3. Internet is used in online banking, IPO finance, a/c checking.
4. The bank has a passive website which is not used for soliciting. Banking is divided into CB (many small loans bike loans etc.) and WB (D,I, M,B). CB would be more applicable - credit banking.
5. Being a service sector, people will not have marketing activity on the Internet It is mostly by phone. U.K. SCB – even in the UK the situation is the same. No Internet marketing plan. Net Banking – after the customer becomes a client of the bank, he is offered net banking facility. All national level integration is present. The reduction in transaction cost has come in the last 10 yrs - the revolution has not come through. Internet has an application, but not to that extent.
6. Tourists have just started realizing. ICICI bank trade services online applications to attract customer base.
Response No. : 32
Glaxo Smithkline Pharmaceuticals Limited. Dr. Annie Besant Road, Worli, Mumbai – 400 030.

Background of the company
GSK’s mission is to improve the quality of human life by enabling people to do more, feel better and live longer. GSK’s strategic intent is to become the indisputable leader in its industry. To undertake the request with the enthusiasm of entrepreneurs, excited by the constant search for innovation. To attain success as a world class leader with the help of each and every one of the employees contributing with passion and an unmatched sense of urgency. Strategy is to be a world leading research-based pharmaceutical company with a powerful combination of skills and resources that provides a platform for delivering strong growth in today’s rapidly changing healthcare environment. To value performance achieved with integrity. In India the company is more than 80 yrs old. Glaxo Smithkline named as India’s most respected pharmaceutical company in a survey conducted by Businessworld, a reputed Business publication in India and Indian market research Bureau (IMRB).

Enablers
1. Ease of use: very high, amount of information available: very high.
2. Yes call centers can deliver better service by providing information directly to customers. The most popular web application is the e-mail.

Response No. 33
Ontrack Solutions Private Limited, D 4131 Oberoi Garden Estate, Saki Vihar Road, Chandivli, Mumbai – 4000 072.

Background of the company
The company is a reseller of IT products. We deal with large corporates, Indian or multinational.

Enablers
1. Call centers may not be useful in delivering better service to their clients.
2. The most popular web application is Travel Booking. This is followed by net banking applications.

**Response No. 34**

Air India, Air India Building, Ground Floor, Nariman Point, Mumbai – 400 021.

Booking and Reservation Dept. Air India has no manpower. The company is a government body and faces a lot of hurdles and the employees have no free hand, to save maximum revenue / profits.

Background of the company

DIT – Head quarters at Old Airport.

Usage of Internet in the company

1. Ticket Booking, rescheduling and Cancellation.
2. e-ticketing – reduces commission expenses.
3. CRM + Administration. Ticketing, booking, reservations, airport handling, medical , engineering, MMS are some of the other applications.
4. This is also an open interface with the external world doe tenders, etc.
5. The Reservation engine is backed by a call centre.
6. Some reservation functions are partly outsourced.
7. Target is to do e-ticketing internationally by 2007.

**Response No. 35**


**Background of the company**

MKCL is a company engaged in distant education and uses the Internet heavily for conducting training sessions. Pedagogical design “content is a small part”- delivery of content should be in a scientific way. Educational technology provides the primary basics of e-learning. That is the delivery mechanism changes for the same content. The surprise element that is introduced is animation. Ordinarily the profile of the e-learner is not taken into consideration. It depends on the 1. learning type 2. methods.
The test changes as the colleges-environment changes for example in IIT, it matters how you teach, the method will be different matters/exposure trends. One needs an Interactive model which is value added and some amount of collaborative learning.

Usage of Internet in the company
3. E-learning attempts to increase the student – teacher ration from 1:20 traditional to 1:200 planned.
4. Online advertising is used to increase the customer base – not revealing – the best technology is the Internet and the medium for the technology is SMS, IVRS, GMS, call-online).

Enablers :
1. Depending on the admission – change from course to course – online admissions – PG. - Course, I.T - course, the literacy levels are different.
2. For the second level of courses the Enablers are different.
3. Call centers should add value added services in time and proactively.
4. Most popular web application is information search.

Response No. : 36
Reliance Infocomm, Dhirubhai Ambani Knowledge City, 'T' Block, 1st Floor, Thane-Belapur Road, Koparkhairane, Navi Mumbai – 400 709.

Background of the company
To be the no.1 Infocomm service provider in the whole of the value chain, and to be the market technology leader and provider in this area. The company has plans of a
total coverage, to drive economies to scale, to provide latest technology at low cost and to pass on the benefits to the customer. The company aims to create data capable of wireless technology and aims at a convergence network as far as the backbone is concerned. The company has realized the benefit of the Internet more in the international market.

Enablers

1. PC and connectivity
2. confidence, security in server transactions
3. confidence due to branding – qty of the brands band width
4. 0.04% connectivity.
5. If there is affordability India will improve - Technology wise and tele density wise and usage wise reaching the limit. India is lagging behind China by 5 yrs, India and the UK 3-4 yrs. But technology wise only 2-3 yrs. – we have optic fibre - broad band – us we have come in a few pockets – the govt. has to give a push.

Coverage services should be given as part of internet.

6. Call centers – cost will become cheaper – quality of speech on VoIP should improve.
7. The most popular web application is the international chat, e-mail and communication program.

Response No. : 37

Central Bank Of India, Chandermukhi, Nariman Point, Mumbai – 400 021.

Background of the company

The goal is social banking and aim is profit maximization through customer satisfaction. Centralities are provided for customers with more and more innovative products. Using aggressive pricing, and value addition. 1911 – date of establishment, 1969 – Date of Nationalization, 1983 – shift in focus on banking operation, 1991 – beginning of aggressive computerization – 2005 – launch of core banking. Most popular web application is mail messaging.
Usage of the Internet in the company
They are corporate software solution providers to the end clients, globally. Aim is basically to get projects from U.S. market. The company has appointed a call center there to get immediate projects from there. The goal is to ensure the delivery /projects at minimum price by following best quality practices. The aim is to maintain it, and delivery of projects following principle of all delivery models – as per the client's requirements. Business in the US is primarily for SAP, in India the company focuses on software solutions. All the customers are companies, in the telecom sector, Hutch, ICICI Lombard. The investment plans of the company are not more than 5%, in the areas of bandwidth, server space, bookings and banners, web design payments being made to gateways e-lance. The company has used Internet from day one. HR, HRR, quality operations, developed infrastructure.

Enablers :
1. Availability of ISPs
2. Availability of high bandwidth
3. Fast servers
4. Govt. restrictions
5. Given options – B-B, interrelated. Given options – time and distance cost. 96% of the customers are on the Internet. Give media solutions.
6. Yes, call centers, they are dong service 1. communication gets cheap 2. ITES Companies low wages. The cost of Internet is low. “English” speaking of the Indian people.
7. Web application is search for information, e-mail.

Response No. : 39
Tata Consultancy Services, International Tech Park, Explorer Bldg., 11th Floor, Whitefield Road, Bangalore 560 066
Background of the company
TCS is a large Software development company. Aim is to provide business transformation solutions. To be a global top 5 by 2010. To provide quality service to clients at low cost/low time. Global Delivery model – 80%. Business Divisions – Finance, Insurance, Banking, Retail, Transportation, e-governance. The company divisions are 1. Software development for IT 2. ITES enabled services. The company’s clients are top fortune 500 companies – and in the retail are established and branded. Here their target markets are in billions. Online marketing doesn’t really pick up. In Washington, the company has a high visibility website, mails – still feel that you are delivering case studies to show. Unless there is delivery no amount of presentation is really going to make a difference to customer standards. Reserve bank co-ordinates chart, data, security dealing, a team for production of concept, given delivery assessment are made by letters daily. The company website itself is a marketing tool. The work force has done change management?

Usage of Internet in the company
1. Initial stage – client test space. On the Internet mailer the company advertises by adding banners, web campaigns, if the client has a request he contacts through the web site. The client enquiry history is captured on the website.
2. Companies which are online, primarily on the Internet, or leased lines, web servers have interactive websites, have road shows, create awareness, show casing. The marketing initiatives depend heavily on the Internet, when marketing giving presentations, doubts of the clients are handled on the Internet, offshore delivery center, web conferences can be held immediately, clarifications sought. Blog is an R and D center, utilization of the Internet, TCS center, Wakdewadi, for various means of delivering network services, major chunk in demos.
3. The TCS backbone has 4gps line each is a dedicated Internet link. All the configuration of the purchased servers (depends on the clients) is done in house. Operating costs are bare minimum as they are absorbed in the main costs.
4. Public relations and promotions are to a certain extent, to increase the corporate voice. The company is listed in the BSE, Annual Reports and Important communications from CEO, top management etc. are through the Internet, not many products to convert. By and large 60%-70% conversions are there due to Internet.
Enablers:-
2. Bandwidth
3. Reducing the monopoly of one single entity at the gateway – universal to all.
4. Improving the infrastructure backbone – tertiary level - this is pretty weak in the awareness.
5. Awareness for all sectors
6. Call centers – in order to cut down on telephone costs will use the Internet, VoIP, IPLC, UM$, Regular telephony, IP-phone. Of use is the messaging server. There are more user frustrations. There are transactions in 10 minutes. Delivery “unbiased” – business men are doing well, in 5 months they are getting value addition.

Response No.: 40

Background of the company
Enkay Technologies is a Telecom company marketing EPABX solutions in India. To bring in global convergence in enterprise solutions. To top in line on market share (day to day goals). Making more margins. All the enterprises are customized. On the anvil is a plan to sell more desk tops. B-B not there, B-C since 1996.

Enablers :
1. Broadband suppliers.
2. Web Developers
3. No Payment gateway
5. Yes call centers – VOIP / and data web browsing.
6. Web application – search engine (booking, billing, holidaying, travel , tourism used).
**Response No. : 41**

**Background of the company**
To be the market leader in audio and video applications. To dominate in conferencing spaces. To keep abreast of developments in the field and to start reselling equipment of leading brands. Start building menu of services specializing in conferencing. Offer services and keep brands as incidental entities. In 1998, commenced operations, signed up the first reselling contract with Picture Tel, First Large Conferencing Contract signed, Second Large Conferencing Order. 70% of the revenue is generated from direct product sales and 30% from indirect product sales.

**Enablers**
1. Eye catching – 60%,
2. Retention - 20%,
3. Special offer - Promotions 20%.
4. Most popular web application is Travel and Tourism.

**Response No. : 42**

**Background of the company**
Life insurance business, franchisee of UTI, stock broking, practicing as a technical analyst, 2000 – marketing all mutual funds, 2004, – started office in Mumbai, and 2005 started an office in Dubai. In India when the money is fully convertible EFT(RBI). Currency fluctuation + price of oil, gold, economic condition of that country. On the surface the two currencies are clubbed together. Company also deals with Arbitrage on Foreign Exchange. The goal of the company is to have a). Official foreign counter- gulf 50% growth every year. b.) Educating students on PMS, technical analysis. c.) TV channel. d.) To make the company launch a big mutual fund company. e.) Also into currency trade- trade in foreign currency. The divisions
of the company are: - Insurance Investments, Insurance shares, commodity exchange, India is a new virgin market volumes are picking up. For an affluent market, market liquidity should be there.

Usage of Internet in the company
1. Website: - Customer code for each and every client, they can get all details, bank details, track shares at a glance. Now it is all done by e-mail.
2. Offices in Dubai, Mumbai – a) chatting, b) gathering/passing information c) phone calls to Kottayam d) news-happenings-industry news e) giving instruction and communication is fast and cheap – 300 people in no time can be informed for example suppose there is a premium notice to be issued, then by direct mail the cost of a 5 Rs. postage stamp has to be incurred, now on the Internet through (e-mail), no cost are incurred, advertisement (nothing), suppose the bond is maturing in Dec., through e-mail, click of a mouse, reach all the people.
3. Internet company with a data base, 1000 addresses, mail, called for a meeting. Even the driver, all boys of 20yrs, know the Internet. Basically the PMS – portfolio management and PMS reports, premium notices, maturity benefits, intimations etc. can be made on the Internet. All advertising expenditure like going and meeting people – Seminar – Brochures – Press conference.
4. Internet depends on 1. Technology. 2. Cost 3. Awareness

Enablers
1. Literacy
2. Advantage, speed, reach
3. Reach

Response No: - 43

Background of the company
Design policies for Insurance Companies, Temple Comprehension Insurance. We use Internet applications too. The Internet is very useful, fast, and sometimes very
inconvenient. The awareness is there, but the competency is not there. Policy is maturing details can be given on the Internet. Mailers 100%, existing clients give references while going out. New blood – uses the Internet. Oriental life policy claims are thru software. Since we do not deal in commodities, we close the sale, seeking payment personally.

Usage of the Internet in the company
Use the internet for accounts, analysis, to check on what is purchased.

Enablers:-
1. Independence.
2. Attitude
3. Tickets and bookings at low rates, auctioning sites
4. Also, e-learning – Internet based MBA exams course, trade mark, open book exams on net- online exams.

Response No:- 44
Gharandaj Builders, Dev Chaya, Plot 120, Dr. M.B. Raut Road, Shivaji Park, Mumbai – 400 028.

Background of the company
Completing construction projects, giving a good home/ office to buyers. Awareness is low of business paradigms. PC is an unknown domain to many even today. Efforts from the government as well as educating and creating awareness are necessary, MHCIT, computer courses :
1. Constructions: Eiffel Tower, what technology used, already there in the Internet. Knowledge for people in construction – tower of 80 storeys built in the shortest duration of 1 year?
2. Construction Technology Earlier CDs were available – now it is available on the Internet.
Usage of the Internet in the company

1. Marketing people, the Internet is used for brochures - list active website. Solutions to common day problems can be presented.

2. Website is structured to address various demographics. Balance is based on personal meetings.

3. Attractiveness of the website is important.

4. Some of the higher end builders give all details including booking and possession details - everything is web based and they manage everything on the net. Corporate identity / internal mailing are possible.

5. In house to click in house costs nothing. To own a server it costs 1 cr., designing a website and around 2-5 lacs.

6. Local brokers visit, take information and pass the word.

Enablers:-

1. Need for Digital Signatures.
2. Access Speed
3. Web application 1. e-mail 2. Informative sites.

Response No:- 45

Novartis India Ltd., Sandoz Business Unit, Peninsula Towers, 7th Floor, Peninsula Corporate Park, Lower Parel, Mumbai 400 013, India.

Novartis is the only MNC (1. RND based products–research, 2. Off patient products – cash flow)

Anda dmg a new drug administrator required in US FDA , the largest Anda, dmf – drug master file.

Outside U.S. – adhering to FDA standards – largest no. of manufacturing plants in India.

Mergers and Acquisitions, Sandoz–Ciba together formed Novartis (1997) – into pharmaceuticals(MNC) and consumer goods. A MNC pharmaceutical has 23 c&f’s, and a central warehouse at Nagpur. The divisions in the company are – 1. domestic
market – health care - domestic Rs. 135 cr. 2. Exports, Development centre for Europe/ US mkt. As well as manufacturing applies to Sandoz affiliates. Doctors are the customers.

Telemedicine provides for maximization of the Doctors' time in addressing the clients without spending time in traveling.

US Govt. requirements
1. Extremely stringent regulation prescribed (24 hr.) line – access information, side effects, advanced, and balanced).
2. IFPMA code of ethics in advertising (right now only MNCs follow that code).

Indian companies are advertising in their website. Doctors (5,69,000)/ chemists 6,000)-good medium for internet, co-operatives chains like the Apollo website are in vogues. Telemedicine is too nascent.

Chemists – shopper – Apollo is covering – green local chains. 50 chemist’s chain. 75% of 60000 have access to the internet, extent of usage is low, and it will become faster when govt. regulations become conducive. Our marketing extent on internet is low as we are can't do brand building, internet category is for brand – not brand as they are individually treated.

Investment plans for internet right now is awareness to increase demand and create pull. Many companies are using Surrogate websites.

No body is allowed to market on the counter, brand marketing is not allowed. Surrogate marketing is prevalent. Advertise on the internet for DTC (Direct to customer) through surrogate websites. The main driver is literacy. Advertising is thru medical representatives engaged in one to one selling, advertisements selectively to medical journals.

By web based marketing, we can create demand pull because of disease awareness – medical journals, doctors, pharmacists, patients. Field people reports – mails, data transfer from all over the world. All field people use a cyber café as an internet point
or for entering the intranet. Marketing spend is to the tune of 35% which includes media distribution and field reps. Novartis has implemented a VPN for Asia-Pacific region. They have a portal in each country. They send direct mailer to doctors – our target audience being doctors and retail pharmacists.

Enablers:
1. Connectivity
2. Net Savvy Accessibility
3. Most doctors are free during the day time
4. No time limit for access.
5. Functional competence
6. Respect for Called Person’s Privacy

Response No:- 46

Ismart Panache (India) Solutions (Pvt.) Ltd., Block 7, Malhotra House, Krishnala Marwa Road, Andheri (E), Mumbai 400072

The client is a Mumbai based B.P.O. and Software Development Company with operations at Delhi and Gurgaon. The Mission is to be a partner for Genesys and Greenplum.

The main nature of their job is Recruitment, Tech support, development and outsourcing. Their market comprises of clients in U.S. and India. Also on the cards are Asia Pacific and Europe. They use the internet less as a marketing tool. On becoming a partner of a company they need to sell the company profile through the website of Ismart Panache. We send the company’s marketing profile to the clients. The nature of their other job is to sell the profiles of the companies to their clients. They sell the concept of the product to the client (company). Then they guide them to the website. They also encourage second influence rounds.

They have 5 portals, and are dependent on the Internet.
In their opinion, the Enablers are:-

1. Better search Engines
2. Reduction of cost in terms of hardware as well as Internet access.
3. Make it seem as a necessity and not as a luxury.

A very exciting Internet application is the use of VoIP. Call centers can exploit. Most popular web application is information search –and also games, messages, chatting.

**Response No:- 47**

Andro India Private Limited, 123, Creative Industrial Premises, Sunder Nagar, Kalina, Mumbai – 400098 INDIA

They are India’s largest financial services. They are diversified into directly marketing to call centers for Hutch. They have over 3000 persons. Their key result area is retention of the core team. They also sell loans / cards for Citibank. They also have a Joint Venture in which EServe has a stake. They have established call centers in Pune, Bangalore & Delhi. They want to set up an international call center in about 6 months. They are able to sustain profitability margin.

They are among the first 100 internet subscribers in Mumbai. They sponsor Doctors meets / doctors loans. Internet Marketing is done by a specialist organization – not dealing with mass media. They see Internet as a better access to your delivery that is based on customer satisfaction.

Enablers are 1 ISP penetration, 2 WAN/LAN proliferation, 3 Hardware – costs are already low INR 30000 – 40000 for laptops. Internet can be used to reduce damage from competition.

Children and parents today are using gaming. Email communication, Video conferencing at the higher end. Gaming, shopping, Internet Telephony, are some of the more popular applications.
ShareKhan is one of the largest online Share brokers in India. Here, E-mail is used as a work flow management tool. They do a large chunk of business on the net including education of the investor. They back up the service with a telephone based service authenticated with a TPIN.

The build up to go for Online Trading was difficult due to bad infrastructure, low literacy rates etc. But Sharekhan managed it through patience and dedication.

Their method of marketing on the Internet comes in 2 forms
1. Conventional banners
3. General portals / speed

They use ‘Push’ and ‘Pull’ strategies using a combination of the above.
 They have a feeling that confidence coming through security and legislations will go a long way in making the web popular. They also opine that a lot of people use the net for checking their own wealth levels.

The company deals with creating Marketing strategies and redefining ways of marketing communications for industrial products. They help in identifying new business opportunities for their clients. They help to identify niches and create a point of presence in India. “a business niche”.

They use Solutions, advertisements, communications, PR, CRM. They are of the opinion that any kind of marketing on the Internet is risky as there is a high chance of being wrong and all the expenses may go waste. There is however a considered
opinion that email may have some use and function. All corporates use the internet. They have a concern about the assumed infallibility of the net.

Enablers:-
1. Trust - provided solutions.
2. Transparency - security
3. Users side - confidence

Internet cost low ahead and there is no end to its reach. It would depend on how we change our outlook.

The most popular web application is e-mail, search.

Response No: - 50
Food Processing Technologies, 7 Readymoney Terrace, 167, Dr. Annie Besant Road, Worli Naka, Mumbai – 400 018.

They are sole selling agents of their client’s products in India. They do not stock items. Instead, they use a distribution chain. They are trying to promote the products of their principals. Food and snacks are their key products. They also supply equipment to the food industry. This enables food to be sold in packed form to Indian market and other countries. Their strategy is very simple – encourage repeat business by increasing satisfaction. They also have a need to reach to clients who have not been introduced to their products. For this they participate in networking, exhibitions, etc. They use the Internet for doing daily mailers to contacts developed through many sources.

They have 2 Divisions :- sales and marketing 2. Service sections.

They would consider investing on the internet if they perceive any use in it. In their industry, the experience is that most of their clients are not net-savvy and hence any investment at this stage may be wasteful as compared to their normal
Enablers:-
Dispelling the apprehension of the machine will help.
Accessibility needs to be easier and faster.
The ISP plans are so confusing that the lay user is unable to arrive at an easy decision.

Most important web application searching for information for purchasing and day-to-day correspondence / co-ordination. Pictures / photos / snaps in colour are important. Other common uses are: Daily correspondence with principals. Lead generation. Correspondence with clients.

Response No:- 51
Ohm Solutions, 15/9, Venkatraman Street, R.A. Puram, Chennai 600 028, INDIA.

They develop web based software applications and web designing, to provide or find needs of the largest audience, and customize it. Customers are basically very close, want a one stop solution and a personal customer relationship and after sales support. They offer
1. e-mail solution
2. web designs
3. web based applications development
4. Hosting and domain registration

The Marketing tool is handled mostly by the top person in the company. – Marketing. Head and CEO. In SME’s: The sponsor of the head to this medium. They get enquiries only through website enquiries. 10% of those are converted to business. They have no fixed plan to increase the turnover. Their survival strategy is to keep overheads very, very low. Customer satisfaction ensures repeat business.

They have 2 Divisions: Technical Division addressing small and medium enterprises - (65%), and the Marketing division – (35%).

The benefits of marketing on the Internet, as soon by them, are: It is the cheapest Marketing medium. Using a mix of the website, mailing and follow-up.
Apart from the design: layout of information – Search Engine readiness. The site should be in such a way that it is able to attract attention to some part of the website. The website should have good navigation ability. Third party development – search engine readiness – SEO – advertisement paid – Google first link – vendors.

Tools promoting are:
1. Search Engine ready
2. Interactive paid – Yahoo search, ad world – Google – paid marketing.
3. Providing a payment – SSL, ICICI (first ten sites)
   a) Domain through recognition: Customers come to your website to read the profile of the company – international business.
   b) Hosting service provider: Customer in the US/UK use the web a lot and therefore our businessmen want to be picked up by them. They approach vendors in India through the net.

Rural people are not net savvy. They do not have any technology, no infrastructure, no training, and no service providers. If rural people are net savvy, then, no need to make huge investments for traveling.

Their observation of their clients Capacity for investment is that they are servicing clients who have a small budget and therefore internet marketing makes sense. Interrelated requirement for internet marketing is very low. Marketing spend without using the internet – 2% - conventional marketing spend, 10% – 15% internet marketing spend. Growth factor has grown from 1 to 40. 1 customer from the conventional marketing and 39 customers from internet marketing, within 2 yrs.

Enablers:
1. Infrastructure
2. Last mile connectivity
3. Marketing tool awareness needs to grow.

No ISP has fully covered the last mile connectivity issue completely. For call centers – internet is vital. In Business Process Outsourcing gain in efficiency by larger investments in infrastructure. We need to use other traditional methods to promote internet itself. Internet itself needs to be marketed and in that, lays the success of the
marketing tool. Most popular web application – ticketing, intranet – company’s use
this information for sharing. With the dot.com burst, those companies who had a
revenue model in place, survived. 1) B-B The imperatives are not more revenue, not
more convenience, product advertisement (marketing tool for an existing business). 2)
B-C It is a business in its own way. E.g. Bharatmatrimoney.com.

Response No:- 52
Apollo Telemedicine Networking Foundation, 1st Floor, Life Sciences Bldg, Apollo
Hospital Complex, Jubilee Hills, Hyderabad.

The company engages in providing telemedicine solutions to remote and rural Health
Centres and Hospitals. They have a Virtual Training Model and Medical Tourism
serving the requirements of people in other countries, who are unable to respond fast
enough to the local requirements for specialist assistance. They implement systems on
site at such centres.

They have their Head Office at Hyderabad Jubilee Hills, and TCC – client offices
which are approximately 100 in no and we have 6 speciality hospitals. Investment at
each satellite centre is around Rs. 26 lacs. The no. of centers have grown steadily
from 15 centers (01-02), 15-20 centers (02-03), 20 centers (03-04), 25 centers (04-05).
They are into medical services. They have a specialist list – From TSC – 40 in all
cardiology (most of the people want heart – maximum here), orthopedics,
ophthalmology, etc. The most important branches are 1. Cardiology, 2. Rematology
(bone-age) 3. Neurology. The rate of charge on the internet is Rs. 1500/-. The rates of
charge are fixed by the spending capacity of the local population. They have a tie – up
with Reliance World. E-seva (eGovernance Project) patients can enter any reliable
Webworld\textsuperscript{5} center and login in for consultation, the content is on a separate server at
Mumbai (Reliance group), the client is at Hyderabad and his records can be updated
or maintained. They have an in-house web server. They also have international clients
at Sudan, Nepal, and Kazakhstan. Customer’s size varies from Rs.3 lacs to Rs.3 cr.

They have a client-server option. Their ISDN/VSAT is live all the time.

\textsuperscript{5} Web world: This is name given to Reliance Infocomm franchisees in India
They also impart teaching in a virtual university having virtual discussions. All software is developed in house. The idea is to keep it user friendly.

Response No:- 53
Wipro Technologies, Dodda Kannelli Sarjapur Road, Bangalore- 560 035 , India.

The company has some experience in building a site helping consumers to take a set of decisions towards buying a car. As they see the challenges of B2C websites, they are: 1. Be there when they are ready. If properly executed, the selling was done during the Internet Browsing experience and found to be a great driver in the sales process – for sales - people who come to the showroom after going through the net were already sold.

The company is 50 –60 yrs old. In 1998 the company went through a rebranding exercise with a new logo. In 2002, they had an Integrated lead generation campaign – that proactively used the internet to generate business. Head office is in Bangalore and all over the world there are 30 offices across the globe. They target international business/national. in 2004 it was a 1.3 billion dollar company. They grow at 30 –35% every year. We are into IT services. Wipro Technology Division is the main division. The market segments addressed are Global technology consumers (90%), buyers of technology services and business processing, outsourcing services.

Their clients are Fortune100 companies across the globe with Billion dollar revenue. The Geographical profile of their clients is international. The awareness of the target audience to the web is very high and five years ago, it was high. 100% of the target audience has access to the internet. The extent of usage of the Internet as a marketing tool is very high as it is the primary channel. They do sponsor events to increase their visibility in the B-B. market.

They have adopted Internet as an Information seeking medium. They have observed a trend of Content moving online from physical papers like A) public documents b) daily newspapers c) Information about competitors/ vendors.
More channels are available on the net. Specialized information is the need of the hour. The search should be refined. Information is sorted and shared on the Internet. Their idea of the most popular applications are a) For specific user groups – specialized “content aggregate”. Customer specific items like Talk/chat enabled.

Response No:- 54
ICICI Bank, 1 Cumnesariate Rd, Bangalore – 560 025.

10th Oct, 1997, ICICI Bank was the first Indian Bank to launch internet banking – INFINITY.

They are in International Banking and International Private banking. They own a billion of Assets under Mgmt.

They are the biggest Private Sector bank in the country. The IBG has branches in Canada, Singapore, London, Hong Kong and Bahrain. They have representative offices in Dubai, and the U.S. Their Retail banking is very aggressive.

Divisions – International Banking group – 1. Mass Affluent banking 2. Private Banking 30%-40% of profits is marketing spend as they are not looking at profits now, want to build awareness. 10% out of this 30%-40% is internet marketing spend. IBG – initially companies can not show that. They use window dressing-have to show profits.

Enablers:-
Big corporates. Call centers to ensure that target should be interested in ICICI – site, They use Brand Ambassadors.

Response No:- 55
Yahoo Software Development India Pvt. Ltd. 4th Floor, Esquire Center, #9, M.G. Road, Bangalore 560 001.

They are a software development arm of the U.S. group Yahoo.com. They started Indian operations on 5th Oct, 1995. They developed the Pod cast (Developed in Bangalore Office), It is a U.S. based company and the revenue is more than Rs.1000
Crores. Headquartered in California, Sunnyvale and with offices all over the globe. 1. Bangalore - Mumbai – Yahoo.co.in. There has been 30% growth in the last 2 yrs. The plan is to grow further. Their revenue comes from advertisements and services like private web hosting. They make groups like property – trouble shooting and maintenance. Their share in the Indian market, is more than 60%. 1. Place pages in website - Internet. 2. They don’t use television as a medium as they are an Internet based company. 5% - 10% marketing expenses, out of which 5% expenses will be on Internet. Their Growth is attributed to Internet. Revenue of the company is based in the Internet. They have 100’s of servers and 20 – 25 properties in India. They spend about USD 200,000 per annum in Internet related activities in India.

They adopted Internet as a marketing tool in 1995. 15 lacs was budgeted for Internet. They use VoIP services as the expenses are very low. They also run a call centre for their US clients. Their most popular web applications are e-mail, search engine – information.

Response No:- 56
A & M Communications Pvt. Ltd., # 3-6 –517, 3rd Floor, Fl. 3 & 305 , Sai Dutta Arcade, Himayat Nagar, Hyderabad 500 029.

The division interviewed was ‘Just Dial Services’. They are a service offering information services on Telephone and now, also host a website from which they earn revenue by selling advertisement space. They also charge companies for the service of suggesting their names in the concerned business enquiry.

Here their Software development is done through their Mumbai office. They keep making online updates on the Internet. They will shortly be starting cutting CDs for mailing out. They use the Internet for co-ordination with other offices. They send approximately 7000 – 8000 mails/day – to customers. They also engage in offering services over SMS (Short Messaging Service). The Goals are to reach out and provide better service to callers. They use the Internet for – a) Internal working – e-mail, co-coordinating with other branches. b) Feedback for customers. Their software is designed In house. They also have branded the ‘Talking Yellow pages’ that provides corporate information. They have their own set of registered customers, and they
update the Yellow pages. They have two departments. 1. Sales depts. Promote sales and get revenue from the registered customers. 2. Call centers service departments operate on 24 hours basis and receive calls to provide information of products and services. They act as a bridge between the buyer and the seller. They commenced operations in Mumbai with 2 computers. They have spread their operations across 8 cities and hire 1000 employees. It is a Private Ltd. Company with a revenue of Rs.12 Crores. The head office is at Mumbai, and there are 8 branches. Their markets are at the national Level. They have a plan to introduce a national level free information dial up number. Their main area of work is services in the form of advertising media. They maintain a Data base where they gather all the company's information. They registered people as customer, commercial, caller, and offer India links seeking for information from their services. Their target clientele are 5 star hotels, Money Transfer Agents, Chartered Accountants, Air-ticketing. Occasionally they have Internet callers from Malaysia, India and Singapore. The rate of Internet awareness of their target market is high to the extent of 70%, and 5 years ago the rate – 50%. The percentage of the target audience which has access to the Internet is 70%. They have plans for marketing products/services through the Internet. Presently, they use banner advertisements. 10% of their turnover is budgeted for marketing. Whereas the amount budgeted for marketing over the Internet is unknown. They see the use of Internet is increasing day by day. Yes, They feel it is good for web-based call centers. Most popular applications - Chatting.

Response No:- 57

Arcot R&D Software Pvt. Ltd., 3rd Floor, Oxford Towers, 139 Airport Road, Bangalore – 560 008, India.

Their is a very specialized area of business – that being to build PKI authentication, digital certificates, and digital signatures software in line with the provisions of the Indian IT Act: 2000. Their major clientele are outside India. Their goal is to be the enabler for all Internet digital transactions. Their objective is to enable users to get a digital Identity on the Internet.
Their strategy is to
a) Try to build alliances with Documentation companies and those enabling digital signatures like Portable Digital Format (PDF) and providing answers as to how to sign.
b) Address the large banks and sell products to use in Corporate banks and retail banks.

Their products and services are compliant with a large number of International Certification Standards e.g. Identrusts in U.S., RSA Security, 128 bit SSL, FIPS Federal, SAML, SASL.

The Company was formed 8 yrs ago. In 1999 they started making brand identification together with VISA/Master card to roll out a digital signature campaign. They are a Private Limited. Company based in Sunnyvale, California, USA. The have an engineering center in Bangalore, India, U.K. and Germany. They have patented some of their IP’s (Intellectual Property). Their growth is high and they expect to go for a public offering. The market segments they address are credit card specific segment, Other bank of financial services like Corporate / Retail banking. Applications could be expanded into other areas like pharmaceutical reports, etc. Their business can be defined to fall in the B2B category. The geographical profile of their client is international and the awareness is very high now and was high five years ago. Their marketing activities on the Internet include, 1. Announcement of information about upcoming productions. 2. Press releases 3. Analyst requirement Information 4. Quotations from Companies 5. Announcement of user Conferences, to spread awareness.

They use their website to build visibility for their products and announcement of all the conferences where their products were featured. They also publish Data sheets for the public to demonstrate what the products can do. They maintain a fairly active website. They get featured in articles and trade magazines in this specialized area. 100% of their target audience has access to the Internet as their business has everything to do with business on the Internet. To that extent of usage of Internet as a marketing tool is high. They use the Internet to announce training sessions where we release a new product to potential customers. Their Internet marketing spend could be
22%-30% of their total Marketing spend. This is around 2 million dollars. Their opinion of the most popular web application is Information searches, Banking.

Response No:- 58
IGATE – IGATE Global Solutions Ltd. 158 – 162 (P) & 165 (P) – 170 (P) EPIP Phase II Whitefield, Bangalore – 560 066 India.

ITOPS stands for Integrate Technologies and Operations Company. It is an IT service company. Due to globalization, they have has a high amount of expenditure. They have obtained a large number of over 800 leads through the Internet.

It is a 128.1 million dollar company. They are headquartered in Bangalore and have operations in 14 countries. Their more profitable ventures are in U.S., North America, U.K., and Asia Pacific. The breakup of their revenues is as follows: 1. IT services – 90% increasing by 10% year on year, 2. BPO 5% increasing by 30% year on year, 3. Rest ITOPS 5% increasing by 60% year on year. Their International clients have a very high awareness to internet and had a high awareness 5 yrs ago. Awareness is 100% and the extent of usage is high of the Internet as a marketing medium. They have aggressive investment plans. They have experimented with a single sponsorship event. Every quarter they send a newsletter that track executive moves, offer congratulatory letters to them. Marketing spend is on events, forms, white space placements. Internet as a marketing tool is good, customers are overseas. They also engage in banner advertising and email campaigns. They use the Web log report to track their success. Their budget for marketing is 0.1% of their turnover, of which 10% is budgeted towards marketing on the Internet.

Enablers
1. Purely success
2. Search Engine Optimisations

Call centers are already into the technical process for upgrading. Most popular web application is Information Searches.
Response No:- 59

Backend Bangalore Pvt. Ltd, 587 Backend Way, KPC Layout Kasavanhalli,
Bangalore 560 037.

They cater to the Governmental Think Tank for policy making in eGovernance. Adoption is low as Govt. employees – people don’t want to be transparent or accountable. There is a fair amount of exposure in Karnataka due to ‘Right to Information Act’ and Public Procurement Act. This is a targeted marketing on a supervised medium hence it is known who has seen it.

There were procedural snags in implementing in the Indian government. NIC undertakes to do it free of cost. If evaluation is on website, add value. Government does not make brochures. There is allocation of money to certain public works departments. The Internet strategy 1. Branded / Standard 2. Pressure of time, 3. Educated 4. Internet savvy 5. Economic driver.

India’s Governmental Strategy has made it grow exponentially by 300% - 500% in the same period that the UK grew by 5%. Policy making in Karnataka govt. automate govt. procurement. maximum tangible can measure. Government, initially automated but was not able to measure it. In India firms which have adopted it. There is 8% direct savings, (not including the time factor saving).

The benefit of the Internet – the consumer’s perspective. 1. flexibility 2. Finds transfer easier. 3. Cheap

e-Governance gains the following benefits 1. speed 2. accountability / advertisibility 3. Transparency 4. Cost. for govt. – actual money savings – social objectives – can be qualified to bring into some numbers evaluate performance. Govt. of Karnataka saves Rs.1200 Crores every year. Public procurement is identified as the priority in the areas.

23% savings sanctioned by private corporations by adopting electronic documents. As competition increases, quality increases, and margin decreases this is the Internet paradigm. Internet cost – 1. Transparency widens publicity, 2. Traceability
3. Application will insist that you have to give reason why you rejected it. 4. Audit trails are possible. 5. International reach at a fraction of the cost.

Response No:- 60
Bharti Televentures Limited, Oceanic Towers, 101, Santhome High Road, Chennai 600028.
Airtel – Broadband and Telephone services.
Bharti as a group. They are 5 yrs old. Bharti Infotel is a group company in TN.
2003 -04 49,000 Crores
2004 -05 80,000 Crores.

They are into national retail and business and we are into telephony, mobile and data services. Their target customer is defined as anybody who is having a disposable income of Rs.1000/- or more towards telecommunications in urban localities. 52% of customers are all Internet users in TN. 5 years ago this was very low.

Their Internet marketing initiative has the following objectives.
1. Internal communication with customers.
2. Promotions on the Internet – launch service, pop up windows, banners.
3. Promoting their tariff plan.
4. People see, bills are paid online on a different site, Airtel broadband.com
5. All Internet campaigns – conversions 3% (orders booked) cheaper cost decreases
   – Due to mailers – responses – 2.2 to 2.5% cost increase.

Marketing spend
They are heavily depended on a field force. They only promote the models to coerce them to make a purchase. Growth attributed to Recurring Transactional Service. Online campaign results in 50/5000 conversions. While people are connected, they are open for being communicated to. The growth attributable to Internet marketing spend is purely intangible. The entire marketing effort is backed by traditional physical processes.

Internet is an enabler. Fair amount of transactions that happen on the net enable a physical solution. IT is outsourced to IBM and royalty is paid to them. Everything is
maintained and managed by IBM, the IT-department are all employees of IBM. They adopted the Internet 5 years back.

They also run a call center based activity.

Enablers
1. Cost 2. Reach
Call centers can exploit the internet substantially. They have virtual Account management. They use the Internet to manage customer profile. Most popular web applications are e-mail, content search, gaming, downloading utility.

Response No:- 61
Yamato Audio Pvt. Ltd No. 15/9, Venkatraman Street, R.A. Puram, Chennai 600 028, INDIA.

They manufacture speaker under the brand name Yamato. Strategy is value for money. This is not working in India, value only has “snob value” as people just go for “high prices” irrespective of quality, associating value with high prices.

They want to create awareness in the website. The company is 4 years old. They are centered only in TN. They have purchased 4 new properties in AP, Karnataka, Maharashtra, MP, and Gujarat and are spreading out. Brand popularity increases because of the net. Their market is national retail. It is a consumer market. They have been growing as per the following rates: 2000-01 10% growth 02-30% growth 04-05 half year – 6% Qty. 50% increase in sales units. Their core plan is to spread out one in every state. Network all branches to HQ. 8% of their customers are from the Internet. The age profile < 30. Individuals targetted on the internet have an income of at least 1 lac. p.a. and companies 1000+. Their clients are urban and semi-urban and they have plans of going international. Our total turnover from number of people referring to the Internet is low. They rather rely on the man in the shop than go on to the Internet. Grey market undervalues prices and suggests that all imported items are good. Marketing through the Internet has the following features:
Spreading awareness, 2. Reach, 3. Information dissemination 4. Comparison of data
5. Customer solutions on the Internet 6. FAQ’s &. Purchase online or offline. They
started using the Internet in 2002. They receive enquiries from Spain, Holland, etc.

Enablers
1. Education
2. Language
3. Infrastructure and Costs

Call centers exist in India because of the Internet and
because we speak English language.

Response No:- 62

Bharat Matrimony.com 315 5th Avenue, Suite # 901, New York, NY. 10016 USA.
c/o: Clickjobs.com, Shakti Towers, Tower II, 5th Floor, Anna Salai Chennai 600 002.
www.bharatbloodbank.com

They are a No.1 vertical player in India offering jobs, property and matrimony. Use
the power of the Internet to change the lives of people. They draw a lot of social
intermediaries. Understanding what the user wants and delivering more than what
they want and be innovative. BharatOnline.com has coordinated 40 lacs of blood
bottles collected, it is through innovative advertising. They launched the matrimony
site in 2005 offering a network of marriage bureau access in India using the power of
the Internet. They have 400 centres. India ppty.com offers new interaction on the
property space. Buying and selling property, then get people together using the
Internet. They have in Chennai 4 offices, across India 8 Marketing Offices, 22 sales
offices. Bharatmatrimony offers a facility to people of marriageable age or parents of
these who are Internet savvy. They are growing at 100% p.a. 90% of users of
BharatMatrimony are below 35 years of age. The average buyer has come down from
38 – 28 a decade ago. Their clients are semi-urban. 100% of their target audience has
access to the computer, usage of internet is very high.

The advantage is cost. They take part in exhibitions. Benefit of the Internet with
regard to marketing activities is 75%-100%. Their target audience has knowledge of
the Internet.
The Enablers
1. global reach, 2. convenience, 3. choices, 4. easy to use. Call centers are already using Internet – web browser access the world. Most popular internet web application is e-mail, search.

Response No:- 63
Clickjobs.com, Shakti Towers, Tower II, 5th Floor, Anna Salai Chennai 600 002.
Clickjobs.com is a job portal. They established around mid 2005, with their Head Office in Chennai. They are a sister organisation to BharatMatrimony.com who are headquartered in New York. They started operations with ISO Procedures being defined, in place. They operate only on the online medium and all their efforts are handled in house. They follow the social obligations that Bharatmatrimony follows and hence cooperates with MSSW.

They have participated in a large number of job fairs where they make offers to visitors there on behalf of their clients. In collaboration with NIBM, Chennai, they have formed a web site stall through which they interact with corporate HR managers. They have five branches.

They host a web site where prospective employers and employees come to find a match for each other. They deal with all levels of jobs and all industries, Once they have a critical mass from a particular industry, they define a vertical for that industry and give it some special focus. It is also their opinion that 48-50% of recruitment is for BPOs.

Their aim is to move from position number five to position number one in the coming eighteen months.

In their opinion the Enablers are
No restriction on size of articles, compared to print medium, ease of access.
Most popular applications: Job search, email surfing
Call centres are being used for offline purposes. The more innovative ones are using VOIP, particularly to the US and UK, though the target medium may not be internet users.
Response No:- 64
Satyam Infoway Limited, 2nd Floor, Tidel Park, No.4, Canal Bank Road, Taramani, Chennai 600113, India.

They are one of the first licensed ISP's in India after delicensing was announced. They have setup high bandwidth gateways at five locations to various points around the world. They are eight years old and after year 2000, they ran a large ad campaign and then moved into survival mode. They have 26 branch offices around the country. They are fully owned by Sifycorp and survive on interactive services.

They also provide a lot of hosting services for a number of companies overseas.

Their success depends on their ability to unravel the demographic and psychographic profiles of people. Their marketing team is built around that strategy. Their customer base around the world is around one and half trillion people.

Enablers:
Offers, cheap, ability to present yourself better than in print medium.
Call centres, though they are using the internet have to depend on the quality of their services rather than on the internet itself.

Response No:- 65
Brakes India Limited, Padi, Chennai 600050, India

This company is from the Auto ancillary manufacturing industry. They are also diversified into providing castings for the refrigeration industry. They are approximately forty four years old. The company is closely held between TRW of USA and Lucas TVS.

They engage in exports of their materials and use their connection to bring lower cost of manufacturing to India. They have three regional offices and six plants and five godowns. They are Rs.1000 Crores in size.
They have passive website that generates some desultory enquiries. Marketing is a contacts and networking based activity. They update some operations details on the internet – but it is not a high activity area as yet. They have an extranet based scheduling initiative that has yet to get implemented due to lack of discipline at both ends. Their ERP has been Internet enabled – but still under implementation.

Enablers:
Ready information being available, will enthuse people to use the net more. Access to the internet is an important consideration.

Call Centre
They have no idea about the applicability of the Internet in the Call Centre industry.

Response No:-66
M/s. Tunip Agro Pvt. Ltd., 222-A, Commerce House, 140 Nagindas Master Road, Mumbai – 400023

The company goals are To establish “Onjus” as a major brand, To carve a niche in the market, To create a good congenial organization, To give a high quality product – VFM,

Make it a good brand. As an objective, they want to grab a market share in the western market. They are a pioneer in fruit juice and introduced mixed fruit punch. They operate through a direct trade channel.

Internet Enablers
1. Institutional sales 25%
2. Star Hotels 20%

Yes, the call centers can help by having crisp product definitions with discounts for online orders. We have baazi.com - online shopping.
Infrastructure growth is very slow in India. The present economic ethos is that there is a fair amount of disposable income in one family. The internet has become heavily
used e.g. after the Tsunami, in Cuddalore, the fishermen check the weather sites before they go to fish in the seas and also check for the best rate of fish at the ports. Charity Institute – the fisherman’s wife knows little English but sees the weather forecast on the internet.

Response No:-67
Mahindra Holidays, No. 1 Laulmadiya Rd, Royapettah, Chennai – 600014.

It is a fully held subsidiary of Mahindra group. They offer packaged holidays to a set of their registered members. They have registered 29000 such members. They have partnered with the RCI group using which they are able to offer their members the facility of holiday homes in all parts of the world in participating RCI establishments.

They use the Internet for purposes of attracting new members and also show a catalogue of prices of various destinations and holiday packages. They permit a booking request service with a facility for the call centre to call back or email back details of any reservations.

The back office work is done off the Internet and the only major application is mailing.

They feel that the Enablers are: Ease of Access and high Internet Access point population.

Call Centres: Call centres can work on the data gathered and authenticated using an Internet based data collection form. Based on this they can use it for making sales calls.

Internet Enablers

Response No:-68
C. Gayatri, Block No 3 G2 40 ECR, Thiruvanmayur, Chennai – 600041.
She is a Private Entrepreneur playing the role of an Insurance agent canvassing the insurance schemes offered by various companies. Her goal is to serve and give protection to maximum number of persons. She offers Insurance cover for the public. She has diversified by offering debt instruments as the number of foreign investors is limited in the debt market though there is a flooding of foreign currency.

Interest rates initially decreased and then inflation increased. Argentina, Brazil, Thailand. EPS (Earning per share) Before 2000 stock market used to be based on earlier year results. Today 5 years later, PE growth (profit per equity) slowly started basing it on current year’s performance. Today by statute all companies have to declare quarterly results. Hence there is a higher movement of share prices. There is an artificial increase in real estate price.

Internet Enablers
None.

**Response No:-69**

Meenakshi Narayanan Investments (Pvt.) Ltd. No. 12 A B Nagar, II Main Rd Adyar, Chennai 600 020.

They are Financial Planners, Investment & Tax consultants. Their goal is to become Rs.500crore in net worth. Their objective is to invest in wealth creating companies, to invest in companies as share holders. Their Long term charter is to go in for Value based investment in High dividend paying companies. Their observation is that share prices started growing in 2000-2001.

5 years ago the upper middle class was the affluent class. They wanted 2-3 watches. Today they are presenting watches to others. Also in the gold area. There is presently a retail mania in India.

There are different categories of people in the stock markets.

a) Reckless speculator
b) Using charts and tables – offline
c) Online patterns. Principle – follows a certain natural law (Fibonacci series). Need to understand the chart patterns in order to communicate.

d) Little knowledge of company. Buy shares. Take delivery after the price increases or decreases by 2% day by day. 250 days. 200% in 100 days.

e) 10% profit, but limit lesser than 3%.

Response No:-70
Gurukul Online Learning Solutions (P) Ltd., Corporate House, Shri Krishna Shradhanand Roadm Extension, Vile Parle(E), Mumbai. 400057.

They are the largest e-learning service provider. They specialize in providing rich experience of content over the Internet to the actual users. They develop content by converting the book to an electronic file.

Their winning product is the Navigator – tutor that takes you thru the entire course.

Internet Enablers:-

1. Improvement of the last mile. Broadband connectivity

2. Awareness should be increased.

Response No:-71
Wockhardt Hospitals, Mulund Goregaon Link Road, Mumbai 400078

This is a new hospital in the Private Sector. They advertise by hoardings, leading to the website to find out about the hospital. They have a number of schemes offered with a number of participating hospitals like 1. Apollo Hospitals, Delhi, 2. Wockhardt, Mumbai.

They have earned Internationally recognition. They have Multiple Divisions :- Cardiology, Open heart surgery, Various surgical depts. Medical facilities in medicine/surgery. They have an excellent intensive care. ‘Critical Care’, and offer diploma Training courses.
They are also a referral hospital.

Their Internet Initiatives comprise of

1. Various camps are organized inside/outside the hospital.
2. General practitioners awareness programs.
3. Frequent mailers for certain organizations like Pharmaceutical companies.
4. Intra hospital DRN counseling
5. Thru the website attract global patients where it is cheaper for them.
6. Update the website when there is a JCI accreditation.
7. Trying to make it paperless.
8. Communication improved by adding email. Marketing spend is 40% of the profits.
9. International exposure has grown. But not in India.
10. In Hiranandani growth is suppressed. Didn’t take off at all even though they have more space. In Wockhardt the marketing team is good. They use hoardings that directly address the people.
11. Company pharmaceutical has to be online – internationally.
12. In house marine company, Wockhardt Research Institute is also attached to the hospital.

Internet Enablers:

1. Patient education.
2. Create awareness among people.

Call centers have grievances expressed. They can go to the Internet and find out.

**Response No:-72**

Birla Sunlife Insurance Company, 5th & 6th Floor, Vaman Centre, Makhwana Road, Off Andheri-Kurla Road, Andheri (East), Mumbai 400059

The company is formed as Joint Venture between the Aditya Birla Group and Sun Life Insurance of Canada. They have been set up under the Indian laws defined by IRDA. They are one of the few Insurance companies that have been given permission to offer Life Insurance in India.
They have an interactive website that is responsive to individual consumer’s queries, granting him the privacy of choosing from various options. Clients can register, compute premia, make claims, pay premia, see their updated policies etc.

Enablers: Reliability, speed of website loading
Call Centres: Has a role to play if they don’t misuse the power of the internet

Response No:-73
SBI Life, State Bank Bhavan, Madam Cama Road, Nariman Point, Mumbai - 400 021.

Their goal is to insure life and to be a first Insurance company and provide financial security to the people. They want to recruit quality people. They want to open maximum branches. They want to provide a better service.

The company is formed as Joint Venture between SBI and Cardif SA of France. They have been set up under the Indian laws defined by IRDA. They are one of the few Insurance companies that have been given permission to offer Life Insurance in India.

They have an informative website that is responsive to individual consumer’s queries, granting him the privacy of choosing from various options. Clients can look up, compute premia, download forms, etc.

Enablers: Security for Financial Transactions, bandwidth
Call Centres: Comes in use when they need to cross check on claims filed.

Response No:-74
HDFC Standard Life Insurance, Trade Star’, 2nd floor, ‘A’ Wing, Junction of Kondivita and M.V. Road, Andheri-Kurla Road, Andheri (East), Mumbai - 400 059.

To be the first private Life Insurance Company
To provide water to society and give employment opportunity and profile mo hire.
A+++ 
Principle of economy, job opportunity, Profile mo hire.
The company is formed as Joint Venture between the HDFC Bank and Standard Life Insurance of UK. They have been set up under the Indian laws defined by IRDA. They are one of the few Insurance companies that have been given permission to offer Life Insurance in India.

They have an interactive website that is responsive to individual consumer's queries, granting him the privacy of choosing from various options. Clients can register, compute premia, make claims, pay premia, see their updated policies etc.

**Enablers:** Security of web information and financial payments

**Call Centres:** They already use the internet to search for information from a centralized database.

**Response No:-75**

Metlife Insurance Company, Agora business plaza, III Floor, OFF S.V Road, Borivli (W), Mumbai - 400 093.

MetLife Insurance is a large US based Insurance company with an operation in India. This has commenced operations in 1998. They offer all kinds of Insurance services from Medical Insurance, General Insurance and also Life Insurance.

Their website follows the standard norms that most company websites in the US seem to have as a statute. The extent of usage of the web is high, as the same web is also used internally for the back office work.

**Internet Enablers:** Free full information, Speed

**Call Centres:** Our call centres use the Internet frequently to give people reminders about any upcoming events and this is well received.

**Response No:- 76**

Aviva Life Insurance Company India (P) Ltd., 2nd Floor A wing, Central Bombay Infotech Park, Modern Mills Compound, Sane Guruji Marg, Mahalaxmi(E), Mumbai 400011.
Aviva India is a Joint Venture between Dabur and Aviva. They have a mandate of offering Life Insurance products to their clients comprising of individuals and companies. The strategy for operation in India was chosen to be by partnering with local banks operating in India. The banks take care of the interactions with the customers and the banking requirement, whereas the company focuses on the B2B business.

The company has a highly informative website
Enablers: Brand ambassadors are a good method of overcoming client shyness.

Call Centres:

Response No:- 77
Reliance Mutual Fund, Metal Chambers, 228, Ground. Floor, Nariman Point, Mumbai - 400021
Reliance Mutual Fund is a retail mutual fund operator, being wholly held by Reliance Capital Asset Management Company Limited. The primary role of the company is to collect funds from Investors under various schemes and invest the funds into various combinations of equity and debt instruments defined by the fund and giving returns to the investors in the form of dividend and / or capital growth. Their stated goal is to be the prominent mutual fund. Their objective is to achieve 50% market share by 10yrs.

They have a website that is open to investors to register themselves into the mutual fund. The site is informative and also permits a limited option to trade in the funds, in terms of encashment and transfers.

The operations staff of the company is trained adequately on the Internet to establish that they are able to handle all the transaction requests.

Having already commenced on a mobile based transactional service, the company sees a future in the use of the internet using the mobile interface.

They are also the opinion that people will use the Internet more if they are convinced of the security of the network and the speed of committing transactions. These are the
Enablers.
They also host a call centre where investors can call and seek the status of their various choices. This is operated using VOIP within the private Reliance network. The call centre operates off line on data gather online on the internet.

Their opinion of the most popular Internet Applications is personal wealth assessment and Banking.

**Response No:- 78**
HDFC Bank, Thakur Village, Shop No.1, Heena Gaurav Heights, Opp. Shoppers Stop, S.V. Road, Kandivali West, Mumbai - 400067

Internet Enablers:-
None

**Response No:- 79**
TQM Consultants, No. 25, Bharat Tirtha Coop. Hsg. Scty., Sion Trombay Road, Chembur, Mumbai 400071.

The goal is to become a leading consulting firm in Quality Management Systems. They want to steer medium and small industries in setting Quality standards.

Website launched.
Internet Enablers:-
Computerization 25%
Broadband availability 30%
Cost of accessing Internet 25%
Trained in computer personnel 20%

**Response No:- 80**
SGKM International High School, Maharashtra Samaj, Plot No. 17 – B, Tilak Road, Opp. Ashirwad hospital, Ghatkopar (E), Mumbai 400077.
This school is a Cambridge based curriculum follower. Their intention is to impart high quality inputs to children right from a very young age so as to make them responsible citizens. They focus on a close interaction between the faculty and the students and try to incorporate IT in most of their curriculum.

They have a website containing information about the school, principles, key people and the mission that they are pursuing together with admission details. Their observation is that around twenty percent booking for seats happens on the website.

They are planning to establish an Intranet so as to facilitate parents to observe the class proceedings. They get the curriculum through the internet and also place their orders for study material through the internet.

Enablers: Ability to read English is a hygiene factor enabler. They have seen the PC penetration as a negative contributor to Internet growth opining that the internet revolution is likely to get a better fillip through the mobile market. Reduction of budgets should be considered. Subsidy is required.

They expect that the Internet will be the solution for companies to provide SOHO facilities to their employees and avoid expensive office premises.

Call centres should seek that people log their queries and that they should call the persons and clarify rather than putting them on long hold. FAQ’s would be very helpful.

**Response No:- 81**
Rekhi Tours & Travels Pvt. Ltd., Vasant Prabhat S.T. Road, Chembur, Mumbai – 400 071 India.

Their business is defined as rendering air travel to any client who has to travel for business. They have Individual clients, domestic accounts and corporate accounts. They have found that the payment from Airlines is good and prompt. Their focus is on Domestic / International Airlines 2. Ticketing 3. Package tours to foreign destinations.
Customers buy all ranges from 100,000/- ticket to 2.5 lacs per ticket. Corporates pay higher fares like 3 lacs per ticket.

Awareness is very high and airlines are going on to the internet and booking. The business for air ticketing agents is becoming bleak. 5 yrs back, airlines were making 99% losses. Today, airlines are profitable. They have an option of not paying commission to agents. They are of the opinion that the consumer Courts should be more aware. Instead of increasing costs – they are increasing hidden costs. Air agents have to depend on subsidiary services like passports and visa’s for people to come to them. Big hotels bookings are on Internet. 10 years from now, Internet will be playing a major role. Expenditure / costs have reduced, agents are of two kinds – wholesalers and retailers. Non IATA and IATA – agent’s types. Travel agents – 5% of bookings fixed. Retailers to avail of the credit facility – small people cannot survive in the current environment. The present level of survival is the following. 1- Railway bookings, 2 – Foreign Exchange, 3 – Passports. If booking is through Internet, tax is Rs.200, if through agent Rs.150.

Galileo / Amadeus. Galileo gets incentives from airlines. Duplicate bills, faxes can be done through Internet. Passport / Advertising services are not there. Railways are not responsive. Call centers have killed travel agents.

Ticketing / Rail / Passport – people can achieve without leaving their homes.

Response No:- 82
ALJE Computronics, D-15, Gaothan, 4th Road, Opp.10th Road, Chembur, Mumbai 400089.

The company is in the area of developing bespoke systems for various clients and also in web hosting. Their company is twenty one years old and they concentrate on making very user friendly software. They have no marketing programme and depend entirely on word of mouth only. Their areas of focus are Financial Accounting – for which they have a number of very high profile clients. They also take on software maintenance.
Their profits are very high.

Enablers Emails, Search for information,
Call Centres Should not be using the Internet – as they are not value adding.

Response No:- 83
CyberMedia Dice Careers Ltd., Plot No. D-7/ 1, Ground Floor, Road No. 16, Next to Suncity Hotel, Andheri(E), Mumbai 400093.

They are a careers portal specializing in giving IT jobs and Engineering jobs. They have developed vertical markets that they service. Their company is twenty three years old though their recruitment division is around a year old. They have around operational offices in Mumbai and Bangalore, Pune, Hyderabad and Chennai. They are tied up with a number of portals and offer banner advertising and road maps on these sites. They attract only people with experience levels of 2 years and over. Hence their promotional campaign is also aimed at that age level.

Enablers Ease of communication – even online, Language, Competitive Rates
Call Centres Call centres can use a better informed method of generating leads for company oriented business.

Response No:- 84
GTL Limited, ES2 and ES 4, MIDC TTC Industrial Area, Mahape, Navi Mumbai 400710

GTL is a company that is 15 years old. They started operations as a company selling office equipment, and changed their focus midway to provide network services to customers all over the world. They have a healthy revenue growth and high profitability. They believe in empowering their employees to get optimum returns from them. They have a number of national branch offices. They have a number of divisions all of which contribute towards the company goals.

They depend on the internet only for lead generation and fulfillment is an offline activity. They use the Internet for direct Mailers and website marketing.
Enablers: Bandwidth, penetration, security, m-commerce

Call Centres: Call centres can use the internet to improve the quality of their customer interactions.

Response No:- 85
Mahatma Education Society, Institute of Advanced Science and Management, Sion Trombay Road, Chembur, Mumbai 400071.

They impart quality computer education. They strategies by building short term courses of their students. They have two franchisees in the Mumbai suburbs. They have 3 divisions, two of which service the last division. Students come for upgradation courses. 10% of the entrants are from the website. They run MKCL online courses and accept web enrolment. The internet is used for dissemination of administrative documents.

Enablers: Stable servers, Transaction security, confidence building Strong cyber laws. Call Centre They can exploit the technology and skill sets better.

Response No:- 86
Miranda Infotech, C-16, Satyam Shopping Centre, Ghatkopar (East), Mumbai 400089.

They are an IT Hardware supplying company. They make proprietary hardware that is coming between the PC and the LAN. They manage to keep the network management simple. They have an office and a plant.

They believe only in person to person marketing. They have a passive website giving some limited information about their website and emails and query entry facility.

Enablers: More ISP’s and higher Choice. Reliability, Web Applications like Banking / Shopping
Call Centres Database enriched by time. Only email has a limited scope of application.

**Response No:- 87**

Breach Candy Hospital Trust – 60 A, Bhulabhai Desai Road, Mumbai - 400 026.

They extend general medical services to the society to promote, form, establish and run a medical research center. The Marketing department sells products to general society. Competition generated because lots of hospitals have come into the city. They send newsletters. They have an Internet site. The chief marketing agents are mainly Doctors because they send people to the places where the facilities are better where they can treat the people better. When a new technology is introduced – we promulgate it through Internet and seminars. Hence doctors are responsible for bringing people to new hospitals. This marketing trend is developed recently in corporate hospitals – depending on the latest technology. Branches of medicine treated are orthopedics, cardiology, gynaecology, oncology and paediatrics. 60% of the turnover is through cardiology and orthopaedics.

Their expansion plans over the next three years is to increase from 174 – 240 beds.

Target customers are affluent class as well as a range of companies who can afford. There is a small reservation for poor patients (BPL 1% for general medicine)

Growth attributable to internet is 15 – 20% over the last 5 years.

Web presence is there where they collect information about international hospitals. They offer information to all their customers about doctors and facilities and what they can offer.

They also give relatives new reports diagnostics as well as on line diagnostics. All internal communication as well as dispersal of medicine is though email. As a trust they are not permitted to advertise in souvenirs or newspapers hence very low marketing spend is incurred. They have corporate tie ups and corporate bookings.
Internet communication to various departments is through email. They also send emails to customers. They seek CV’s for recruitment. They use the Internet for information for seminars. The hierarchy of invitations in India is 1 employer's body, 2 training institutions, and 3 colleges to take their students for internship. Indian Academy invitations and nominations for seminars are through internet. They also send the sales proposal through internet. They maintain a passive website.

Response No:- 88
Jet Airways India Limited, Litolier Chamber, Opp. SM Centre, Andheri Kurla Road, Andheri (E), Mumbai 400059.

This is a national level Airlines that came into being in 1992 after the announcement of the ‘Open Sky’ policy. They have been very aggressive in their offer against the national carrier and have been very successful. They have been hosting a website that used to give static information. Now they have an interactive ticket booking website that is made attractive by the variety of offers that they make on fares.

Enablers : Speed, reliability, security
Call Centres : Since they have an in-house call centre they do not use the Internet.

Response No:- 89

They are dealers for Ashok Leyland, Bajaj, Mahindra vehicles. They have adopted an ERP system. They were the first to start their web presence in the automotive dealer segment. The company is fifty eight years old. They have twenty seven offices all over India.

They use the web to generate feedback to the principals, report warranty issues, and reconcile movement of materials.

Enablers : General Awareness, Rural Penetration.
Call Centres: International – Yes, India - No

**Response No:- 90**
TotalfinaELF India Limited, Plot 26, TTC Industrial Area Mahape, MIDC, Navi Mumbai 400 709, Distt. Thane.

Known as ELF lubricants, they are an Oil and Gas major, with French principal. They are twelve years old in India and ISO 14000 certified. They are a deemed public limited company. They have a number of branch offices in India. Plants and Oil depots are attached to Sales Offices.

They have a website that offers company information and a feedback mechanism. They attract web submission for prequalification (ERFQ – electronic Requests for Quotations). They have been using an ERP for their sales and marketing.

Enablers: Awareness, Education,
Call Centres Have a potential to become KPO’s.

**Response No:- 91**
Metamorph Consultants, Lok Terrace, Wing ‘C’, Plot 16, Sector 17, Vashi, Navi Mumbai 400705.

They are a placement and recruitment consultant. They are one year old and have two offices in Mumbai. They serve the CMM Level companies and High tech software companies. Their dependence in the Internet is 100% as they register themselves on various job portals and then follow up with the leads that they are able to garner from them.

Enablers: Speed, Accessibility,
Call Centres VOIP, Follow up , reduce redundancy

**Response No:- 92**
Share Khan, A- 211, Phoenix House, Phoenix Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai – 400013
Response No:- 93
TechnoImaging Systems Limited, E1, E2, E3 MIDC Taloja, Distt Raigad, Maharashtra.

They make industrial photographic films. They are twenty five years old. They have a number of offices in India and abroad. Plants in two places and godowns in India and overseas.

Call Centres: Yes, They should use the Internet more.

Response No:- 94
Reliance Infocomm Limited, Block ‘B’, DB-12, Wing -2,1st Floor, DAKC, Navi Mumbai 400709.

Response No:- 95
Leela Kempinski, Andheri Kurla Road, Andheri (East), Mumbai 400059

This is a hotel that is twenty years old. It is an up market hotel and operates on innovation, excellence. It offers high service standards and has forged a brand of their own.

They have implemented MagiNet in all rooms for online connectivity to the Internet. This is also available at the business centre. They have a high room return rate and sell premium rate rooms. Their lobby is WiFi enabled.

Enablers: Cyber laws,
Call Centres: Yes. On line recruitment, Pass Online Examinations, Examine personality skills.

Response No:- 96
GTL Limited, ES2 and ES 4, MIDC TTC Industrial Area, Mahape, Navi Mumbai 400710
Response No:- 97

Bharat Petroleum Corporation Limited, Bharat Bhavan I, Currimbhoy Road, Ballard Estate, Mumbai 400 001.

They are a thirty year old company

They try to provide equitable distribution of fuel among consumers. They have refining centre in Mumbai and a host of terminals 291 in all over the country. They have around 500 offices around the country. They have a limited amount of B2C business going where consumers can place orders for replacement LPG cylinders. They have implemented an ERP across the enterprise using the Internet as a backbone.

They have a number of petroleum based divisions.

Enablers : Infrastructure, technology
CallCentres : Yes.

Response No:- 98

MERCK Limited, Block ‘A’, Shivsagar Estate, Dr. Annie Besant Road, Worli, Mumbai 400025.

MERCK (earlier known as Emerck) was one of the FERA companies as defined in 1976. Since then they had agreed to dilute their equity in India and a major amount of their shares are with the public. The foreign counterpart holds 36% equity in the company.

The company is engaged in the manufacture of bulk pharmaceuticals. Having an engagement in Research, the company holds a large number of patents for drugs. These drugs are sold to other pharmaceutical packaging companies like bottlers and tabletisers. A major amount of their research is based on current trends in human health and guards and cures against them.
The holding company has many subsidiaries in all over the world and India is just one of them. The use of Internet within the organization takes the form of web enabled ERP. The attractiveness of the website is a good demonstration of how a B2B site should try to address the market place.

They feel that if the content of the website is good, there will be an automatic crossover of barriers to the Internet. Based on this philosophy, the website attracts a large number of accesses on a daily basis.

The do not find a case for call centres to use the Internet in their business.

Response No:- 99
Pidilite Industries Limited, Regent Chambers, 7th Floor, Jamnalal Bajaj Marg, 208, Nariman Point, Mumbai – 400021.

The company has a high brand equity in India and also maintains its place in the Indian market for Adhesives and Industrial Chemicals. Their name is almost synonymous with adhesives in the furniture industry.

Their marketing model follows the traditional 3 tier distribution structure, typical in the Indian context. There is a fair deal of corporate level brand building advertisement that the company deals in.

There appears to be a certain lack of clarity in the company's website. Understanding that the website does not intend to be a B2C site, some of the features of the website appear to be those that one would find in a typical B2C site like downloadable wallpapers and screen savers. There are also some elements of film star photographs displayed that suggests that the website should have been addressed at a lower aged personal shopping website.

The use of the Internet within the organization is limited to the use of email.

The effort at making their website attractive as a B2B website is yet to come to some level of completeness.
The Enablers In their opinion is the level of awareness is the main driver.

Call Centres They believe call centres should be playing a complementing role rather than a main role, when the Internet is an entity that can handle so much data. They believe that in the coming few years, the development of voice recognition and synthesis will make the call centres redundant and that the automated Internet would rule our lives.

Response No:- 100

3I Infotech Limited, Tower # 5, 3rd to 6th Floors, International Infotech, Park, Vashi, Navi Mumbai 400 703

3I Infotech limited is a software development company that has the support of the ICICI Bank. Having started in the area of software development, the company has been nimble enough to diversify quickly into many areas thereby, they were able to withstand the software burst in 2001 – 2002. Having ventured into handling mutual fund allocation and management, they have been able to service all the units that ICICI bank has stakes in – like ICICI Prudential, ICICI Lombard, and ICICI Mutual Fund etc.

The company has been fast in absorbing technology and deploys it effectively within their organization to market to their clients overseas by stressing on their strengths.

The Enablers They see education as being of primary importance whether institutionalized or otherwise for technology to work.

Call Centres While they run a call centre themselves, the error rate is high. They have avoided use of the internet within the call centre.