CHAPTER - III

REVIEW OF LITERATURE

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CHAPTER - III

REVIEW OF LITERATURE

For the purpose of the proposed research study, a thorough study of all possible academic and non-academic work in the field of e-commerce has been done. The literature study for this research is reviewed under the following heads.

- Text and reference books
- Articles which appeared in academic journals
- Web sites
- Reports
- Theses

In the process of surveying literature, it has been observed that no previous research work had been submitted on the title "Application of E-Commerce in Companies in Chennai". The major source for the survey of literature are articles, which have come up in various Indian and international journals and magazines. Extensive uses of web and libraries have been used for the literature survey.
The various streams of information system and related literature surveyed for this research to identify the key components helped the researcher to understand the critical factors determining e-commerce applications and success in the organizations.

REPORTS

Country report on E-commerce initiatives by Mr. Rajiv Rashogi\(^1\) argues that the cutting edge for business today is E-commerce. Most people think that E-commerce means online shopping. But web shopping is only a small part of the picture. The term also refers to online stock, bond transactions, buying and down loading software without going to a store. In addition, E-commerce includes business-to-business connections that make purchasing easier for big corporations. The effect of E-commerce are already appearing in all areas of business, from customer service to new product design. It facilitates new type of information-based processes for reaching and increasing with customer-online advertising, online order taking and online customer service, and the like.

Michael Richardson\(^2\) in his report on “APEC Cities Barriers to E-Commerce Growth” has said that many countries must change their attitudes toward business development and introduce greatly expanded e-commerce training programs to take full advantage of the rapidly changing technology for marketing goods. His report further said that e-commerce promises to be a boon for developing economies with flourishing small and medium-sized enterprise sectors because it reduces costs and eliminates the
constraints of distance. This allows smaller companies to sell to a larger market and recruit talent for their enterprises over a wider area than before. Some analysts even suggest that as a result of e-commerce, smaller businesses will finally be able to compete with larger ones including multinational corporations on an equal footing, particularly in the areas of customer loyalty and profitability. This is partly because e-commerce can reach relatively small groups of geographically dispersed customers with messages that are fine-tuned to their preferences — a marketing method that can be accomplished at low cost. Its report promised that e-commerce is a boon for developing economies with flourishing small and medium-sized enterprise sectors because it reduces costs and eliminates the constraints of distance.

The IAMAI report on "E-Commerce (B2C) in India set to cross Rs.1,000 Crore Mark" estimates that the total value of E-Commerce activities within India has exceeded Rs.570 crore during 2004-05, according to a research conducted by Internet & Online Association of India, a not-for-profit Industry trade organization, registered under the Societies Act, 1896, dedicated to present a unified voice to Industry and Government. The report estimates a 300per cent plus growth rate during the next couple of years and has targeted a whooping Rs 2,300 crore worth of e-business conducted within the country by the year 2006-07. The research was undertaken with a view to understand the profile, internet usage, products purchased along with propensity to buy along with the nuances of shopping online with the shopper's affinity and aversions to online shopping. . The report makes actionable recommendations on how online retailers can fill gaps in the
online environment as well as how they can utilize unique elements of the online shopping experience to create a competitive advantage over the physical retailing world. The E-Commerce business module is cost effective, easily accessible and profitable in many functional areas. Consumers and retailers both desire a safe, simple and comprehensive online shopping experience that will truly realize the range of power of the Internet. The report highlights ground realities of the online shopping environment and shoppers' attitudes & perceptions towards e-commerce.

ARTICLES

The article "electronic commerce: Challenges and Indian Scenario" written by U.P.Singh discusses the basic concept of e-commerce, how it has evolved, methodology of operation, its advantages over traditional commerce, different types of products and its marketability, levels of business and an Indian Scenario. The article also discussed the challenges of e-commerce; challenges especially faced by developing economy and also cover the steps taken by Govt. of Indian for the development of e-commerce. It also includes the cyber laws and other related laws, which need to be changed to facilitate e-commerce smoothly.

The article "An introduction to e-commerce" written by T. Satyanarayana chary discusses what is E-commerce and the system. He stresses that the companies all over the world are finding e-commerce as the new way of exchange of goods for the business of the future. The article also discusses about the benefits and disadvantages of
E-commerce i.e., infrastructure facility. There are certain issues affecting the e-commerce operations all over world for which there is a need to find out the solutions for its faster growth. But there is a definite growth for e-commerce, which helps to sell products across the globe. Many companies already understood the capacity of this channel to increase the sale of its products or services.

The article “E-business: Hype and reality” by N. Janardhan Rao®, stresses that every business has to achieve a critical size in respect to market penetration and operations by using Internet to reach the customer and also touches the opportunities available for business houses in the e-world. It provides the information on the current situation of e-business and states that e-commerce is still in infrastructure build-out mode, applications that exhibit powerful networks are still emerging and it also touched the issues that all causes of concern for the growth of e-commerce.

“Fair play in E-commerce” the article written by Jayant Krishna⁷ laid emphasis on gathering information and its effective utilization especially under E-commerce environment. The leading portals have been changed from information content to e-commerce for selling products and services. The payment can be made through online or offline as preferred by the online consumers.

The article “Information Infrastructure and Electronic commerce: Indian perspective”. Written by A.L. Moorthy & S.S. Murthy⁸ discussed the over all
information technology scenario in India in relation to the current telecom policies. The authors stresses the role of IT in electronic commerce in the forth coming 21stCentury and an attempt has been made on the growth of IT services in the country in relation to the growth in several south Asian countries, including Japan. The value of Internet facility for E-commerce is also part of the article.

"On the E-commerce track" written by Mahesh cahng Gary, concludes that the Internet is going to revolutionize the way companies and business are going to be managed and advised to companies that they should grab the opportunity by understanding the medium. Further his four web mantras would be befitting gist of the splint of this article. The mantras are Dream big; Fail frequently; never give up; and it is all about people. Despite the failures several dotcoms the e-commerce is coming up as a powerful alternative channel for marketing products and services. The increase in usage of Internet has contributed for faster growth of this medium which will revolutionize the way in which people do shopping in the future.

The article "The age of the choice board" written by Adrian J. Slywotzky stressed that the customers gain control over the design of products. The author feels that the Internet facilitates the customers to describe exactly what they want, and suppliers will be able to deliver the desired product or service without compromise or delay through what he calls "the choice board". The power of the e-commerce in changing the lifestyle of the people in the future has explained well even for laymen could understand
it well. Understanding the customers is the key in the e-commerce environment. It is necessary a suitable strategy to be formulated for designing the site and implementing the e-commerce.

The article “Turning Browsers into Buyers” written by Mitch Bettes deals with the turning of Internet browsers into buyers. The article stresses on how to convert 97 percent of browsers into the buyers since the rest of 3 percent actually buy anything when they browse. It also states further that web visits are four types. These are Direct-purchase visits, search and Deliberation visits, Hedonic-Browsing visits and knowledge building visits. To compete seriously on the web a shopping cart system to be created to sell products online with the newest technologies and offer buyers best experience allowed. The website should convert visitors to buyers; repeat buyers, helping the companies to achieve e-business goals.

The article “The Internet” written by Sudheer Sachdeva defines what is Internet, and the methodologies of Internet, a brief history of it, Internet uses and E-commerce. The article stresses the need for utilizing the Internet for achieving enhanced sale of products and services by the companies in India. The Internet is going to be the powerful medium in the future for corporate for marketing the products and services in cost effective way. The application of e-commerce in corporate were dealt in detail in the article as an eye – opener for the executives to utilize this emerging medium for the growth of the business.
The article "The power of the E-commerce Brand" written by Nagasimha Balakrishna Karagal, discusses the relative strengths of E-commerce brand vis-à-vis conventional retail brands in an environment that demonstrates high growth rates and suggests vast potential for e-commerce. A consumer perspective is taken to assess power of E-commerce brands on a framework of four utilities provided by the retail channel—form, place, time and possession utility. The Banks and Financial Services Sector has been the pioneer in utilizing the medium for providing quality services to their clients. E-commerce has penetrated markets for quite some time in the form of E-Data interchange. EDI requires each supplier and customer to set up a dedicated data link, which provides cost-effective method for companies to set up multiple, ad hoc links. This development has led to the emergence of marketplaces where suppliers and potential customers are brought together to conduct mutually beneficial trade.

The article "E-commerce: It is all about business, honey" written by N.Janardhan Rao, stresses that in India, E-commerce is still at a nascent stage to judge the internet’s full significance for the way business is conducted. The new economy is actually all about making the old economy more efficient. The article states further the words of Andy Grove, the chairman of INTEL, who said that in five years time, all companies would be Internet companies, or they would not be companies at all. The Internet is the alternative channel for the companies with several benefits to satisfy the online
customers. The E-Commerce integrates all stakeholders in the business for the efficient functioning of the various processes of the commerce.

The article “E-commerce Edge to Retailers” written by S. Shajahan\textsuperscript{15} discusses that retailers are the first group of people who are going to benefit the maximum from the E-commerce. The retailing is going to change the face present scenario of all the countries due to its enormous potential to increase the business phenomenally. The growth of the logistics with several features will support the growth of the E-Commerce in the Retail Sector. Many companies have taken initiative to have their own portal with all information about the products to market through Internet.

The article “Era and destiny of E-business” written by Clement Sudhahar and J. Reeves Wesley\textsuperscript{16} stresses the way E-commerce is growing and try to provide road map for future growth. Though E-commerce is five years old, many perceived it to be a prime driver of global business in the foreseeable future. The Companies desire to enter the global market the E-Commerce is the appropriate solution.

The article “Virtual Trading – Real Issues” written by C. Anandam and S Usha Nandhini\textsuperscript{17} discusses the various issues of Business through the Internet, factors for success of E-business and concluded that Indian has a long way to go. The PC penetration in India and the emerging knowledge society in the country are the key
drivers of the Virtual Trading. The change in the mindset of the people is the most important need for boosting the growth of the Virtual Trading.

The article “Are we e-ready?”, written by Sankar Radha Krishnan\textsuperscript{18}, stress that corporate India is getting ready to tap the unusual potential of e-commerce transactions worth of Rs.15000 crore for the year 2001-2002. The article touches various aspects like attitudes and skills required, logistics, HR policies required being in online and it also cited what professor Krishna Palepu of Harvard Business School told Business line i.e., “we are in the new economy, all of us”. The economy mainly depends upon the people showing interest to buy products and services through online. The Government’s initiative to increase bandwidth and lowering the prices of PCs for deeper penetration will help people to use Internet more for buying certain categories of products and services.

The article “e-commerce in India: Snakes and Ladders” written by Thampl Prareen S\textsuperscript{19} covers the growth of internet in the Asia pacific Region, online spending in India, issues relating to the growth of e-commerce in India where in credit card issues are narrated and it stressed the need to cut through the virtual hype and identify the real hurdles for the success of e-commerce in India. The article also suggests various alternatives right from the ISP stage on to transaction processes and access models; need to be evaluated to come out from the hindering factors.
The article “As virtual commerce gets real” written by S. Mahalingam stresses that given the domestic consumer psyche, the B2C model has more chance of success than B2B, provided it is marketed by large volumes and low cost transactions. Player in the electronic market place can exploit the advantage of direct customer contact. The leading companies across the globe are already using the Internet for purchasing products and the payment is also made through the medium. The B2B is a cost effective and quick medium for enterprises for purchasing the materials and tools for the industries.

The article “Click to conquer” written by R. Ramaraj explains that the Internet provides opportunity and competitive weapon to a company which can empower itself with it to capture the huge potential of B2B e-commerce which is estimated as $2.8 trillion by 2003 by the Boston consulting group. It also explains that companies in the country already implemented e-strategies and are offering on-line products such as Tata McGraw Hill for books and colour plus for its clothing line.

The article “The state of E-commerce” written by Vijay Srinivas discusses that net business in the US and Europe is moving towards critical mass. About 57 percent of companies in the US and Europe will have online commerce systems and the article concludes with the web mantras given by the Rakesh Mathur of Junglee Frame to the dotcom companies. These are Dream big; Fail frequently; never give up, and it is all about people.
The article “Internet Access Technologies driving towards a faster net” written by Mahesh Rathod discusses the various Internet access technologies that are emerging today. The article covers the technological options for Internet access using the telephone network to satellite broadcast and radio link. He has also evaluated the advantages and disadvantages of each access technology at length. He concludes this technology is going to rule the business soon because of its immense potential and several advantages.

The article “shopping online” written by Yakesh Arora discusses about the aspects like how to reach a web site, the information to look in the website, searching of the products in the site and the precautions to be taken before placing the order. The online shopping allows the prospective customer to spend as much time as possible to look at the product and also get all its objections clarified before the purchase of the product. The security system for payment allows the customers to buy the products using the credit card without any hesitations.

The article “Strategy and the internet” written by Michael E. Porter stresses that Internet should be used as a complement to traditional ways of competing. Strategies that integrate the Internet give competitive advantage. The value of integrating traditional and Internet methods created potential advantages for established companies. Several companies across the globe have already started to utilize the channel for reducing cost and providing effective customer service.
The article “E-commerce: Are you ready for it?” written by Vineet Joshi discussed that E-commerce used to be an information tool and is now rapidly transforming into a business tool. The article also touches the market scenario, the hurdles for the growth of E-commerce and Government regulations to promote E-commerce. The Government is taking all the necessary steps to clear the hurdles involved using Internet for buying and selling of products and services. The Portals developed by the companies not only supplying the information but also used as business tool for marketing of its products and services.

The article “Making Business sense of the E-opportunity” written by David Feeny discusses that new web technologies are offering companies unprecedented opportunities to re-think strategic business models, processes and relationships. It also covers the domains of E-opportunity and its components. The new technology supports for Customer Relationship Management for effectively retaining the existing customers and also identifying new customers to the organization. The new developments in logistics and integrating the business processes are adding value for utilizing the new opportunities arising out of the emerging Internet technology.

The article “The world of e-application” written by R. Srinivasan discusses that the Internet has become part of life. This technology brings revolutionary change in the functioning of corporate houses and he concludes that the technology provided an array of uses, facilities and the potential for providing solutions to almost any business
problem. The article also gives information about the areas where the E-commerce can be applied.

The article “Management paradigms in the Age of E-commerce” written by Gajendra Singh stresses that there is vast potential of growth of e-commerce in India. E-commerce is a big potential worldwide for Business-to-Business and Business-to-Consumer sector and this is true in India too. By encouraging e-commerce the corporate will gain, besides lower price and better quality of information without cost. He predicts that e-commerce is going to rule the market sooner selling products for domestic and foreign consumers.

The article “Internet Revolution-lessons for lesser mortals” written by MT Xavier Discusses the fundamentals of Internet and presents a user’s guide for the Internet. Success in the pose industrial society will depend to a large extent on how a company manages to build networks with its stakeholders including competitors and co-evolve in a business ecosystem. There is a major shift from conflict and competition to collaboration and co-operation. Even the ruthless competitors in the brick-and-mortar world become allies in the cyber space.

The article “Business in 21st century-challenges ahead” written by R.D. Biradar discusses the challenges before Indian Industries and suggests suitable strategies to over come them. The Indian businesses have full of opportunities and
threats as well. To exploit these opportunities if requires an insightful consumer understanding, development of innovative products and use of capital resources efficiently. The challenge is preparing existing managerial professionals to handle the demands of business. The logistics and credit card payment security are areas challenging the growth of this new channel.

The article "Winning markets through effective CRM" is written by B.M. Ghodeswar discussed the ways in which information technology and the internet may be used for better customer contact and care. The customers can be in touch regularly to retain them to ensure their loyalty to the Company. The Internet is used in a greater way to strengthen the relationship with the customers and also developing new customers. Several software are available in the market in Customer Relationship Management to support the organizations in this growing field. The Internet ensures the problems and clarifications are taken by the companies faster to provide immediate solutions.

The article "Hyper mediation: Commerce as click stream" written by Nicholas G. Carr stresses that it is a great era of "disinter mediation", which would drain profits from distributors and redirect them back to manufacturers. It is now becoming clear that, far from experiencing disinter mediation, business is undergoing precisely the opposite phenomenon-what the author call HYPERMEDIATION. Transactions over the web, even very small ones, routinely involve all sorts of intermediaries, not just the familiar wholesalers and retailers, but content providers, affiliate sites, search engines, portals,
internet service providers, software makers, and many other entities that have not even been named yet. And it is these middlemen that are positioned to capture most of the profits.

The article “Making Business sense of the Internet” written by Shikhar Ghosh discusses that for managers in large, well-established business, the Internet is a tough nut to crack. It is very simple to set up a web presence and very difficult to create a web-based business model and the article also states further about the type of opportunities present by the Internet. First, it links companies directly to customers, suppliers, and their interested parties. Second, it lets companies by pass other players in an industry's value chain. Third, it is tool for developing and delivering new products and services to new customers. Fourth, it will enable certain companies to dominate the electronic channel of an entire industry or segment, control access to customers and set business rules.

Anurag Gupta is his article on “Small town growth engine to e-commerce” said that 70per cent of the total Internet users in India are coming from the top cities and 30per cent access is happening from all other cities put together. The e-commerce portals are already seeing 50per cent of their sales coming from B & C class towns. Categories like online travel and education also have a huge potential in the smaller towns as there is not enough information / support on the ground providing information and options. It will take sometimes for the mindset of the people to change for buying products through Internet.
Santosh D.Khanolkar\textsuperscript{36} in his article on “E-Commerce services and global tele systems” wrote that India is not lagging much behind in the Internet usage. It has emerged as a country with one of the highest growth in Internet usage. Online commerce not only provides, a more efficient and effective means of conducting business for corporate, irrespective of their size, but also opens up new markets. True online purchase is possible only when the buyer can pay online and the seller can receive those payments online. Globally, banks have realized this and are quickly deploying technologies to serve their clients better. However, this is an area where our country has still to catch up. The various sectors have created their Portal for effective selling of the products and services through the Internet to offer cost advantage to their clients. The faster growth of the telecommunication network both in the Urban and Rural areas in our country is a great boon for in-depth spread of the E-Commerce in several sectors.

Atanu Ghosh, Harvinder Pal Mahey and Shilpa Madan\textsuperscript{37} in their article on “Business and Information Technologies research”, outlines that ERP, E-commerce, security tools form the most used technologies across all business sectors. Use of several channels to be in touch with customers is on a rise, with organizations across all sectors widely deploy face to face contact, regular mail, e-mail, and phone. Order tracking, order placement and help desk support from CRM functions are automated. Direct purchasing, long- term purchasing and catalogues are the most used B2B mechanisms used for purchasing. Over half of the organizations in the survey reported that E-Commerce is
increasing production / services bases in other countries. Over a third reported an increase in the number of countries in the supplier base.

Ahasanul Haque, Javad Sadaqzadeh and Ali Khatibi\(^3\) wrote in their research article on “Evaluating potential of online sales by Electronic Shopping Test: A Conceptual Framework” that the provision of electronic marketplace within the Internet significantly improves the productivity and competitiveness of all participating companies regardless of whether they are suppliers or customers. E-commerce provides companies new, more cost effective and time efficient means for working with customers, suppliers, and development partners. Online environment enables all companies to enter into a new sales channels and an unlimited market.

The article “Powering Indian E-Commerce” by Priyanka Bhardwaj\(^3\) traces the e-commerce trend by stating that in 2005–2006, major online shopping sites such as Fabmall, Rediff, Indiatimes and Sify have enticed Indian consumers to spend Rs.11.80 billions on the web sites. This is just small slice of the retail market in India that stands at a huge Rs.520 billion, but it is more than double the Rs.5.7 billion the dotcoms earned via Indian e-shoppers in 2004-2005. The article predicts exponential growth of e-commerce when the mindset and practices of the Indian consumers change in the near future.

The article on “E-commerce seen logging 300 per cent growth” by Priti Bajaj\(^4\) estimates that there are 70 million net users today in India. Books, electronics goods,
clothes and gifts are some of the products high on the net customers’ basket. With credit card and cash – on – delivery being the biggest mode of payments with 38per cent and 32per cent online shoppers using them. The article quotes as Kiran Karnic, President of NASSCOM saying that e-commerce is of growing importance and online market palaces can be of immense help, especially to the small and medium enterprise sector and rural craftsmen, who cannot offered other expensive channels of marketing. The growth of Internet even in rural areas provides enormous potential for e-commerce applications. The payment security is being the biggest barrier for the growth of e-commerce in many countries.

**Dr. Kureshi Sonal and Dr.Vyas** in their research article on “Net based promotions: practices, prospects and challenges” discusses that several traditional consumer sales promotion offers are now available online such as coupons, discounts, contests, premiums (free gifts) and sweepstakes. In order to create awareness and grab the attention of Internet users about the net-based promotions, a variety of methods are employed. Some of them being banners ads, pop ups, targeted e-mails, shopping / deals provided at general web sites, e-commerce sites and special promotional sites. The web-based promotions are cheaper compared to other methods of promoting the products. Due to technological advancement new methods of web-based promotions are possible which organizations have to make use to improve the sales.
Chen W. Ferguson and David C. Yen\textsuperscript{42} in the article on "A regional approach to e-commerce global expansion" recommends that a regional approach is more appropriate over other approaches with respect to e-commerce industry's critical success factors including overall economic development infrastructure level, e-commerce related policies and cultural differences. The global market is divided into eight world regions such as North America, Latin America, West Europe, East Europe, Asia, Middle East, Africa and Oceania. The approach is substantiated by macroeconomic data including GDP (Gross Domestic Product), per capita income, phone subscriptions, cellular phone adoption and broadband penetration in these world regions. E-commerce companies are advised to use regional approach to study attractiveness of different world regions systematically, to devise homogeneous strategies for the same regions and heterogeneous strategies across the regions.

The article on "Impact of e-commerce on business process redesign and integration" by Ravi Seethamraju\textsuperscript{43} explains why some organizations carry out simple automation of business process instead of redesigning them for gaining process efficiencies. Implementation of e-commerce helped the organizations in moving towards standardization by uncovering variety and lack of process standardization within and between various business units. Previous efforts of redesign in the context of Enterprise Resource Planning (ERP) system implementations, extent of involvement of external partners and the general variability of information maintained by numerous legacy systems are factors influencing the extent and nature of process changes. People are the
key in bringing the process redesign and integration in various organizations across different sectors. This process offers several advantages such reduction in cost, quick processing of orders and efficient services to the customers.

Norm Archer in his article on “Management considerations for B2B Applications That Supports Business Transactions” wrote that Technological Innovations have led to several forms of B2B Internet implementations, often in the form of online exchanges, where buyers and sellers exchange information about prices, products, and service offerings, and negotiate business transactions. The objective of this article is described the evolution and characteristics of B2B Internet implementations, and to discuss management considerations, the evaluation and adoption of B2B applications, and technical infrastructure supporting these system. The issues involved technology and adoption and strategies being evolved are discussed in length in the paper. The B2B applications are on the increase in the organizations compared to B2C applications. The issues such as privacy, security, trust and logistics have to be resolved to further fuel the growth of the B2B e-commerce.

Milena M. Head and K. Hassanein in the article on “Trust in e-commerce: Evaluating the Impact of Third - Party Seals” stresses that in an electronic commerce environment, trust is more to build and even more critical for success than the traditional commerce. Trust is long-term proportion that may be tough to build and easy to lose. This paper presents a new conceptual model for online trust, which illustrates the phases
of building online consumer trust and outlines the necessary interactions between consumers, vendors and referees to progress from one trust phase to another. This model outlined in this article can help further our understanding of online trust, provide online vendors with methods for building consumer trust, and direct future research in this new and critical field.

G.Bhandari, M.Bliemel, A.Harold and K.Hassanein\textsuperscript{46} in the article on "Flexibility in e-Business Strategies: A requirement for success" outlines that the complex and transient nature of the environment faced by e-commerce ventures poses a challenge to organizations trying to formulate and implement strategies that are flexible enough to anticipate and react to rapidly unfolding changes in this environment. Traditional and more recent approaches to strategy are reviewed in terms their characteristics and flexibility. Strategic imperatives and flexibility requirements are then derived for e-Business firms at different stages of maturity and linked to appropriate approaches to strategy setting. Creative exercises such as experimentation and scenario planning are then presented as being essential tools for expanding the knowledge base of firms yielding them more strategic options leading to more flexibility.

Rashmi Malhotra, D.K. Malhotra\textsuperscript{47} in the article on "The impact of internet and e-commerce on the evolving business models in the financial services industry" states that the financial service industry has emerged profoundly because of new delivery channel i.e. the internet, the explosion of the e-commerce and emergence of knowledge –
intensive economy. The paper explores the major technology and change drivers of the finance industry. It also suggests ways to develop an overall Internet and e-commerce strategy for the financial services industry. The infrastructure is the important criteria for the delivery of the various financial services through Internet. There is a need to develop innovative business strategies and business processes for offering the financial services successfully by this industry through e-commerce initiatives.

Jones Mary C\textsuperscript{48} in the article on "Introduction to special section on Trust in Electronic Commerce" stresses that trust is essential component of all successful buyer – seller relationships, there is renewed focus on trust when these relationships are conducted through electronic media. The emergence of online businesses has brought about new challenges for building trust, in both B2B and B2C business environments. The evolution of new e-business models and the advances in information technology have raised more challenges than solutions for establishing and trust in the electronic marketplace. The practitioners are trying to find our solutions to enhance constituents of trust, the extent to which "trusts plays" a role in buyer – seller relationship and the measurement of trust in online business context.

The article on "Factors affecting customer needs of geographical accessibility in electronic commerce" by Sung-Eui Cho\textsuperscript{49} states that electronic commerce can overcome barriers of distance and lead to the dramatic expansion of markets relative to traditional brick and mortar companies. Customer needs of geographical accessibility vary
according to characteristics of products, service processes and other relevant factors. He had developed six factors affecting customer needs of geographical accessibility in electronic commerce: degree of product tangibility, product standardization, on-line interaction and customization, off-line interaction and customization, price level, and firm reputations.

The article on "The fundamental reasons of e-consumers’ loyalty to an online store" by Dong-Mo Koo outlines that the three customers’ values such as matured society, happiness and esteem life are the underlying beliefs motivating or deterring customers to shop online. The customers’ favorable evaluation of product assortment eventually guides customers to be loyal online store. The personal value is the highly motivating factor, which keeps the customers’ loyal behavior. The online store has been created with advanced technology to attract all type of customers and the shopping experience should make them to continue their loyalty to store. The trust should also be developed to keep online consumers loyal to the online store in the long – run. The online stores are going to become popular in the years to come making this an effective alternative channel for selling products and services.

Wayne G. Bremser and Q.B. Chung in the article “A framework for performance measurement in the e-business environment” explained that the advent of networked economy calls for new understanding of business and it is evidenced by the visible trend of traditional businesses either migrating to e-business or expanding to
embrace electronic commerce. Constant change in the environment means continually evolving strategies, new products, new processes and new technologies to adopt. E-business metrics are needed to measure performance with the firm’s strategic focus in mind, and they must go beyond the web metrics that are discussed in the usual electronic commerce context.

The article by Shan Wang, Wuping Zheng and Norm Archer on “The impact of Internet-Based Electronic Marketplaces on Buyer – Supplier Relationship” explores the impact of electronic marketplaces on buyer-supplier relationship using a case study approach. The article discusses with evidence that corporate participants are moving towards more use of electronic market places to support both long term and short-term relationship, but these changes were not significant enough to arrive at solid conclusions. Participant satisfaction with buyer seller relationship as a result of electronic market places usage was significant to enhance the performance of the organization.

The article on “Using business models and revenue streams for digital market place success” by Mark Lunn, effectively refutes the view held in some quarters that a permanent cloud hangs over the Internet economy, affecting its future. Digital market places are here to stay as assuredly as the Web and tomorrow's big players in the business world will be the companies who accept this and learn how to use it to their advantage. Becoming a specialized service provider, targeting the right kind of buyers and sellers, focusing on supplier participation, maintaining a position of neutrality are the factors
identified as key factors making important contributions to successful trading in digital markets. Allied to this, organizations must learn to develop speculative revenue strategies and alternative billing strategies.

Floris P.C. van Hooft, and Robert A. Stegwee in the article entitled "E-business strategy: how to benefit from a hype" states that E-business applications often call for substantially higher degrees of scalability and security that must be taken into account when considering the IT architecture. Because of the speed at which e-business initiatives arise, the formulation of an e-business strategy can be described as adaptive and evolutionary. The authors propose a way to generate an e-business vision, formulate a strategy, identify application areas, create a portfolio and generate a plan for implementation. The overall aim is to ensure a proper fit with the strategic goals of the organization as a whole. E-Commerce is not just technology; it is way of doing business differently. The Web is the only one, which is fast growing and adding new dimensions to conventional business practices and creating new business strategies. A new class of web-based middlemen is created by electronic businesses who are displacing some long time intermediaries like traditional distributors and full service brokers.

L.Labuschagne and J.H.P.Eloff in the article, "Electronic commerce: the information security challenge" discussed that the advent of the electronic commerce ushered in a new period pervaded by a sense of boundless excitement and opportunities. Although it took some time, most organizations either utilize the Internet for business purposes already or intend doing so in the very near future. Electronic commerce, also
referred to as "e-commerce", has revolutionized the modern-day business world. New business opportunities have been created that could mean the survival or downfall of many organizations on the global economic playing-field, depending on whether they chose to seize or fail to avail themselves of these opportunities. The ability of the organization to adapt itself to new circumstances will decide the fate of a business.

The article on “Technology and E-business expansion: website strategies that will take your business to the next level” by Dan Kapalan emphasizes that a website is a very strong sales vehicle resulting in increased sales. However, after investing a substantial amount of money in building an elaborate Website, the disappointment settles in when they begin to realize that their website does not produce the results they hoped for, and that it does not match their needs and expectations. What people fail to realize is the fact that having a beautiful Website does not guarantee an increase in sales, and will not improve efficiency or customer relationship management effectiveness. The author stresses that the companies must have an attractive, professional looking website, otherwise they will lose credibility with the prospects. It is cautioned that selling on the web can be a powerful tool it can also be a double-edged sword resulting in severe business disruptions. If the company website is attractive, informative, marketable and if it has traffic direction and integrated computer system in place, it will then enable the company to go to the next level.

The article on “Key factors in forming an e-marketplace: An empirical analysis” by Tzong-Ru Lee and Jan-Mou explains how flower vendors in Taiwan benefited to
know the current flower prices through the Internet. Their study showed E-Commerce mechanism of e-marketplace could improve trading efficiency and lower the cost of the collecting information and purchase price. According to their study retailers find three operation modes “actively placing orders”, “jointly negotiating price”, and “free bidding” equally compatible, so it is suggested that the marketplace should provide these modes at the same time for the retailer use and later the retailers can adjust the modes according to their business performance.

**Monstercommerce**, a network solution company, in the article on “E-Commerce Business Rules” suggests that understanding your customers is the key to establishing the types of products and services you offer and how you market them. The E-Commerce companies must prepare a strategy to determine the range of products it will deliver such as hard goods, downloadable goods, and software services through the storefront. Customer must be able to navigate the site with ease. Building an e-commerce business takes lot of planning and preparation. Realistic business plans must be prepared in consultation with experienced business advisors before starting online trade. After fine tuning the business plan you can shift the planning stage to execution: registering a domain name, choosing a e-commerce shopping cart solution, designing your logo and website to appeal customers; setting your credit card merchant account; and implementing your online advertising and web promotional plans.

**S. Ramadorai** in his article, "Towards Internet Era" has mentioned that E-commerce is a distinct new paradigm that the Internet has brought in its wake. It is
predicted that by 2010 half of the world's retail stores would close. According to some industry sources, the Asian e-commerce market is likely to be US$ 51 billion by 2003. This should bring home to businesses the vital necessity for orienting their products and services towards e-commerce. This new form of business will be characterized by intense competition. In this competitive environment, manufacturers, distributors and service providers will interact and operate in various business models, some of which may be novel and non-traditional. However, the one certainty in this constantly evolving e-scenario will be the supremacy of the customer, and customer satisfaction will spell the success or failure of players in this arena. Customer care and support will be fostered in the e-environment by providing complete self-service and ensuring product delivery on demand. Leading IT companies worldwide are gearing up to meet the Internet challenge in all its dimensions. Microsoft, for example, has a three-phase plan for the next 10 years.

Ken Walsh in his article “Business to Consumer E-Commerce” refers to the emerging commerce model where businesses /companies and consumers interact electronically or digitally in some way. One of the best examples of B2C e-commerce is Amazon.com, an online bookstore that launched its site in 1995. In a B2C e-commerce the focus is more about enticing prospects and converting them into customers, retaining them and share value created during the process. The ultimate goal is the conversion of shoppers into buyers as aggressively and consistently as possible. In a typical B2C flow of information between business and consumer typically is through the medium of Internet. This flow includes product orders/service requests from customers, product
information, specifications and providing of services by Business. In addition, it may also include, flow of tangibles (e.g. goods ordered from customer, documents transfers between business and customer) this is another area where companies can exploit Internet. Many companies are using Internet to provide customer service. In service sector banking and stock trading is one such example. Companies like eTrade.com have brought the ease of trading stocks to customer’s PC.

Seeth Seethram and Reno Bosetti in their article “B2C Business Models” has stated that the Net is changing the fundamental nature of business transactions blurring the traditional roles of manufacturers, distributors, and suppliers. They believe that the image of a linear channel is rapidly becoming obsolete and the chain that links the buyer and the seller can be taken apart in myriad ways to satisfy the needs of the moment. They point out that much commerce already operates in a seamless and transparent multidimensional network and further say that new market intermediaries (market makers, seller agents, buyer agents, context providers and fulfillment enablers) will replace the conventional intermediaries (warehouses, wholesalers and distributors). The Internet has truly changed the way business is being done so much so that the traditional companies are referred to as “brick- and- mortar companies” and classified as belonging to the old-economy, while the businesses leveraging the power of Internet are being classified as belonging to “New-economy.” Markets are expanding from regional to global. Knowledge is replacing land, labour and capital as the key value driver. Intelligent
networks and virtual spaces are limiting the need for surface and air travel. Inter- and intra-industry alliances are being formed.

In the article “Business Models for Electronic Market” Paul Timmers has written that with the Internet fast becoming a vital component of the businesses, the role and importance of electronic markets has been increasing manifold. The power of the electronic conduits like the Internet to increase the efficiency of business performance is one of the most important reasons for the same. The capability and potential of electronic marketplaces therefore depends on how well, they leverage the power of Internet to build sustainable competitive advantages. Some of the capabilities, which an electronic marketplace has, which speak of their potential, are Instantaneous communication, global access, customization, increased availability, and elimination of intermediaries. Despite the capabilities the e-commerce has also poses certain challenges like security, privacy, trust and reliability. Several countries are in the midst of e-commerce revolution finding solutions for many issues which are ethical and social considerations.

Calin Gurau in his article on “Tailoring e-service quality through CRM” discusses the specific advantages of the Internet as a transaction and communication channel present new opportunities for businesses to create a long-term relationship with their customers. The level of e-service quality is an essential component of this customer-centric strategy. The paper presents a predictive method to establish the optimum level of e-service quality, taking into consideration customers’ satisfaction, customers’ profitability, the competitive conditions of the market, and company's capabilities.
However, the effective use of this method requires the implementation of e-CRM systems, structured around a customer-centric approach. Therefore, the re-design of the company structure and processes using a customer-focused philosophy is also assessed in a stage-by-stage analysis.

The article on “Comparing e-service performance across industry sectors: Drivers of overall satisfaction in online retailing” by Lauren M. Trabold, Gregory R. Heim, Joy M. Field asserts that The online retail industry is enormous, covering a great assortment of products and services. Yet, little research has examined whether determinants of success in online retailing are similar or differ by industry sector. The purpose of this study is to examine industry sectors separately to distinguish drivers associated with overall satisfaction for the online consumers in those sectors. The findings of the Research shows that while several e-service quality dimensions exhibit a similar impact across all sectors, several other dimensions exhibited sector-by-sector differences. The drivers that frequently differ across sectors include price perceptions, ease of returns and refunds, and privacy experience. This paper examines a consistent set of e-service quality measures on a sector-by-sector basis. The paper is also unique in that it uses publicly available data sources to examine these relationships, providing managers with insights on how they might analyze such public data sets for their own usage.

G.Bhandari, M.Bliemel, A.Harold and K.Hassanein in their article on “Flexibility in e-commerce strategies: A requirement for success” discusses the complex and transient nature of the environment faced by e-Business ventures poses a challenge to
organizations trying to formulate and implement strategies that are flexible enough to anticipate and react to the rapidly unfolding changes in this environment. In this paper we outline the main areas of flexibility requirements for organizations in the emerging economy. Traditional and more recent approaches to strategy are reviewed in terms of their characteristics and flexibility. Strategic imperatives and flexibility requirements are then derived for e-Business firms at different stages of maturity and linked to appropriate approaches to strategy setting. Creative exercises such as experimentation and scenario planning are then presented as being essential tools for expanding the knowledge base of firms yielding them more strategic options leading to more flexibility.

The article titled "The Impact of Internet – Based Electronic Marketplaces on Buyer – Supplier Relationships" by Shan Wang, Wuping Zheng and Norm Archer explores the impact of electronic marketplaces (EMs) on buyer-supplier relationships using a case study approach. Three aspects were investigated: economic benefits, structural changes, and participant satisfaction. Contrary to the literature that treats the emergence of EMs as evidence of "moving towards markets", we first confirmed that EMs benefit both long-term and short-term relationships. They are separate entities that can cause structural changes in the direction of either markets or hierarchies/networks. We found evidence that corporate participants are moving towards more use of EMs to support both long-term and short-term relationships, but these changes were not significant enough to arrive at any solid conclusions. Participant satisfaction with buyer-supplier relationships as a result of EM usage was also investigated, and we conclude
that, among all the functionalities that EMs support, supplier dissatisfaction is unique to the reverse auction functionality.

**Z.Sun and G.Finnie** in their article on "Unified Logical Model for CBR-based E-Commerce Systems" examines new issues resulting from applying CBR in e-commerce and propose a unified logical model for CBR-based e-commerce systems (CECS) which consists of three cycles and covers almost all activities of applying CBR in e-commerce. This paper also decomposes case adaptation into problem adaptation and solution adaptation, which not only improves the understanding of case adaptation in the traditional CBR, but also facilitates the refinement of activity of CBR in e-commerce and intelligent support for e-commerce. It then investigates CBR-based product negotiation. This paper thus gives insight into how to use CBR in e-commerce and how to improve the understanding of CBR with its applications in e-commerce from a logical viewpoint.

**Kevin Zhu and Kenneth Kraemer** in their article "E-Commerce Metrics for Net-Enhanced Organizations: Assessing the Value of E-Commerce to Firm Performance in the Manufacturing Sector" developed a set of constructs to measure e-commerce capability in Internet-enhanced organizations. The e-commerce capability metrics consist of four dimensions - information, transaction, customization, and supplier connection. These measures were empirically validated for reliability, content and construct validity. Then we examined the nomological validity of these e-commerce metrics in terms of their relationships to firm performance, with data from 260 manufacturing companies.
divided into high IT-intensity and low IT-intensity sectors. Grounded in the dynamic capabilities perspective and the resource-based theory of the firm, a series of hypotheses were developed. After controlling for variations of industry effects and firm size, our empirical analysis found a significant relationship between e-commerce capability and some measures of firm performance (e.g., inventory turnover), indicating that the proposed metrics have demonstrated value for capturing e-commerce effects.

The article on “E-Services: Strategies for Success in the Customer Age” by Montgomery Research states that global competition is ferocious. Companies must work harder than ever before to gain and keep customers, and to do so at a competitive cost. If wielded correctly, e-service, using the Web for customer service, can be a powerful tool in today’s business world. Internet-based customer service, or e-service, enables smart businesses to improve service levels and increase loyalty, while saving money. Companies large and small are adopting innovative Internet-based technologies such as Web self-help, email response and live chat. But a question which arises is that why E-Service? This is because the goal of e-service is to give customers around-the-clock access to easy, cost-effective online self-service. Moving routine interactions online saves lot with increased customer satisfaction. Thus, loyal relationships based on responsive service may be the only sustainable competitive edge left. Loyal relationships based on responsive service may be the only sustainable competitive edge left. The customers’ future will include e-service.
The article on the “Benefits of e-commerce” states that the important benefits of e-commerce are: expand geographical reach, expand customer base, increase visibility, provide customers valuable information about your business, build customer loyalty, reduction of marketing and advertising costs, and collection of customer data. The most apparent benefit of E-Commerce is the ability to acquire customers across the country and around the world besides providing your customers another purchase channel; your business can attract and retain customers that may have never purchased from you. Consumers are increasingly searching for information on the Internet prior to making a purchase. Make your business available to them. Easy to find contact information, store hours, product information, and answers to common questions all add to creating a positive customer experience.

The article on “E-Business and E-Commerce Facts: The role of the telephone as an economic tool of price regulation” emphasizes that in a market-based economy, prices transmit all of the information that participants in the economy require to make effective decisions. Producers need to know the prices of inputs they must buy and the prices of the outputs they wish to sell in order to decide what and how to produce. Consumers need to know the prices of the goods and services they might buy, and the going rate for their labor skills and other services they wish to sell, so that they can make appropriate decisions about household consumption and labor force participation. On both the production and consumption sides, market prices act as co-ordinating signals.
Puneet Mehrotra\textsuperscript{72} in the article in the website Cyberzest presents few success stories of Indian companies in e-commerce. Naukri.com – India’s premier recruitment site has captured around 50per cent of the recruitment market. Started just 6 years ago Naukri.com is a huge success story. ICICIDIRECT.com - Stock trading simplified, Icicidirect.com is today the country’s premier trading portal. I started trading on it 3 years ago and its simplicity and ease in transaction has absolutely captivated me. Baaze.com – I can be a buyer and get the best value for my money. I can be a seller and sell my inventory at best prices. Baaze.com is India’s answer to ebay. The country’s premier shopping site started as an auction site and graduated to be the most popular platform shopping site. E-commerce in India is projected to grow 10 times in value over the next five years, according to a joint study undertaken by the country’s main software industry body and the Boston Consulting Group. E-commerce is expected surge to Rs 1.95 trillion by 2005 according to the study released by the National Association of Software and Service Companies (NASSCOM) and the Boston Consulting Group.

Jennifer Gerlach\textsuperscript{73} in the article on “Growth in the e-commerce market - understanding the hype” states that over the past three years, the growth, integration, and sophistication of information technology and communications have begun to change our society and economy. Consumers are now using computer networks to identify sellers, evaluate products and services, compare prices, and exert market leverage. Businesses are
using networks even more extensively to conduct and re-engineer production processes, streamline procurement processes, reach new customers, and manage internal operations. As expected, the retailers' known as brick and mortar stores are one of the channels most affected by this change in consumers. During the holiday season, retailers are reporting dismal numbers and analysts are pegging the season as one of the worst in years. Chains that normally would show a great increase in sales, such as Wal-Mart and Target, all reported weak sales coming off the Christmas rush. But, this is not the case for the E-commerce players such as Overstock.com, eBags and Amazon.com, who showed great growth in the holiday season.

Pedro Oliveira and Aleda V. Roth in the article titled "Redefining Competitive Capabilities in E-Services: New Challenges and Opportunities in the Virtual Market Space", stresses that Internet has become an important new channel for businesses in many sectors, raising e-businesses the emergent new business paradigm in the industrialized world. As virtual communities emerge and more people join the cyberspace and communicate in ways and at speeds that were unimaginable in the past, new business opportunities and business models arise to capture the potential of this channel and the increasing network externalities. In this new paradigm, determining how to take advantage of network effects and gain competitive advantage from this new channel have become strategic concerns for researchers and practitioners. Speed to market and quick and flexible customer response has become increasingly pivotal, while price and quality are necessary but not sufficient determinants of commercial success. Additionally,
traditional operation models and competitive capabilities are being challenged, in particular those associated with intangible activities of services.

Internet and Mobile Association of India, Newsletter E-rupee in an article on "It pays to have a gateway" suggests that for ensuring the security of online credit card transactions, online merchants have to rely on the services of payment gateways. Payment gateways provide a secure system to authorize and validate credit card transactions of a user at merchant site. Payment gateway services are offered directly by banks that issue credit cards and by third-party providers who have tie-ups with banks. Though credit cards are clearly one of the most popular ways of paying online, other payment options such as direct debit and cash cards are becoming increasingly popular. The market is widening, and as Internet penetration and availability increases across the country, more and more people from non-metros are likely to transact online, if they have wider and safer payment options. The payment gateways offers enough security for the e-commerce companies to transact business over the Net.

Marghanita da Cruz in the article on "Legal and Social issues of E-Commerce", written that the Internet has extended the range of communities to which an individual can belong. These virtual societies are not restricted by national boundaries and operate across political, cultural and legal jurisdictions. This internationalization of society, is not unique to the Internet, however, the Internet does challenge the jurisdictions of national boundaries and government influence, control and responsibility in areas such as education, health services, infrastructure, access, equity, industry
development and protection, trade, taxation, legislation, regulation and enforcement. E-
money and secure credit card transactions provide technical solutions to the issues of
establishing trust and secure transactions, across the Internet there are a number of Legal
and Social issues which need to be addressed before or as E-Commerce becomes widely
adopted. Governments will also be keen to monitor and balance the effect of E-
Commerce on taxation revenue streams and opportunities for laundering the proceeds
from criminal activities. Citizens and consumers need to be educated and able to
recognize and ensure their privacy, access, equity and consumer interests are preserved
against the onslaught of technology, government efficiency and aggressive and
innovative business practices.

In the article on “E-Commerce in Developing Countries: Issues and Influences”
Alev M. Efendioglu, Vincent F.Yip, William L. Murray had given their view that
differing characteristics of local environments, both infrastructure and socio-economic,
have created a significant level of variation in the acceptance and growth of e-commerce
in different regions of the world. Their findings show that, in development and diffusion
of e-commerce in China, cultural issues such as “socializing effect of commerce”,
“transactional and institutional trust”, and “attitudes toward debt” play a very major role.
In this paper, we present and discuss these findings, and identify changes that will be
required for broader acceptance and diffusion of e-commerce in China and propose
approaches that businesses can use to enhance this development. The number of internet
users around the world has been steadily growing and this growth has provided the
impetus and opportunities for global and regional e-commerce. However with Internet, different characteristics of the local environment, both infrastructure and socioeconomic, have created a significant level of variation in the acceptance and growth of e-commerce in different regions of the world.

The article on "B2B E-commerce Services and Developing Countries: Disentangling Myth from Reality" by Maastricht had discussed that the adoption of B2B e-commerce applications based on the Internet and the World Wide Web is being promoted in some quarters as offering producer firms in developing countries new exchange mechanisms that enable them to compete on a more equal basis in world markets. In this optimistic view B2B e-commerce promises a radical shift in the way in which international buyers and sellers trade with one another. The argument presented in the paper challenges the efficacy of this outlook. According to the research article that the Internet-based B2B ecommerce has only marginally altered the way in which international buyers and sellers in the garments/apparel and horticulture/agriculture sectors trade with one another. The paper concludes that policies aimed at promoting 'e-readiness' are unlikely to succeed on terms that maximize benefits for developing country producers if they fail to give careful attention to the specific characteristics and positioning of these firms within global value chains, and to the digital applications they use to deal with operational challenges.
John Chituanya Okoli\textsuperscript{79} in his research on "Expert Assessments of E-commerce in Sub-Saharan Africa discusses social and cultural dimensions of E-commerce. He explains the objective measures of E-business outcomes world be very hard to come by. General model outlining the various factors affect the E-Business in the Sub-Saharan Africa is developed and presented in his dissertation. He predicts great potential for E-Commerce for the underdeveloped country like Sub-Saharan Africa. The E-Commerce will reach to its peak if the Government understands its potential to improve the needed infrastructure in terms of bandwidth and PC penetration.

Venkata Ramana Rao\textsuperscript{80} in his research on the topic "E-commerce: A study on consumer awareness in the cities of Andhra Pradesh" had written that E-commerce awareness is around 45per cent among the consumers is urban areas. He explains the E-Commerce is having several advantages than the traditional Commerce in terms of better product promotion, more customer satisfaction, cheaper and easy money transaction. E-Commerce is one of the most exciting economic and technology trends of the recent past. It provides new market place, more opportunities to sell and market the product with great competitive advantage. E-Commerce is all set to create global market place. It is like dream come true to create borderless world. The credit for this goes to Internet, greatest innovation in the history of mankind. Every product and service can be available
at the click of a mouse. The Internet has emerged as cost effective and time saving tool for conducting business transactions in an online global market place.

The survey conducted on the use of e-commerce in the West Coast of Sabah\textsuperscript{81} found out that the e-commerce is in its infancy despite the various government initiatives and encouragement. The study also found out that the use of e-commerce to do research on competitors, displaying company information and the products/services offered and the use of e-mail as means of customer support service were the e-commerce applications currently used by the most of the respondents in the survey. The vast majority of the SMEs studies have the required technological capabilities in place. The infrastructure along with the grants provided by the government can be used as a foundation on which to build more sophisticated e-commerce capabilities such as online ordering, payment, and transactions. The results indicate that in terms of advertising, high percentage of respondents display company information and products or service offered, as this is the cheapest mean of advertising on the Internet.

Daniela Sepulcri,\textsuperscript{82} in his research investigates to understand why Italy is a laggard adopter of CRM software. Identifying the obstacles for CRM implementation in Italy among the SMEs is another important objective of the research. The key findings relate the low penetration of CRM software in Italy, on one side to the small numbers of large enterprises, on the other side to the fact that Italian SMEs are fundamentally non-interested in CRM. The business culture and the lack of adequate IT infrastructure are
also explored as the main reasons for the low uptake of front office solutions. The research also identified that the Government encouragement for the enterprises to adopt the emerging technologies such as CRM is very low. The benefit of offering high quality service with CRM is not understood even large enterprises in the country.

Lucia Marchegiani in his research on the topic “The Information Economy: technological innovation and innovative forms of organizations” has made it clear that changes within the industry have been made possible by the intersection of two forces, such as technological innovations and the emergence of new concepts. The primary goal of the research is to contribute to the theoretical understanding of how Information-based techno-economic systems emerged and evolved. In the light of the Information Economy principles, the strategic management innovation deals with setting standards, among other issues. This phenomenon seems to be even more verified in high tech fields. Generally speaking, theoretical speculations about mobile technology lag behind the technological development. Only recently, a growing part of the academic interest has been directed either to mobile devices adoption and diffusion, or to the business models behind the industry. The Business Model approach is adopted in this research, which has gained more and more consensus over the time by researchers in the Information-based industries. This research shows that it is possible to distinguish between two typologies of business models. These are referred as the open business model, and the proprietary business model. The analyses have been done with respect to the Italian setting, with the aim of analyzing the dynamics behind the industrial interrelations.
Najib Fatayerji, in his thesis on E-Marketing: Advantages and Disadvantages argues that Electronic Marketing has contributed positively in the life of modern societies, mainly the consuming societies. It allowed purchasing of materials cheaply without any limit, and without any restrictions. It also gave the chance to make a free selection and comparison between the prices of goods at the electronic department stores throughout the Internet. All such facilities are given to the consumers in a very short time without causing them to leave their office or home. In addition, the Electronic Marketing has exterminated the monopoly of goods and materials, all such acts of course are for the consumer's benefit. However, in addition to such advantages there are many disadvantages of such type of marketing, the Electronic Marketing has deleted the privacy of the consumer, because all of his movements through the Internet have been divulged and under control, in addition to lack of exclusive security through the Internet. Accordingly, many losses equally occurred to the customer and the merchant due to such acts of hackers who reveal the information and credit cards details. As well as, the Electronic Marketing caused many merchants, agents and monopolists to be vanquished because it gave the chance for direct communications between the producer and the consumer without passing through them.

Abbas Nathier Albarq has discussed in his thesis on the topic “Intention to shop online among university students in Jordan” that Internet has grown dramatically every year since the beginning of the 1990s, and the diffusion of online buying
transactions are readily accepted by consumers in some countries, in others, consumers seem to be less accepting. On-line commerce through Internet is obtaining attention in Jordan. The aim of this research is to study the acceptance level of internet shopping among higher learning institution particularly in Jordan. This study investigates possible factors that influence consumer Internet intention towards students' online shopping behavior in Jordanian university, the first largest university in Jordan. Technology Acceptance Model (TAM) by Davis et al. (1989) theory has been applied on this study. Several factors such as usefulness and ease of use are important predictors toward attitude toward on-line shopping that influence students buying intention were analyzed. This study gave new insight on the role of factors in internet intention, and the factors that may impact a broader acceptance and development of on-line shopping in Jordan.

WEBSITES

The Website Comergent Technologies Inc\textsuperscript{66} reports on the topic “A look at E-commerce practices across Industries” that some of the key industries that have high potential for early adoption of e-commerce are financial (Stock exchanges and Banks), automobiles, retail, travel, IT and Manufacturing. The right framework and cost effective infrastructure are the key drivers which more towards adoption of e-commerce at the earliest. A firm regulatory framework, improvements in telecom infrastructure and enhanced PC penetrations are expected to spur this trend during coming years. Enterprise e-commerce initiatives help to lower operating costs by reducing order configuration problems, automating processes, improving employee productivity, and enabling
processes integration with partners and suppliers. Enterprise e-commerce simultaneously helps to drive up revenues by increasing customer loyalty and average order sizes.

The web site **WWW. Nsscom.org**\(^87\) Contains information about the Internet and E-commerce scenario in India. The country’s Internet log book 2000 accounts for over 1.8 million subscribers and this rose up to 50 million by December 31, 2003: The internet survey conducted by NASSCOM covering 68 cities/towns in India has come up with some interesting findings and the survey also projected further that E-commerce transactions in India will raise up to Rs. 40000 crores by the year 2003-2004. E-Commerce continue to grow in India for the cost advantage and competitiveness. The site predicts very good growth potential for E-Commerce in the country. The Government has to sort out issues like safety and privacy and also enhance the infrastructure for E-Commerce.

The web site **www. Isoc.org**\(^88\) contains information about the Internet, how it is evolved right from 1957 when the first artificial earth satellite, sputnik launched to formation of the worldwide web consortium in the year 1994. The Internet had grown in the beginning for providing information then there is transformation to use it as business tool to be competitive in the business for sustaining the bottom line. The companies have to use the emerging technology for communication as well as doing business. The internet marketing has emerged as an alternative channel for marketing products for consumers.
The web site www.Rightserve.com contains information on surfing patterns of customers, how many hours they are spending, INFAC survey information and profile of the net users. The site traces the trend of the Internet users and their spending in buying products using the new medium. The steady increase in the PC penetration and Internet usage is the indication that there is going to be a huge potential for E-commerce in the near future. The growth of the Internet users in the small towns is on the increase due to improved infrastructure development in this sector. The business through E-Commerce will be substantial for companies from small towns due to the growth of the Internet and development of other infrastructure facilities.

The website www.Domain-b.com in the article on “Youth to drive e-commerce growth in India: IAMAI summit” informs that the Internet & Mobile Association's two-day 'digital summit', which ended yesterday, covered various issues on online advertising and sales ranging from the role of the internet in the Indian economy; issues and growth opportunities of the broadband access, an analysis of the retail power of the web and the growth prospects of the "online marketplace", the prospects of the online media in the traditional media mix, and growth opportunities of mobile marketing. Online marketing, which evolved in the US, earns 50 per cent of its revenue from online advertisements and sales. India, in comparison, is yet to tap the opportunities available on online advertising and marketing and marketers will have to tap the youth market to promote online advertising. This would require adequate broadband to help the online advertising industry grow.
TEXT BOOKS

Gray P. Schneider in his book an Electronic Commerce reveals that E-commerce improves existing business processes and identifies new business opportunities, E-commerce increases the speed and accuracy with which businesses can exchange information, which reduces costs on both the sides of transaction. Electronic commerce provides buyers with a wide range of choices than traditional commerce because buyers can consider many different products and services" electronic commerce can also make products and services available in remote areas. The book also analyses the web marketing strategies for increasing the sale of products and services by the companies. The various types of e-commerce such as B2B,B2C and B2G are covered besides explaining the methods of Online Payment System.

Dr. C.S. Rayuda in his book on E-commerce / E-Business states that E-commerce is the lifeline of any successful business in today’s complex and competitive business environment with the globalization of trade and commerce and growing in interdependence in the world’s economy, in has become evident that the lifeline of all successful corporation is due to switching over to E-commerce from conventional commerce. The power to establish business relationships, contact with customers, suppliers and dealers with speed and ease, the buying and trading have reached its destination with minimum time loss and cost, by electronic mean, is an asset than every corporation ought to have a line of electronic commerce.
C.S.V. Murthy in his textbook on E-commerce-concepts, Models. Strategies outline the potential of E-commerce for countries like India. Any good business idea can be translated with the help of the Internet into a virtual gold mine. Conducting business on the Internet is a great way to disseminate information and work. Moreover, it also cut down the channel of intermediaries between the producer and the consumer with the lower cost of setting an E-Business; offering worldwide access to company's products or services which could help for slashing prices. E-commerce is infant stage in India but still is the most popular way to a business to expand its customer base and increase productivity. Every business is found with a site on the web and online shopping has become popular in recent years. Growth of the technology in the e-commerce security will boost the E-commerce in the country. The mindset of the people is also expected to change in the future to buy products and services in certain categories through Internet will spur the growth of the E-Commerce in the country.

Jim Sterne in his book “World Wide Web Marketing” has given the message that Web sites should be very carefully designed, both in terms of contents and navigational aids – otherwise people will not bother to visiting them. He spells out the rules very clearly. He warns against the lure of flashy graphics, and in favor of well-designed navigational aids. The best parts of the book are his detailed analyses of Web sites. He doesn't shy away from criticizing companies such as Hewlett-Packard and even Microsoft, and his highest praise is reserved for Sun Microsystems, whose site he
proposes as a model for us all. There is also a good section on the design of questions to elicit useful information from users without boring or irritating them. The text reads that the sample of the product to be given in the site, invite the people to seek further information, all the direction needed to the consumer to be given to make them to come back. Being online, it potentially gives exposure to the previously untapped market. Unlike the brick and mortar store, an online store works 24 hours a day.

Jacob Nielsen in his textbook on “E-Commerce User Experience” has given various suggestions to companies based on findings from detailed studies of twenty e-commerce sites, with users in the United States and Europe. The sites tested are typical e-Commerce sites - clothes, flowers, books, furniture, toys, and CDs. The main issues covered include how to sell goods and services, how to build trust with customers, and how to display products. Other important issues include trading across national boundaries, and making the ordering transaction as smooth as possible. The testing methodology is meticulously documented, and in line with current thinking on quality testing, Nielsen even gives advice on how to do your own usability testing - and how to cut corners to make it cheaper. In other words, he follows his own principles of 'show the customer what's available'. This is an approach, which inspires confidence in the users. E-Commerce is the most popular way for a business to expand its customer base and increase productivity. Every business is found with a site online shopping has become popular in recent years.
Ravi Kalakota and Andrew B. Whinston\textsuperscript{96} in the book "Electronic Commerce: A Manager’s Guide" defines e-commerce as the delivery of information, products/services, or payments via telephone lines, computer network or any other means, in other words, almost anything to do with computers or internet. The internet service providers, the history of web, directories and search engines and various web technologies have been discussed in the book. There are detailed assessments of how electronic commerce is affecting banking, retailing, publishing, supply - chain management, manufacturing and corporate finance. The major players in the electronic commerce at that point of time have been identified and their strength and weaknesses assessed. Suggestions are given to the mangers who want to get a handle on the new technologies affecting their business, not for Web developers wanting to build commercial sites.

The book titled "Internet commerce" by Andrew Dahi and Leslie Lesnick\textsuperscript{97} is looking at comprehensive Internet commerce issues. Security, credit cards, the various e-cash systems, scripting and marketing are covered well. The authors have given the facts about the Internet commerce, which conducts transactions over net. The Internet trend and also the procedure to build up commerce – enabled site are given in detail. Without giving much technical details, the way in which a commerce site to be set up for e-commerce operations with all needed security to use credit card is explained well with suitable industry examples. The solutions for various Internet related issues are more useful for any organization planning to venture into the e-commerce the growing e-commerce field.
In the book titled ‘Strategies for E-Commerce Success’ by Bijan Fazlollahi\textsuperscript{98} states that by the beginning of the next century, the majority of business transactions and communications will be conducted through the use of web-enabled technologies, particularly electronic commerce. As a result, many organizations around the world are looking into the emerging applications of electronic commerce technologies and ways to utilize them in support of their business strategies and postures. With this field growing so rapidly, the object of all businesses is to examine the critical elements that could impact a user’s perception of business-to-business and business-to-consumer electronic commerce. The book \textit{Strategies for commerce Success} presents a study of key components and concepts of commerce, evaluating the critical success factors for global e-Commerce, the economics of e-Commerce and the practical issues involved with e-Commerce in various applications.

John Tschohl\textsuperscript{99} has written in his book “e-Service, Eat or Eaten: How to keep your customers in the age of the Internet” that the Internet has leveled the playing field, allowing small businesses to compete with big businesses. In fact, in many cases small businesses have a greater shot at success in cyberspace than big businesses do. Why? Because this new selling environment really isn’t being driven by technology; it’s being driven by e-service. And small businesses can be much better than big businesses when it comes to establishing relationships with their customers and treating them well. Many consumers who want specialized knowledge and personal treatment are more likely to turn to a small, niche-focused business than to a corporate behemoth.
Thomi Piliour and Aphrodite Tsalgatidou in their book titles "E-Services: Current Technology and Open Issues" have written that the Internet changes the way business is conducted. It provides an affordable and easy way to link companies with their incorporating trading and distribution partners as well as customers. However, the Internet's potential is jeopardized by the rising digital anarchy: closed markets that cannot use each other's services; incompatible applications and frameworks that cannot interoperate or build upon each other; difficulties in exchanging business data; lack of highly available servers and secure communication solution to these problems is a new paradigm for e-business in which a rich array of modular electronic services (called e-services) is accessible by virtually anyone and any device. This new paradigm is currently the focus of the efforts of many researchers and software vendors. This paper presents the e-services architecture, its advantages as opposed to today's applications and gives an overview of evolving standards. It then presents the related technical challenges, the way some of them are addressed by existing technology and the remaining open issues.
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