CHAPTER 2

REVIEW OF LITERATURE

E-Commerce means business efficiency at all operation levels. It does not just mean trading and shopping on the Internet. The SCM is the backbone of E-Commerce also a very critical component of E-Commerce. Supply Chain Management means coordinating, scheduling and controlling procurement, production, inventories and deliveries of products and services to customers. Supply Chain Efficiency means having the right product at the right place at the right time, can save money/reduce costs, and can enhance cash utilization. Though there is a lot of documented evidence available in the field of E-Commerce and supply chain management, still the investigator has attempted to go in depth.

2.1 FOREIGN STUDIES

2.1.1 Ph.D Dissertations

John. F., (2012) in his dissertation on “The Impact of Supply Chain Management Business Processes on Competitive Advantage and Organizational Performance”, which deals about the Organizational performance has routinely been viewed through a limited scope primarily focused on functions, practices, and resources directly controlled by the focal organization, but supply chain management (SCM) has broadened this scope to incorporate all organizations along the supply chain. This shifted the notion of competition from that of between individual organizations to between supply chains.
Nastassia and Natalija (2012) in their dissertation on “Flexibility in Supply Chain, A case study of ICA AB (Non-Food/Clothing) and sub-case of ZARA”, where they concentrate on providing suggestions on improvement of supply chain flexibility for ICA AB (Clothing) based on comparative analysis on sub-case study of ZARA. The major part of analysis is based on investigation of the relationship between supply chain characteristics and firm performance of both companies that is crucial for finding out areas for improvements for ICA supply chain. The research is based on qualitative analytical approach using two basic case studies on Northern Europe’s leading retailer ICA AB and the largest international fashion retailers ZARA. The main idea of comparing these two retailers is that they have different supply chains in terms of its set up, responsiveness, postponement and level of flexibility. The main method of the research is comparative analysis of two supply chains based on literature review, personal interviews with companies’ representatives and provided internal materials of the company.

Koshy and Joseph (2008) in their dissertation on “Factors that Enhance Customer Trust in E-Commerce Web Sites: An Examination of E-Commerce Success Metrics Using Internet Audience Rating”, the goal of this dissertation is to identify critical success factors that enhance customer trust in ecommerce Web sites and examine those factors in relation to the E-Commerce success metrics using an Internet audience measurement tool. This study shows that a considerable number of functional factors, infrastructurel factors, security factors, and organizational factors in Web design, have significant positive impact on the success of ecommerce Web sites. It started as a restricted medium for military and academic researchers, it now sustains many human communication/exchange activities including sending and receiving messages, searching information, and shopping products and services.
Andryce and Zurick (2007) in dissertation on “E-Business Planning and Decision Making Processes a Qualitative Study of Strategy”, the purpose of this dissertation is to find out the success of the medium sized companies in this field. An exploration of how well the e-strategy was communicated and worked with collaboratively among stakeholders in the e-community was discovered as well as understanding and identifying key business drivers for the e-environment. The synergy of the hierarchy interworking flows like that of a rolling ball. The key element that makes this model function is the organizational culture and how it adapts and is conditioned within the work environment. All three participant companies had no barriers of communication due to their open-door policy. There were no caste systems even though team members had formal titles that would lead one to believe in a multilevel hierarchy in status and operation.

Haozhe Chen Norman and Oklahoma (2007) in their dissertation on “Supply Chain Process Integration: A Conceptual and Empirical Examination”, it about that there is sequencing between the supply chain process integration constructs: a firm needs to be internally integrated before achieving external process integration. Second, as a response to call for research on the antecedents and consequences of integration, the current study identified one key driver and one key outcome of supply chain process integration. Third, although extensive efforts were taken to ensure the validity of the responses from the key informants, there is still room to improve the rigorousness of the study.

Daniela Portuese (2006) in dissertation on “E-Commerce and the Internet: A Study on the Impact of Relationship Marketing Opportunities for Better Online Consumer Intentional Relationship”, this research is to integrate the two areas or research, Relationship Marketing (RM) and e-tailing by investigating online consumer RM issues. Specifically, the study examined
the influencing factors that represent a significant impact for relationship marketing (RM) involving online consumers and virtual retailers through the World Wide Web. Conditions that facilitate consumer relationships were further examined from market, channel, marketer, and consumer perspectives. In addition, three important concepts that relate to consumer relationships were identified. The study focused primarily on the online perspective and the impact of the Web to retailing and RM was elaborated upon according to four important aspects: markets, marketers, channels, and consumers.

Kusumal Ruamsook (2005) in his dissertation on “Sourcing from Emerging Nations: Issues and Opportunities for Supply Chain Management”, he concentrate on the importance of overseas sourcing in the achievement of better results in the purchasing function and in overall business performance has been widely investigated since the late 1980s. Increasingly, U.S. manufacturing firms have turned toward less developed countries (LDCs) to derive benefits from LDCs’ lower costs of products and services. These supply chain benefits must, however, be weighed against the possible negative supply chain impacts. The purpose of the current study is to provide an understanding of key sourcing issues when a firm sources from LDCs, and to explore the relationship of the issues with the firm’s supply chain performance. First, because the research involved cross-sectional rather than longitudinal data, the findings provide a snapshot picture, conclusions of which provide a general understanding of the relationships between sourcing issues and supply chain performance rather than of causal relationships between them.

uses a single business model, the e-broker model. The model consists of activities such as online consultation of the business supplier’s databases, selection of the suppliers with the least cost or shortest delivery channel. In the benchmark specification, a novel and complex buy transaction was designed. The buy transaction to consist of a set of nested transactions which perform credit checks, user authentication and products availability searches. This is suitable in the case of immediate-delivery type products where checks should be done within the buy transaction, otherwise the business risk increasing bad debt load.

2.1.2 Reports

Federal Information and News Dispatch, Inc.(2012) in their report on “Agency Information Collection Activities; Submission for Office of Management and Budget Review; Comment Request; Secure Supply Chain Pilot Program”, the Food and Drug Administration (FDA) has submitted the following proposed collection of information to Office of Management and Budget (OMB) for review and clearance: Secure Supply Chain Pilot Program. The Secure Supply Chain Pilot Program (SSCPP) is intended to assist FDA in its efforts to prevent the importation of adulterated, misbranded, or unapproved drugs by allowing the Agency to focus its resources on imported drugs that fall outside the program and that may pose such risks. Such a program would increase the likelihood of expedited entry for specific finished drug products and APIs imported into the United States that meet the criteria for selection under the program. Title: Secure Supply Chain Pilot Program. Description of Respondents: Respondents to this collection of information are sponsors and foreign manufacturers of finished drug products and active pharmaceutical ingredients Application Program Interfaces (API) intended for human use.

Sofiane Tebboune (2008) in his report on “The Rationale Behind Strategic Alliances in Application Service Provision”, the application service provision, which consists of developing, managing and remotely hosting software applications through centrally located services, in emerging as a new form of application outsourcing that is attractive to many sectors. This report establishes a discussion on the performing phases of strategic alliances, focusing on the rationale entering strategic alliances, and offers a set of guidelines for ASPs to consider when entering the partnering arena.

Soe-Tsyr Yuan (2007) in his report on “The Trade Card Financial Supply Chain Solution”, which deals about the Trade card is US based online financial supply chain provider Trade Card incorporated a number of partners into its service network: financial institutions, credit insurance, inspection and logistics companies. Trade Card quickly grasped market share in footwear and textile industries. Trade Card platform connects buyers, sellers, and service providers in an online environment, where they can manage the whole documentary process of international trade transaction quickly, visibly, and cost-effectively. In other words, Trade Card is changing the international trade practices. Traditionally companies use banks’ services letter of credit or open account but Trade Card solution is replacing these services.
Nikos Karacapilidis (2003) in his report on “Efficient Data Management in E-Business Transactions”, where the concentration on the implementation of an open information management system that integrated modern information technology approaches to address the needs of a Greek medium scale clothing producer towards heading to E-Business. The system was able to interoperate with the company’s legacy ERP system and automated intra-business, business to business and business to customer processes. The overall approach was designed around open standards for data exchange and integrated as a set of off the shelf tools that assured a robust, scalable and fast development cycle. Particular attention was paid to the appropriate synchronization of the internal and external work and data flows, the improvement of supply chain management, the reduction of transactions costs through the appropriate process automation, the reduction of errors occurring during the traditional handling of business documents, the reduction of the company’s inventory levels, and, finally, the establishment of a cooperative environment between the enterprise and its customers and suppliers.

2.1.3 Conference Proceedings

Chuang, Peck Ming (2012) in their paper on “Supply chain management of talent now a critical factor”, in a world of commoditization, thanks to the Internet, the only remaining difference any company has is the people it engages and hires, it says. Very suddenly, the critical supply chain issue getting raw materials from one country to another; it is getting knowledge moved from where it is to where it is needed. The report stresses that it is not so much about move people but knowledge, because technology has made it possible not to move people. Our ability, as an enterprise, to compete in a global economy may well be determined over the next few years by how well we manage a supply chain of talent, not a supply chain of
minerals, parts, foods or fabrics. If we look at a classic model of supply chain management, it boils down to having the right materials in the right place, at the right time and cost, utilized the right way to create and deliver specific goods and services.

Vesna Bosilj Vuksic et al., (2010) in their paper on “Business Process Interoperability Model: A Case Study Of E-Charter”, the Government of the Republic of Croatia has initiated the One-stop-shop Program to give state administration users the possibility to satisfy all their needs in one place without having to know the competencies within an individual state administrative body or to be familiar with its organizational structure. This paper provides a summary of business process interoperability issues, placing them within an empirically derived model based on a case study of E-Charter: the first Croatian E-One stops shop service.

Harry Matlay and Lynn M. Martin (2010) in their report on “The Dynamism of Strategic Cooperation: Lesson from Successful European Knowledge Intensive E-Businesses”, recent advances in Information and Communication Technologies (ICTs) and the advent of the Internet have facilitated the growth of collaborative strategies amongst small E-Businesses. Research suggests that growth oriented, small E-Businesses operating in international E-Markets are more likely to be founded and managed by teams of E-Entrepreneurs. In increasingly globalised and hyper competitive markets, ‘virtual teams’ of E-Entrepreneurs search, discover and exploit new entrepreneurial opportunities. This type of entrepreneurial team consists of geographically dispersed entrepreneurs who are led by common entrepreneurial interests and interact electronically in order to promote interdependent strategies and fulfill entrepreneurial goals. Collaborative and competitive strategies of E-Businesses are identified and related outcomes are
analyzed. A future research agenda is suggested and pertinent policy recommendations are offered.

Dejan Glumac and Ljerka Luic (2009) in their paper on “Its Basic Application Element of 4PL Model in Hotel Management”, this paper describes the 4PL model components which is the basic of supply chain management (SCM) with special reference to the component of information as the main nerve system of the model comprised of: IT system integration, IT infrastructure procurement, data processing in real time, conversion of data in it information, provision of information for disputable cases, as well as technical support. Based on which parameters the metrics is necessary for evaluation of IT application success in material management process. It also explains the 4PL application model in hotel management and its effective functions.

Ermelinda Kordha and Klodiana Gorica (2008) in their paper on “Competitive Advantage and Online Strategies of Tourism in Albania: A Perspective from SME”, Tourism destinations in Balkan region face further challenges in creating and maintaining competitive advantage. Moreover, much tourism Small and Medium Enterprises have difficulties in asserting their own identity in terms of the bigger picture of destination development. As competition has increased, destinations have had to adopt a better proactive approach to tourism marketing. Research showed that the barriers were related with the characteristics of SMEs, so the importance of networking and technology affecting marketing strategies is crucial.

Ljubomir Drakulevski and Ljubomir Drakulevski (2008) in their paper on “E-Business and Globalization”, the development of the Internet and ICT and their continuously growing implementation in all fields of the contemporary society, the economic entities are provided with unlimited opportunities for improving their effectiveness and efficiency, as well as for
achieving higher competitiveness on the global market. As moving from an industrial to an information society, governed by the new economy companies start selling online and hence compete on global markets. As a result of the technological development, new types of business models are being developed. The globalization of the world economy and the fast growth of E-Business create new opportunities and hence new strategies for international business. The paper elaborates the new emerging E-Business models as means of conducting international business. Further, it examines both opportunities and threats streaming from globalization and the implementation of E-Business models for international business purposes.

Branimir Dukic et al., (2005) in their paper on “Integrated Information System Model in The Function of Developing the Value Chain of the Croatian Tourism Product”, before democratic changes and transition, the Republic of Croatia as well as a number of other countries had a closed or autarchic economy which was not forced to confirm its competitiveness on the world market. The Croatian economy has faced great difficulties as it was not able to cope with the pressure of cheap, often low quality goods. Croatia lacked a critical mass of products that can ensure the export component to the economy through their price, quality and quantity. In such conditions, tourism is one of the rare export components in the country’s economy Economic operators should aim for an organized approach, which means that Croatian production should be integrated under a joint brand. This includes developing a strong cluster with two groups integrated within it, namely those who directly provide hospitality services to visitors and those making products to be consumed within the broader tourism industry. In other words, this would mean developing corporate relationships in creating the value chain of the Croatian tourism product. For this purpose an information base is required, which means that an integrated information system has to be constructed.
Zeljko Panian (2004) in his paper on “Evolution of it Services Outsourcing Models in the E-Business Environment”, outsourcing is a business solution or a model in which one organization leaves control over a part or even over the whole business process to another organization. In many cases, but still not always, the E-Business concept may be considered as well suited for outsourcing. The implementation of a particular outsourcing model may significantly improve business performance. Modalities of outsourcing are numerous and changing in time. Today, Business Process Outsourcing (BPO) and Application Service Provider (ASP) models appear to be among of the most popular forms of outsourcing. Both of them imply building business partnerships or alliances supported by the Internet.

Darko Prebezac and Josip Mikulic (2001) in their paper on “The Use of Internet an Opportunity or a Threat to Traditional Distribution in Tourism?”, fast development of Information Technology (IT) over the last twenty years and since the early 90s of the Internet and the World Wide Web (WWW) in particular, marked the beginning of a new era in human communications. These developments have been accompanied by a series of revolutionary changes in the way business transactions are being carried out. Intranet, Extranet and Internet and their increasing application in day to day business activities have enabled efficiency and productivity hardly imaginable twenty years ago. Some industries in countries with a very high level of Internet use have been recording constant growth in the sales of their goods and services via Internet. As a consequence, web sites were flooded with tourism information. The Internet proved not only an effective promotional instrument or useful vehicle to improve the range of services offered to tourists but has recently been affirming itself not only as a supplement to traditional distribution channels but as a threat to them. The Internet as a vehicle for direct sales and distribution brings significant costs savings, accessing information is fast and simple, the market offer is increasingly
transparent and current offers can at any given time and at a short notice reaches the global market.

2.1.4 Magazines

Trebilcock Bob (2010) in his article on “TOP 20 Supply Chain Management Software Suppliers”, the market for supply chain management software applications, maintenance and services, or SCM, came in at $6.2 billion in 2009 including applications for procurement software and $4.2 billion without procurement. That represented a decline of 1.9% from 2008, according to Chad Eschinger, an analyst with Gartner. It’s the first time the market has declined since publishing the Annual Top 20 list in 2001. Last year was a year for the status quo. The market leaders look much the same as they did in 2008, with SAP and Oracle at the top of the list, with numbers that were essentially unchanged from last year. New to the list is Retailix. Gone is ILOG, which was acquired by IBM. Although there was little in the way of business news, there were several trends at work in each of the four categories relevant to readers: ERP and supply chain planning, warehouse management systems, transportation management and manufacturing execution systems.

Tim Heston (2004) in his article on “HMESA Sets E-Commerce Standards”, E-Commerce encompassing from electronic order to Just-in-Time inventory management, has improved supply chain logistics in various industries but not HME at least not a wide scale. Fragmented and made up largely of small business, the industry as a whole has yet to jump on the electronic commerce bandwagon. Regardless, Neese to say using the schema should not require much infrastructure at a minimum a personal computer with a dial up internet connection. The schema would potentially be in corporate in to a dell computer all the way up to an AG upwards or ORACLE ERP system.
Geoffrey Downey (2002) in his study on “Multiple Legacy Solutions Replaced by Navision”, this is a problem for a media product supply chain provider. Replacing the software and opening the new enterprise as a sixth plant. Navision “It is so easy to maintain compared to Oracle and it has the tool set we are looking for” oracle implementation will call for four people to maintain it. The last piece of decision puzzle was the platform is browser based. This was crucial as the business moves on the web and provides B2B and B2C transactions.

Paul Fruitman (2002) in his study on “Ontario Utility Energizes for Competition”, there is a power shift afoot in Ontario. Electricity is going to market this month as the province’s electricity sector opens up to competition. This change as forced a new mind set on Ontario power generation, the successor of the formal Government monopoly, Ontario Hydro, Whose assets OPG has inherited along with a mandate to compete in a deregulated electricity market. E-Commerce technology is wanted to look at opportunities to provide employee self service model.

Jennifer Brown (2001) in her study on “Airline B2B Help to Cut Costs”, Air Canada has bought together the collective purchasing power of its competitors to create a B2B marketplace for the airline industry. Aero exchange will be an internet based trading site where 13 companies including Air Canada, Northern west airlines Crop and FedEx corp. can buy aircraft parts and supplies. Traditionally, airlines purchased parts and services they need through their own supplier agreements. Companies like Lufthansa had implemented SAP different from Oracle.

Craig Meader and Michael Maloni (2000) in their paper on “Enabling Your E-Commerce Initiatives”, the excitement of using the internet to automate transportation processes quickly fades in light of a stark reality. Companies feel compelled to jump quickly in to digital marketplaces to not to
miss out on opportunities. Leading companies will be required to develop one technology infrastructure that will allow them quickly and economically to connect to any and all market places. Fortunately these transactions and other information flows can all be automated. The transportation exchange environment is just one small picture in a panorama of supply chain opportunity made possible by the internet.

Tom Andel (1999) in his article on “Running and Winning with E-Commerce”, to be enough to serve customers on a seemingly individualized basis, supply chain partners need a common understanding of functions. That was the founding proposition behind the supply chain council, according to Scott Stephens, chief technology officer for the organization. The main problem is that companies are still trying to get their hands around what supply chain management is? Software vendors in the supply chain management industry have always said that supply chain management was an interrelationship between two firms, either coordinating the sourcing or order delivery.

Lisa H., and Harrington (1999) in his paper “Using the Net to Stay Competitive”, Compaq computer corp. has instituted sweeping changes in how it manages its global supply chain. The changes streamlined processes and is so enabled company to serve customers better and cope more effectively with intense competition and phenomenal growth. Compaq’s business environment is intense. Dell and gateway offer highly personalized computers delivered with a high degree of reliability and speed. They also are leaders in their management of supplier or vendor’s relationships, using E-Commerce to share production schedules get feedback from suppliers on sourcing.

Dave Rumer (1999) in his paper “Electronic Commerce Helps Cut Transaction Costs, Reduce Red Tape”, using E-Commerce to develop and
tighten supply chain relationships can let companies reduce costs and bring higher quality products to market faster. Every business model has its downside, and online auction are no different. Buyers can’t be sure there reburying from the reputable company and auction may attract bogus bids. Communication with a seller long distance makes it difficult to form a business relationship. Delivering the physical products quickly and efficiently can be a problem. These downside risks are the temporary growing pains of an evolving open network model for conducting business.

Amy Zuckerman (1999) in his paper “ERP and Beyond: The Next Generation Of Supply Chain Tools”, transportation companies concerned with supply chain management have no lack of electronic options to keep shipments moving just in time, and the list of options keeps on growing. There also the question of whether to integrate an ERP software product with a legacy system, and whether to connect supply chain data interchanges to the internet. Companies have to be able to meet customer delivery expectations the first time and every time. Carl Fortson works with technologies called middle ware that gives companies the ability to either retain existing system or choose the best of breed and link them together.

2.1.5 Books

Teodora Smiljanic (2011) in the book titled “Supply Chain Management Applications and Simulations”, Supply Chain Management (SCM) has been widely researched in numerous application domains during the last decade. Despite the popularity of SCM research and applications, considerable confusion remains as to its meaning. There are several attempts made by researchers and practitioners to appropriately define SCM. Amidst fierce competition in all industries, SCM has gradually been embraced as a proven managerial approach to achieving sustainable profits and growth.
Kourdi and Jeremy (2009) in the book titled “Turning the Supply Chain into a Revenue Chai”, in the 1990s, the leader of the video rental market, Blockbuster, found it frustrated by never having enough copies of popular movies in stock to satisfy demand at peak times. The problem was that Hollywood studios charged $60 per video, while demand typically fell sharply a few weeks after release. Consequently, Blockbuster could not justify purchasing more than ten copies of a movie, leaving many customers frustrated at being unable to rent the latest videos.

Button and Kenneth (2009) in the book titled “SHIPPING”, Shipping, the movement of people and commodities by ship, has long been the dominant form of transportation for the movement of bulk commodities, especially over long distances. Many of the major cities in the world have grown because of their seaports or access to good inland navigation. The shipping industry is segmented in a number of ways. The largest part of the industry involves the movement of cargo, with more limited transportation of people by ferries and cruise ships. A small number of passenger liners still provide scheduled services on oceanic routes, but this type of traffic has largely transferred to air transportation. Shipping forms part of a more extensive supply chain. The industry directly interacts with ports, canals, and navigation systems and less directly with the operational surface modes (road, rail, and inland waterways) that service ports. Many developing countries have felt disadvantaged because their trade has been carried on ships from wealthier nations.

2.1.6 Journals

Janvier-James and Assey Mbang (2012) in their study on “A New Introduction to Supply Chains and Supply Chain Management: Definitions and Theories Perspective”, Supply Chain and Supply chain Management have played a significant role in corporate efficiency and have attracted the
attention of numerous academicians over the last few years. Academic literature review discloses an important spurt in research in practice and theory of Supply Chain (SC) and Supply Chain Management (SCM). Connecting and informing on Supply Chain, Supply Chain Management and distribution Management characteristics have contributed to the Supply Chain integration. This integration has generated the approach of extended corporate and the supply chain is nowadays manifested as the cooperative supply chain across inter corporate borders to increase the value across of the whole supply chain. This paper seeks to introduce supply Chain and Supply Chain Management. A Supply Chain and Supply Chain Management definition, theoretical, practical and measurement analysis are proposed. Several randomly selected refereed academic articles were methodically analyzed.

Hilletofth and Per (2011) in his study on “Demand-supply chain management: industrial survival recipe for new decade”, the purpose of this paper is to enhance the current understanding and knowledge of the demand supply chain management (DSCM) concept by determining its elements, benefits, and requirements, and by illustrating its occurrence in practice. This research has utilized a literature and case study research strategy. The case study has involved an international manufacturing company from the appliance industry. Empirical data have been collected mainly from in depth interviews with key persons representing senior and middle management in the case organization. This research has established that the main elements of DSCM include market orientation, coordination of the demand and supply processes, viewing the demand and supply processes as being equally important, as well as value creation, differentiation, innovativeness, responsiveness, and cost efficiency in the demand and supply processes. It has also been revealed that the main benefits of DSCM include enhanced competitiveness, enhanced demand chain performance, and enhanced supply chain performance, while the main requirements of DSCM include
organizational competences, company established principles, demand supply chain collaboration, and information technology support. This research is explorative in nature, and more empirical data, from similar and other research settings, are needed to further validate the findings. Another limitation of the research is that it is limited to one Swedish company; however, the involved case company has a large international presence and is among the top three in its industry, which provides some ground for the generalization. A final limitation of the research is that the involved company only represents one industry.

Damien Power et al., (2010) “Electronic Markets, Data Access And Collaboration: Relative Value To Performance In Firm Operations”, it aims to examine the direct and indirect effects of the use of electronic markets (e-markets), access to online data and trading partner collaboration on operational performance. The study Involved survey data from 233 Australian firms. Data were provided by members of the Chartered Institute of Purchasing and Supply Australia, who reflected upon relevant practices and performances of their firms. Structural equation modeling was used to analyze the data. Whilst all three direct effects are non-significant, when the indirect effects are taken into account, the total effects are significant in strength. This suggests that use of e-markets, access to online data and collaboration with trading partners, when taken in isolation, are not as effective as could be expected. However, when these factors are implemented together, their value and impact becomes significant.

Siddhartha Syam and Amit Bhatnagar (2010) in their study on “A Decision Model for E-Commerce Enabled Partial Market Exit”, the challenge in this strategy lies in determining how many stores to close, as store exit has implications for both the customers and the supply chain. After a store closes, its customers are lost forever to the competition, unless there is a surviving
open store nearby or an electronic alternative such as an E-store. From the supply chain perspective, after a store closes, its supporting regional distribution center is left with less business, and thus reduced viability. This paper develops a decision support model to study the profitability of alternative retail network structures by varying the proportion of stores that are closed, the average price sensitivity of demand, the price difference between the online store and the traditional retailers, and customer retention rates.

Gioconda Quesada et al., (2010) in their study on “Impact of E-Procurement on Procurement Practices and Performance”, the purpose of this paper is to investigate the impact of electronic procurement technologies on Procurement Practices (PPR) and procurement performance (PP). The findings of this paper primarily pertain to the operational level of the organization. Future research could also attempt to isolate the impact of individual EPTs on firm performance. The contribution for practitioners is to provide guidelines for the use of EPTs, and to report its impact on PP. The measurement instruments developed in this paper can be used to evaluate and benchmark current PPR.

Enrique Bigne et al., (2008) in their study on “B2B Services: It Adoption in Travel Agency Supply Chains”, the purpose is to examine and test a model which integrates the antecedents and consequences of adopting information technology (IT) with suppliers (i.e. online communication and E-procurement) in the context of the travel agency supply chain. The findings confirm the influence of E-communication on e-procurement in supply chains. Regarding the antecedents, relationship intensity and environmental factors partially enhance the E-Business adoption. The impacts of IT adoption on supply relationships are also supported.
Yifeng Zhang and Siddhartha Bhattacharyya (2008) in their study on “Analysis of B2B E-Marketplaces: An Operations Perspective”, the phenomenon of business-to-business (B2B) E-marketplaces has triggered a lot of interest among researchers in recent years. Most of these studies focus on price competition or cost reduction. Few studies, however, have examined the impact of E-marketplaces on the participants’ supply chain operations, including inventory management and order fulfillment. This study aims to fill such a gap. Employing agent based simulations, we find that supply network agents tend to keep more inventories and backlog loses fewer orders in the E-marketplace than in traditional supply chains. And this effect is profounder for the upstream agents, distributors and manufacturers than for downstream agents, retailers. Managerial implications of these findings are discussed.

Sunil Mithas and Jones Joni L., (2007) in their study on “Do Auction Parameters Affect Buyer Surplus in E-Actions for Procurement?”, although the initial euphoria about Internet-enabled reverse auctions has given way to a cautious but widespread use of reverse auctions in Business-to-Business (B2B) procurement, there is a limited understanding of the effect of auction design parameters on buyer surplus. In this paper, we study the effect of bidding competition, information asymmetry, reserve price, bid decrement, auction duration, and bidder type on buyer surplus. We collected field data on more than 700 online procurement auctions conducted by a leading auctioneer and involving procurement items worth millions of dollars. Consistent with the predictions of auction theory, the results indicate that bidding competition, reserve price, and information sharing affect buyer surplus. Unlike previous findings in the Consumer-to-Consumer (C2C) context, we find that bid decrement and auction duration have no effect in B2B procurement auctions. Our results suggest that use of the rank-bidding format increases buyer surplus when incumbent suppliers participate in the auction. We discuss the theoretical and managerial implications of these
findings for future research and for optimal design of online procurement auctions.

Webster et al., (2006) in their study on “E-Business Strategy Development: An FMCG Sector Case Study”, this paper sets out to discuss the development of an E-Business strategy by a UK soft drinks company. It is based within the Fast Moving Consumer Goods (FMCG) sector (also known as Consumer Packaged Goods), which is characterized by powerful retailers, tier-1 suppliers of industrial end products and ingredient/raw material producers further upstream. The paper aims to examine the tensions created at tier-1 level relating to the adoption of E-Business solutions for B2B activities. The results of the survey indicate a lack of enthusiasm among Princes’ supply chain members for the adoption of E-Commerce generally and for internet-mediated E-Commerce solutions in particular. The empirical survey is limited to the UK soft drinks sector and allows for the development of descriptive findings. These findings, discussed within the theoretical context of the paper, have potentially wider implications for the FMCG sector as a whole. The work has significant implications for the development of Princes’ E-Business strategy, and by extrapolation for other companies operating in similar commercial environments.

Jaana Auramo et al., (2005) in their study on “Benefits of it in Supply Chain Management: An Explorative Study of Progressive Companies”, to provide empirical evidence of benefits from IT in supply chain management. Based on the empirical study five propositions are presented on the use and benefits of IT. Successful companies have developed focused E-Business solutions for improving customer services elements are most important in their business. Improve efficiency allows company personal to focus more on critical business activities. Use of E-Business
solutions improves information quality. E-Business solutions support planning collaboration and improve agility of the supply network.

Howard Cox and Simon Mowatt (2004) in their study on “Consumer Driven Innovation Networks and E-Business Management Systems”, the paper examines the use of consumer driven innovation networks within the UK food retailing industry using qualitative interview based research analyzed with in a economic framework. This exploiting information gathered directly from their customers at the point of sale and data mining, super markets are able to identify consumer preferences and coordinate new product development through innovation network. This has been made possible through their information control of the supply chain established through the use of transparent inventory management system.

Reggie Daviddrajuh (2003) in his study on “Relishing a New E-Commerce Tool for Formation of a Virtual Enterprise”, it presents a methodology for the development of a new tool for the formation of a virtual enterprise. The formation phase mainly deals with inviting potential collaborators to virtual enterprise, and developing a supply chain; supply chain development is done collaboratively by all the collaborative enterprises. The methodology for realizing a new E-Commerce tool is primarily aimed at satisfying the needs of small to medium enterprises and has the following features; Web based inexpensive: Supports collaboration; and increases pipeline visibility and demand visibility.

Au and Danny (2002) in their study on “Electronic Commerce and Supply Chain Management: Value Adding Service for Clothing Manufacturers”, this study includes a B2B electronic commerce model that enables SCM and explores SCM initiatives in the Hong Kong clothing industry. It is suggested that manufactures have to embark on a new route to pursue supply chain excellence, in which the integration of business processes
is not limited to the dyad of manufacturers and major buyers, but spans key material suppliers and supporting members of the clothing supply chain. The study also supports the notion of harnessing IT, particularly the web, ES-mail, and EDI, to enable business processes to be completed seamlessly.

Asoo Vakharia (2002) in his study on “E-Business and Supply Chain Management” the purpose of the study is to highlight strategic and tactical issues for analyzing supply chains in an E-Business setting based on papers published in this special issues and describe future research opportunities in this emerging interdisciplinary area. The issue of identifying, selecting and implementing E-Business technologies to facilitate product modulation in the supply chain is another avenue for future research. There is a specific need to identify critical E-Business technologies for modularization, develop implementation approaches for such technologies in a modular product supply chain and examine empirical or analytically the potential economic impact of alternative E-Business technologies in facilitating the activities of such a chain.

Robert E., Litan and Alice M., Rivlin (2001) in their study on “Projecting the Economic Impact of the Internet”, internet has had a visible impact on the daily lives of many Americans at work, at home and how they communicate with one another. The potential of the internet to enhance productivity growth over the next few years is real. The greatest impact may not be felt in E-Commerce, but rather in a wide range of old economy are as including health care and Government, because of changes to the way information flows. Much of the benefits from the internet are likely to show up in improved consumer convenience and expanded choices, rather than in higher productivity and lower prices.

Gary J., Cross (2000) in his study on “How E-Business is Transforming Supply Chain Management”, information and communication
technologies are forcing managers to rethink and reshape their business strategies their use of technology and their relations with suppliers and customers. The convergence of new technologies, hypercompetitive markets, and heat seeking financial and human capital that quickly flow to new and untested business models now threatens a number of traditional business models and processes. Supply chain management has come under particularly close scrutiny for two reasons. Companies that use effective supply chain management has reduced operating expenses and increased revenue growth and increased customer service levels.

Troy J. Strader et al., (1999) “Business to Business Electronic Commerce and Convergent Assembly Supply Chain Management” Electronic commerce (E-Commerce) can occur between a business and its customers, as well as between a business and its suppliers. To facilitate inter organizational E-Commerce it is often necessary to share supply and demand information between supply chain partners. Based on our analysis of supply chains in several industries we identify the mechanisms (business processes) required for effective supply chain management.

2.1.7 News Letters

Donna Fuscaldo (2003) in his story on “E-Commerce (A Special Report): B-To-B Looking Big: How can Online Retailers Carry so any Products? The Secret is Drop Shipping”, at Denver luggage maker Samsonite Corp., where Mr. peter cobb worked for more than 9 years, he saw that the company was accustomed to shipping small orders directly to specialty luggage stores across the country. He realized that it would be easy to get Samsonite, and other manufacturers to ship directly to E-bags customers. Now 151 of the 157 brands that e-Bags sells are sent by drop shipping, including High Sierra Sport Co., Vernon Hills, Ill., Samsonite and JanSport, a unit of VF Corp., Greensboro, N.C. Drop shipping is on the rise in Asia, says
Martin Gilliland, an analyst at Gartner Inc., a Stamford, Conn., technology research firm. For now, most of the companies in Asia that use drop shipping are small makers of information technology hardware companies without much cash. They use drop shipping for inventory control and for logistics, to keep costs down. An electronic marketplace created by the Taiwanese Government encourages the practice by connecting local computer makers such as Quanta Computer Inc. and Compal Electronics Inc. with contract manufacturers, says Mr. Gilliland. Vendors such as Hewlett Packard Co. and International Business Machines Corp. also use drop shipping in the region.

Bowen and David (2002) in their story on “Proxy for Overall Quality: Expert’s View by David Bowen: Investors are a Key Target Audience but not the only One” Although SCA’s recruitment area is highly functional, with an innovative CV builder, it deserves to fall down the charts for the simple reason that the site is visually without interest. The first impression is surely important to a potential employee, and for many that will come from a websites home page. It may be difficult to make incontinence pads look interesting, but Sandvik manages a similar task with cutting tools. It is where we leave these core targets behind that the corporate web gets really intriguing. The most exciting companies are those that have put it right at the core of their operation. Some of the Swedes do this, but not all of them. Strip away the basics, and SCA has a rather unimaginative brochure site. Sandvik, by contrast, uses its site for sophisticated marketing the 3D rendering of its new aluminum cutting head is fascinating and, I would guess, useful. The site also carries an E-Commerce system, Corovant Shop Online, and is the portal to a number of supply chain extranets.

Karen Lundegaard (2001) in his story on “E-Commerce (A Special Report): Case By Case Bumpy Ride: Supply Chain Management Sounds Beautiful in Theory; In Real Life, it’s a Daunting Task”, now vendors and
Auto live managers alike can glance at their screens and see if a problem is developing. Red means a part’s inventory is low and Autoliv needs a new shipment. Blue means it is too high. And green means it is just right. Beside the color coding, the actual inventory for each part is listed, along with the minimum and maximum number of items Auto live wants in inventory. So if a vendor spots an item at the low end of the green, a new shipment could still be needed soon. Like other hot or previously hot areas of Business-to-Business E-Commerce, supply chain management is proceeding by fits and starts. There is no agreement on the best way to do it yet. Auto lives deal to use Supply Solutions Supply technology has produced good results so far, company managers say. But Auto live also had been developing its own tools to do the same job long before it hired Supply Solution and may yet end up using software of its own devising. The Indianapolis plant looked to the outside vendor because its inventory system runs on a software package that is different than the corporate model and incompatible with the internal supply chain solution being developed. Given the extent of the plants parts shortage problems, Mr. Rodger Hurst determined that a fix had to be made faster than the six or so months it would take to transfer the data to the same system used at the corporate level. The biggest threat to Supply’s system at Auto live is Auto live’s internal tracking system. Unlike the Indianapolis plant whose vendors have blanket approval to ship parts to keep up with minimum requirements Autolivws internal system sends out the parts orders and thus keeps the burden on Auto live to manage its own inventory.

the latter is currently acquiring Active. Initially, these companies, often called enterprise application integration (EAI) vendors, focused on the problems of linking internal applications together. Bluestone recently released a new E-Business integration server based on Extensible Markup Language (XML). This product can draw data from different sources and dynamically convert it to XML, the new universal standard for electronically exchanging data, which is rapidly becoming the lingua franca for business-to-business transactions.

Boey and Stephen (2000) in their story on “Cisco Solution for Agile Enterprise Networking”, as enterprise customers deploy Internet business solutions such as E-Commerce, customer care, and supply chain management, they need a network that enables new Internet business solutions to be deployed rapidly, and one that provides end to end performance and availability, Asia Pacific. Cisco will be introducing to Malaysia just such a solution Cisco Content Networking (CCN), a new architecture and set of products that recognizes user requests for content and automatically triggers the appropriate network services required.

Bangsberg (1999) in his study on “FedEx Unveils E-Services in Asia”, Federal Express Corp. is rolling out a menu of electronic commerce services throughout Asia, touting itself as a facilitator of E-Commerce and supply chain management. The services range from virtual shopping and shipping to inventory management and procurement. They are intended to ease business-to-business and business-to-consumer Internet commerce, said Rajesh Subramaniam, vice president for electronic commerce and customer services for FedEx Asia-Pacific. A growing number of companies are recognizing the importance of supply-chain management combined with E-Commerce as a strategic weapon, Subramaniam said. Presentations were given in Hong Kong and Singapore. FedEx’s move toward E-Commerce is
generated in part by a decline in traditional express document services and the carriers move into heavy lift freight.

2.2 INDIAN STUDIES

2.2.1 Ph.D Dissertations

Mani and Dalhia (2010) in their dissertation on “Seeing Both the Trees and the Forest: An Analysis of the Indian Interorganizational Network”, where they concentrates on Economic sociology and organizational theory propose that economic activity is structurally embedded. Structural embedded refers to the fact that actors actions and outcomes are affected by the overall structure of ties in which the actor resides. However, current interpretations of this concept are fairly narrow, and focus on the structure of the immediate network of ties. The assumption is that beyond the first level of contacts, the structure of ties does not matter. The dissertation broadens the current conception of structural embedded to include the structure of second-level contacts, third level contacts, until the structure of the overall network of ties is taken into account. This concept of structural embedded in the overall network to the network, group, and firm level of analysis. The study is based on the network of publicly traded firms in India. At the level of the network, current theory predicts that interorganizational networks are small worlds, with dense clusters connected to each other with sparse ties. However, research on cross national differences in organizational activity suggests dense clusters of firms embedded in dense networks of ties, a pattern more consistent with a nested world.

Ebrahimi and Armin (2009) in their dissertation on “Leadership and Technology off Shoring in India beyond Cost Reduction”, the practice of using remote human resources to augment local work forces is by no means a recent phenomenon. However, this practice in the past has generally utilized
low-skilled workers in remote locations performing routine and labor intensive duties. It is in the more recent times, that skilled workers have been employed in remote locations to help the local workforces. In particular, in the software technology field, remote locations such as India have been increasingly used over the past two decades to increase the capacity of the local intellectual workforce at a lower price. Fields argues that the offshore workforces in locations such as India are as educated and qualified as those found locally in the U.S. locations.

Jain and Vikas (2008) in their dissertation on “A Framework for Sustainable ERP Value”, more than two decades of research on information technology (IT) value still leaves the issue of IT value in an organization a poorly understood concept. In the case of Enterprise Resource Planning (ERP) systems, evidence indicates that the value of ERP systems is realized across different dimensions at different points in time with as many as 70% of ERP implementations failing to deliver the anticipated benefits (Majed 2000). Considering the sizable investments required for ERP implementation and the lack of compelling evidence regarding ERP value, the issue of ERP value merits attention. Up to now, a majority of ERP related studies have focused on capabilities that get a functional ERP system up and running instead of on capabilities that help create ERP value in the years after going live. As a result, there is a dearth of studies that focus on capabilities required to derive benefits from ERP systems in the post implementation stage. Additionally, few studies identify capabilities required to sustain ERP value over longer time periods. Considering that any ERP implementation requires significant investments and commitment, the compelling issue for organizations, from a strategic perspective, is to sustain the value accorded by ERP systems. Currently available ERP value research frameworks do not adequately address the issue of either post implementation ERP value creation or ERP value sustainability.
Sonderegger and Petra (2008) in their study on “The Role of Place in Global Innovation: The Case of Information Technology R&D Centers in Bangalore, India”, as globalization and the impact of worldwide communications technologies increase, scholars are increasingly debating the role of physical place in the world. Predictions have ranged from utopian. This dissertation focuses on the changing role of place in innovation. The analysis of industrial clusters and regional innovation systems has in the past highlighted the importance of physical location. The proximity of aggregate demand and supply, a large, highly skilled labor pool, specialized service providers and dense interpersonal and inter firm networks all contribute to innovation when multiple actors in an industry are located in the same region. In addition, less tangible factors, such as tacit knowledge, shared language, trust and conventions spread through the region, further accelerating and enhancing innovation.

Naidu and Sirisha C., (2007) in their study on “Heterogeneity on the Commons: An Analysis of Use and Management of Common Forests in Himachal Pradesh, India”, Community based natural resource management has become immensely popular among some policy makers on the assumption that involvement of local communities can achieve conservation goals with greater efficiency and equity. However, the community is quite often conceived of as an undifferentiated whole. Given that diverse groups may exist within a community, with heterogeneous interests, abilities, incentives, and social affiliations, such a conception is problematic. This dissertation empirically investigates the effects of heterogeneity on use and management of common forests. This dissertation conducts a meso level study of heterogeneity using the community as the unit of analysis.

Sinha and Swapna Sandesh (2007) in their study on “Comparative Analysis of FDI in China and India: Can Laggards Learn from Leaders?”, 
some emerging markets have been leaders in the world and have grown at a higher rate benefiting from higher Foreign Direct Investments (FDI) by Trans National Corporations (TNCs) and some have been laggards and have not able to attract as much FDI and grow that efficiently. Why China gets 60 billion dollars FDI annually as compared to India which does not even get 6 billion dollars, is an intriguing question? This dissertation explores the determinants of FDI in such emerging economies to answer the above question. What has India done till now to attract FDI? What has been China’s strategy to become the most FDI attracting country in the world? What lessons India can learn from China and improve its FDI inflow? The study attempts to theorize what lessons emerging markets that are laggards in attracting FDI, such as India, can learn from leader countries in attracting FDI, such as China in the global economy. This study fills the gap in the literature by analyzing the Indian data at the relevant micro state level for the period 1992 to 2005 and comparing it with the Chinese data for period of 1978-2005 at the economic zone level. Indian FDI attraction model was tested using OLS and autoregressive models and it was found that India has grown due to its human capital, size of the market, rate of growth of the market, and political stability.

Shivarajan and Sridevi (2007) in their study on “From Stakeholder Concern To Social Issue: A Social Network Analysis of Coca Cola in Kerala, India”, using a longitudinal single case design, this study traces the events leading to the premature shutdown of a Coca Cola plant in Kerala, India, in 2004, following charges of over exploitation and pollution of ground water resources by the Advises. The local level protests which began in late 2001 gradually snowballed into a nationwide controversy on the issue of water ownership. This controversy provides an ideal setting to examine how a stakeholder concern can transform into a social issue through stakeholder action. Using network theory to examine the firm stakeholder environment, a
preliminary framework was developed to explain how marginalized stakeholders unable to redress their issues directly with the firm, can attempt to influence other stakeholders to act against the firm.

2.2.2 Reports

Acharyulu et al., (2012) in their report on “Role of Value Chain Strategy in Healthcare Supply Chain Management: An Empirical Study in India”, India spends 5.2% of GDP on healthcare. Healthcare industry is growing at 15 percent annually. Presently hospitals are looking for new sources of competitive advantage and cost cutting measures wherever possible. It is imperative to look into the supply chain management aspects and identify areas in which they can improve the quality of service for efficient patient care. Value chains are today being perceived as the next logical step for enterprises in order to cut costs and increase Return on Investment. The hospital value chain system has to be reengineered to sustain in the present healthcare environment.

Narang and Ritu (2010) in his report on “The Challenges of Going Green: HCL Info Systems in India”, the next case was written by Professor Ritu Narang of Lucknow University in India. "The Challenges of Going Green: HCL Info systems in India deal with an innovative Indian information technology company, HCL Info systems. In 2007, HCL was shocked to discover that it had been given a low ranking in the Indian Guide to Greener Electronics published by Greenpeace, which also accused it of selling computers containing toxic materials. Eager to restore its reputation, it reacted quickly by taking short and long-term measures aimed at proposing new technologies and substitutes for the toxic components and setting up safe E-waste disposal programs.
Sahu et al., (2008) in his report on “Information Technology: A Growth Navigator for Small Scale Industries in India”, small scale industries (SSI) have a significant role in the Indian economy in view of its contribution to production, employment, and export. However, since 1991 small scale industries in India find themselves in an intensely competitive environment due to globalization, domestic economic liberalization, and dilution of sector specific protective measures. The formation of World Trade Organization in 1995 also forced the member countries (including India) to drastically scale down the restrictions on import. This article analyzes the various factors influencing the growth of small scale industries in India. Information Technology (IT) is one of the significant factors, which is, in general, not used by the small scale industries in India for their production and business process, in the growth of small scale industries in India. Further on the basis of Nolan’s Stages of growth model the stages of use of information technology in small scale industries are studied.

Nuthall and Keith (2008) in their report on “Just Styles Review of the Apparel Industry in 2008: Management Briefing: June”, high street chain Primark said on June 16 that it would stop buying clothes from three factories in Southern India, having discovered instances of child labor by sub contractors. Primark said the plants had broken the company’s code of conduct and failed to meet ethical standards. Other problems within the textile and clothing sector’s emerging markets were highlighted by a June 6 Chinese Government paper that said the country should slow its currency appreciation and increase export tax rebates to help lift its textile industry out of current difficulties. Meanwhile, American market gloom was intensified by the June 9 announcement that apparel retailer Goody’s Family Clothing Inc had filed for bankruptcy protection and planned to close 69 underperforming stores as it tried to streamline its business in the face of slowing apparel sales.
Verma and Raghavendra (2007) in their report on “Branded Foods in India - Forecasts to 2015: 2008 Edition: The Commercial Indian Food Retail Sector”, US retail giant Wal Mart has now arrived in India, signaling a further switch towards streamlining the country’s fractured food supply chain through proper management and massive investment. Its plans involve one of three very large-scale ongoing ventures aimed at developing commercial Indian food retail networks, with multibillion dollar projects likely to open hundreds of new food stores across the country. Their deal involves the establishment of two separate companies: the first will take care of the back end supply chain and which will be a 50-50 Wal Mart/Bharti operation. The second company will run the front end retail operation and will be a franchise, solely owned by Bharti, which will source all its supply from the first company, and in October 2006, the UK-based private equity firm Actins took a 65% stake in the 100 year old family run Nilgiri’s Dairy Farm that operates supermarkets in the southern cities of Chennai, Erode, Coimbatore, Bangalore and Ernakulum, for an estimated price of US$65 million.

Engman and Michael (2007) in his report on “Expanding International Supply Chains: The Role of Emerging Economies in Providing it and Business Process Services”, off shoring of business process services (BPS) and Information Technology Services (ITS) whether through international in-sourcing or international outsourcing is transforming the way many companies do business. This paper looks at the expansion of international supply chains and the rise of China, the Czech Republic, India and the Philippines as exporters of BPS and ITS. It also analyses the nature of and factors behind this trade and identifies major business- and trade related challenges arising. In this context it presents some of the labor market implications resulting from increasing trade between OECD (Organisation for Economic co-operation) and non OECD economies. In the ITS sector, temporary movement of personnel can pose a significant challenge for
homegrown exporters. In the BPS sector, and to a lesser extent in the ITS sector, data privacy and security legislation can have a negative effect on international outsourcing. But new regulations have also created entirely new business opportunities, including the medical transcription sector.

Sachan et al., (2006) in their report on “Competing in the Age of Information Technology in a Developing Economy: Experiences of an Indian Bank”, this case describes how banking in India has changed after developments in information technology in the last decade. The new private and foreign banks, which are strong in technology, are giving tough competition to old public sector banks. Private Banks have pioneered Internet banking, phone banking, anywhere banking, mobile banking, debit cards, Automatic Teller Machines (ATMs), and retail banking in urban India. This case is about the VN Bank, a public sector bank that has to formulate its strategy in order to compete in this new environment. The case also explores the opportunity and challenges for the bank in rural India and makes readers think about how information technology can help the bank in building a strong position in the rural markets. The findings of the case study also can be generalized across other developing countries, where domestic companies are facing tough competition from foreign and private players.

Dutta and Devangshu (2005) in their report on “The Perishable Food Chain in India Opportunities and Issues - Management Briefing: Case Study: Mcdonald’s - Creating an Ecosystem”, McDonald’s opened its first restaurant in India in 1996. The company provides a good case study for most international brands that are looking to set up business in India, in terms of the groundwork done to create a distinctive perishables supply chain. In the case of India, McDonald’s also had to create a menu from scratch for India, and could not fall back upon its international recipes and processes. These new items had to be approved by authorities in India, and also pass muster
with McDonald’s headquarters. It had to avoid beef and pork completely, keeping in mind the sentiments of its Hindu and Muslim customers in India, respectively. Clearly, the business could not grow and thrive on the back of imported raw material and produce, and a fully capable local supply chain was essential.

Pankaj Bagri et al., (2004) in their study on “Project Mi-Net an Inter Organizational E-Business Adoption Study”, this case gives a detailed description of the adoption of an E-Business initiative by Miracle Industries Limited (MIL), a Fast Moving Consumer Goods (FMCG) organization in India. The initiative involved linking up with key distributors so as to get important sales related data on a real-time basis. The case describes how the decision to adopt the project was taken after a comprehensive analysis involving a detailed cost-benefits study, and an examination of the roles of various stakeholders the distributors and the Territory Sales Officers. It also illustrates how the organization proactively managed the changes introduced by the adoption by communicating extensively about the benefits of the project to the stakeholders.

2.2.3 Conference Proceedings

Hazra and Jishnu (2012) in their study on “Capacity Sourcing from a Multiple Supply Base”, it is a common practice in several sectors of the industry to have contractual agreement with suppliers that enables buyers to reserve capacity in advance. However, if manufacturers require more capacity to meet additional demand, they could procure it in a shorter time by tapping the open market at a higher price. Capacity reservation offers several benefits to supply chain members. It helps to mitigate the bull-whip effect characteristic of several supply chains. This paper addresses the capacity reservation issue in detail and analyses alternative strategies that a buying firm would like to adopt. Suppliers participating in such contracts are likely to
quote higher price at higher levels of utilization and will have several motivational elements to participate in the contract. The optimal number of suppliers to contract capacity remains robust to changes in model parameters. However, variability of demand distribution has significant effect on the optimal capacity to contract.

Singh et al., (2012) in their study on “Optimal Trans Shipment Strategies for Perishable Goods”, a challenging goal in a supply chain for perishable goods is the efficient and effective coordination of inventory management and transshipment. The prevention of deterioration and spoilage significantly increase the inventory management cost. Perishable products require fast movement, which leads to increased transportation cost and constrained storage possibilities leading to out of stock situations. This paper deals with optimization models for integrated inventory and transportation of perishable products with in-transit degradation. We consider shipment of multiple products from a single production node to a single demand node using vehicles with varying capacities plying on a given set of frequencies. Fleets of vehicles are characterized by mode, capacity, and travel cost and travel time. In order to study and examine this model we have simulated demand based pickup and delivery of various perishable products with varying life cycles and degradations patterns. A portfolio of perishable products is shipped to the destination according to demand. A series of LP models were used to identify the choice of transportation mode and transportation priority which effectively minimize the cost. The optimization results were statistically analyzed to discern relationships between various aspects of the model and the resulting cost components.

Changing Business Landscape”, a speech by The Evian Group Professor Emeritus Jean Pierre Lehmann is presented. He feels very strongly about demographics. It is a critical issue for the global economy. Therefore he will be talking a little about the demographics of the emerging economies and contrast the data with what is going on in Europe. In 1950, the population of Georgia was 3.5 million. In 1995, it was 5 million. Now it is 4.5 million, expected to be 3.1 million in 2050, and 2.3 million in 2100. This is clearly a case of a declining population and aging certainly a challenge for the future. Unemployment in Georgia is currently 16.1% whereas youth unemployment is almost twice as high, reaching 30%. Also, 31% of the population lives below the poverty line.

Lapoule and Paul (2009) in their study on “Focus on Diversification, Acquisition, New Ventures, Carrefour and its Competitors in India”, it has not been as easy as one thought it would be, admits Thomas Varglese, CEO of Aditya Birla Retail, one of the top three supermarket chains in the Indian retail business. Many of the international retail executives who came to India to manage their new supermarket chains are handing in their papers and flying back home. In response to the maturity of their home markets, world grocery giants such as Wal Mart, Carrefour, Tesco, and Metro are involved in a headlong rush into the liberalizing economics of Asia as they battle for supremacy. However, tapping into these growth opportunities is not straightforward. The world’s fastest growing economy over the next 30 years to 50 years appears to be a much more complicated country than China or Brazil. He cannot comment on anything, as nothing is happening at their end, said Abdul Rab, Director of Business Development at Carrefour India. Carrefour has many times delayed its retail and cash and carry plans for India.

Kar et al., (2009) in her study on “Focus on Diversification, Acquisition, new Ventures. Odyssey in Calcutta: A Mystery Unsolved”,
Deccan Chronicle Holdings Limited (DCHL), the publishers of Deccan Chronicle in September 2005 approved the acquisition of the south based retail chain Odyssey India Limited. Odyssey came with a specialty format, having introduced affluent product lines ranging from books to music, leisure, games, gifts etc. The success stories in all the 13 cities, mostly in the lush, sultry South, resulted in the rapid entry to the so called culture capital in July 2008. Odyssey launched one of the large format retail stores in South Calcutta with coverage of nearly 30000 square feet. In its attempts to redefine leisure shopping experience for Calcutta’s people, they offered world-class ambience for undisturbed and relaxed shopping. A combination of expansion plans going wrong, high rentals and dipping spends made Mission Calcutta impossible for Odyssey. Within 10 months of commencement, Odyssey closed down on 10 May 2009. What went wrong in such haste?

Colonisteanu and Cristina Rodica (2009) in their report on “Managing a Spa business in Economic Downturn Author: Colonisteanu”, the current approach of the human health through a SPA Center is setting up a market estimated only in US to be nearly $11 billion, up from $5 billion two years earlier. SPA business is a growing field in Romania with more than 1 million SPA visits on established businesses that are still not more than 15 nationwide and it is estimated that the spa market will grow significantly during the current year, meaning the Romanian market is very open for new spa owners. The majority of spa owners and managers are forecasting positive growth in both revenue and spa visits for calendar year 2009. Even though the short term outlook is uncertain, it is important to understand potential longer-term consequences of reactive decisions made during an economic downturn and review how spas may take advantage of this market changes. Managing a Spa Business is involving a lot of commitment, being very important: how to develop effective systems for running the spa business on a daily basis, developing packages to encourage clients to buy more, choosing a brand of
products to use and sell, ways to attract spa clients through advertising, how to get repeat business from the spa clients.

Lamin Anna (2007) in his study on “The Effect of Business Group Affiliation on Firm Strategy”, emerging economies are frequently dominated by business groups that own numerous firms in different industries and are usually controlled by wealthy families. These business groups have been theorized to provide benefits to the affiliate firms they control, which are often beyond the reach of unaffiliated firms. This dissertation examines how access to affiliation based resources influences the strategies of business group affiliated firms within an industry. He compares the product market, international, and technology strategies of group-affiliated versus unaffiliated firms. Drawing on business group literature, He argue that affiliation based resources include access to a more diverse customer base and localized knowledge of foreign markets, resulting in group affiliated firms serving a wider range of industries and foreign markets and having higher export sales. He also explore the limitations of affiliation-based resources, namely that they are confined to domestic markets, suggesting that group affiliated firms focus more on domestic sales and less on international sales. From a technological standpoint, He generate competing arguments on whether group benefits support the development of more complex technological capabilities or act as disincentives against development. Finally, He explore whether firm strategy mediates the effect of business group affiliation on firm performance. He test these arguments on a sample of 822 observations of group affiliated and unaffiliated Indian software service firms from 1992 to 2000. Overall, the results support the idea that affiliation based resources influence firm strategy. In particular, these resources have the greatest influence on the international strategies of firms, enabling group affiliated firms to export more and serve more foreign markets than unaffiliated firms.
2.2.4 Magazines

Living Media India Limited (2012) Published a topic on “India’s Best CFO’s: The Winners”, The CFO’s ability to influence decisions across the value chain is tremendous. On the cash outflows front, I keep an eye on capital allocation. Thus, amounts spent as capital expenditure, acquisitions, R&D, litigation and intellectual property management are subject to rigorous review on expected returns. The CFO has to work with and within the company’s strategies. And, before an acquisition, it’s very important to have a financial plan for the company. We need to know what will increase profitability and what we can leverage. During the Zandu Pharma acquisition in 2008, we kept a close watch on every transaction. The CFO must keep majority and minority shareholders at arm’s length. We pay royalties, but as a multinational company, what we get back is even more important: global best practices and the range of offerings of the parent. When you get external commercial borrowings from the parent at a favorable interest rate, it is immaterial whether you lose some to forex fluctuations. If repayment is after five years, you must not look at this year’s fluctuation. You must hedge against currency fluctuation only if necessary. You have to stay vigilant and not be carried away by a boom or slowdown. A CFO must stay calm. You have to think long term and seek opportunities for top line growth. A slowdown is a good time to trim the fat. Cash is important at such times to stay steady.

Layak et al., (2011) in their study on “Logistics Sector Lures India Inc”, it’s not just about dusty trucks and dark warehouses. It’s also about technology, efficiency and profits. In building our infrastructure, we realized that least half a decade ahead of the competition. That’s when we decided to hive off the arm into a separate company and offer services to others,” he says. Logistics in India is set to boom. Ajay Chopra, CEO of DIESEL, says it
now earns Rs 1,100 crore in revenues from its trading business, and Rs 300 crore more than 20 % from logistics. DIESL has 4.5 million sq. ft. of warehousing space across the country, and hopes to grow the logistics arm at 100 % annually. “We now serve 85 % of the country’s PIN codes,” says Chopra. DIESL serves non-group companies such as Huawei and Mercedes Benz India, besides group firms such as Voltas, Tata Motors and Croma. “This gives power to the customer, who can now track consignments in real time. But it also leaves us with no option but to operate efficiently,” says Singh. Mahindra Logistics plans to invest $50 million in technology over the next five years.

Mathilakath Santosh and Rhoads Jonathan (2008) in their study on “Supply Chain Challenges Facing Indian Offshore Drillers”, when it comes to offshore drilling activity, India is in a very select company of countries that have over 40 operating offshore rigs. Mexico and Norway are the only other countries in this league, not counting the behemoth United States with 98 rigs currently operational offshore. This activity level in India should not be surprising. While India occupies less than 2.5% of the world’s land area, 15% of the world’s population lives in India. Nearly half a billion Indians are under 25 years old.

Jamie Popkin and Partha Iyengar (2007) in their study on “IT and the East, The Chindia Syndrome-To Stay Competitive, Business and IT Leaders Need a Strategy for Working with the New Landscape of China and India. What’s Your Game Plan?”, no topic continues to remain as hot in the high tech industry and the world at large than the impact of China and India. For strategists and decision-makers at companies of all sizes and locations, the ramifications for the future are profound. Access to complementary skills and resources will make it possible for Chindian enterprises to lead many global markets. New joint ventures between Indian IT-service providers and
their Chinese counterparts are early illustrations of how formidable this emerging economy could become. Indian companies bring to the table world class software expertise and leadership in global markets. Chinese partners have legions of capable, low cost employees and greater know how with clients in Japan, Korea, and other Asian countries where English is less prevalent.

Subramanian Anusha et al., (2007) in their study on “Daughters in the Sun; they’re Young, Full of Beans and Very Restless. And they’re Either Quietly Moving into the Family Business, or Starting up on their Own”, the designation within the company goes, Ashni Biyani thinks it’s ‘Design Manager, but is not too sure of that either. And that doesn’t bother her; because she firmly believes that it’s about what you’re doing that would define what your role is. “The way he see herself in the group is not only about what he doing today. he here not to do everyday work, but to look beyond in terms of thought leadership and to take the Group to the next level.”

Ghosh Ahona et al., (2006) in their study on “India’s hottest young executives; Business Today’s third listing of 25 young executives setting the corporate Fast-Track on Fire”, the world of advertising where he spent a fruitful three years with agencies such as Saatchi and Saatchi, Enterprise Nexus, and Ogilvy and Mather. Then, television happened. Spotted by Sameer Nair, the Chief Operating Officer of star TV, Katial spent five years with the company, but these were the years when the flagship channel of the network, star Plus, became India’s most successful entertainment channel. Katial was very much involved with the launch of Kaun Banega Crorepati, the game show that changed the face of Indian television and a clutch of Balaji Telefilms weepies.
Krishna Gopalan additional reporting by Amit Mukherjee (2006) in their study on “The Right Connection; R is for Retail, I for Insurance and T for Telecom, and India’s Biggest Conglomerates Want a Fat Slice of These Sunrise Businesses and an Even Fatter Slice Of Consumers Wallets”, few businesses groups Indian or global would be able to replicate an RIL like exploration to consumer strategy, but take a glance across the country’s corporate landscape and you will discover that some of the biggest conglomerates have in common three sunrises, consumer-oriented businesses: Retail, Insurance and Telecom. Along with the R-ADAG Group, the 827170 million Tata Group too has an established presence across RIT. 385700 million groups is a play to reckon with in cellular telephony and financial services, including insurance, and Chairman Kumar Mangalam Birla is working on a retail plan, although he isn’t ready to share it yet. Similarly Sunil Mittal’s 140000 million Bharti Group, after emerging top dog in cellular telephony, has insurance and retail designs on the drawing board. Move over ice and TMT (telecom, media and technology), the new consumer oriented paradigm is RIT.

Adhikari Anand (2006) in his study on “Destination India; they may lack the aura of a CITI or an HSBC (at least in India), but for a clutch of global banking majors, an India sojourn may have only just begun”, the heightened level of interest can be gauged from the number of global bank CEO visits to India. Daniel Bouton, Chairman of the France headquartered SG (the same bank that was one of the advisors to L.N. Mittal in the Arcelor buyout), was in India in November end, along with a dozen of his senior management team. Never in the history of SG has such a high level delegation spent a week in a single country. Says Eric Dhoste, Chief Country Officer (India) at SG, who is just three months young in India: “The capital invested in India is a token money. As we expand and regulation allows branch expansion, we will put in more money.” Ditto for the rest of the
foreign bank pack, this has signed small cheques and remains happy with fledgling operations. “India is a long term story for us. It’s not five-year business, but a 25-year one or even more,” adds Dhoste, echoing the sentiment of the foreign banking community.

Hagel John and John Seely Brown (2005) in their study on “What India and China Can Teach us about Innovation”, CIOs must begin to rethink their traditional approaches to outsourcing, especially in light of the quest for globalization. The critical connection between innovation and outsourcing is a key theme that many business executives seem to overlook. For CIOs, this means another change: a shift from outsourcing that is tactical and efficiency-driven to that which is strategic and innovation driven. Few Western executives associate Chinese and Indian companies with innovation, mainly because few breakthrough product innovations have come from these two countries. Further, companies in both countries are finding new ways to outsource core operating processes and tap into highly specialized expertise and distributed innovation. To compete successfully in these global export markets, Chinese companies have developed a distinctive pattern of innovation that they call open production. Management innovations in India follow a different pattern. By contrast with China’s open production strategy, India uses a system they call open distribution.

Mowat David (2004) in his study on “Benign Era of Refining Represents Greater Profitability for Best Performers”, the refining industry is entering a new benign era, characterized by improved margins and a basis for steady, pragmatic investments. The impetus will be broad-based demand growth, driven by economic growth in all regions and industries. The major share will come from non-OECD countries, especially China and India, with demand rising to more than 50% of total global demand, driven by rising industrial production and higher living standards. In the OECD, demand for
refined products will also grow, but more slowly. Demand will occur due to GDP and transportation sector growth, with further efficiency improvements that are more than offset by greater product demand and increased purchases of sport utility vehicles. The best refiners will be those that can deliver in five areas: 1. Customer-Led Supply Chain Optimization, 2. Aggressive Portfolio Management, 3. Nimble, Market-Based Manufacturing Strategy, 4. Operational Excellence, 5. Workforce Motivation and Management.

Magretta Joan (1998) in his study on “Fast, Global, and Entrepreneurial: Supply Chain Management, Hong Kong Style: An Interview with Victor Fung”, Supply chain management is working its way onto the strategic agendas of CEOs in an expanding list of industries. Propelling that change is the restructuring of global competition. As companies focus on their core activities and outsource the rest, their success increasingly depends on their ability to control what happens in the value chain outside their own boundaries. In an interview, Victor Fung, chairman of Export Company, Li and Fung discusses the supply chain management strategy of his company.

2.2.5 Books

Mohanty and Deshmukh (2005) in their book titled “Supply Chain Management Theories and Practices”, as a result less and strong pressures on competition during recent times, organization across the globe are applying the concept of value innovation. Supply chain management is a practical expression of such a concept of how to manage the enterprise strategically and operationally so as to retain and gain competitive edge in the market place.

Kamlesk K. Bajaj and Debjani Nag (2005) in their book titled “E-Commerce”, Information and information technology are the Key drivers of the information Age, which also referred to as the post industrial society.
The information age has ushered in a knowledge based industrial revolution. The businesses in this era are networked and use IT to survive in a highly competitive environment. Information technology and business while E-Commerce provides glimpses of the worldwide developments that have made e-commerce what is today.

Mohammad Mahamoudi Maymand (2005) in his book titled “E-Commerce”, successful in electronic commerce requires convergence of technologies and strategies that enable it. The role of electronic commerce in the world of business cannot be overemphasized. With the convergence of communication technology and devices the number of people having access to internet has been to electronic commerce improves the efficiency of both internal and external processes, and hence the advantages offered are applicable to almost every organization.

Sarika Kulkarni and Ashok Sharma (2004) in their book titled “Supply Chain Management Creating links for faster business Turnaround”, implementing SCM is a long drawn process that necessitates restructuring of not only internal organization activities but also demands a relook at the relationships the company shares with its suppliers, distributors and all other who participate in the value creation process. The starting point however is a thorough understanding of what a supply chain is all about, the background, the various bricks that the supply chain is made of.

Sathish et al., (2004) in their book titled “Logistics Management”, as it is getting important for the organizations to have integration of their entire value chain for achieving competitive advantage in the current business scenario, the concept of logistics management is gaining significance. The mechanism of store house operations and control, It describes in detail the issues on stores location and layout, storekeeping and stores accounting.

Shailendra K. Singh et al., (1998) in their book titled “Logistics management”, modern management is the collaborative effort of expert outstanding professors in the management field. The series of handbook should be of great help to managing practitioner’s insights into management approaches in other areas as well.

Ravi Kalakota and Andrew B. Whinston (1997) in their book titled “Electronic commerce A managers Guide”, Electronic commerce and the values, Forces fueling Electronic commerce, Electronic commerce industry framework, Types of electronic commerce, It explains both industry framework and supping software infrastructure. Electronic commerce fits with other management ideologies and it examine some of the managerial issues companies face as electronic commerce become a locus of economic activity at the product, process and market levels.

2.2.6 Journals

Rajkumar and Paulrajan (2012) in their study on “Spice Route: Logistic Journey of Spices in Retail Supply Chain Perspective”, this research study is primarily exploratory in nature, and the research instruments include interviews and survey through questionnaires with players in the spice supply chain. The study is to track the spice routes by the retailers for assessing the current state of the supply chain management practices, and evaluate food mileage clocked by them. Food miles are a relatively recent concept in retailing and result of this study reveals that significant increase in food miles in the case of organized retailers. Longer food miles of spices are an indicator
of the shift towards organized retailing. The speed at which spices reach their destination as well as the time taken between any two points was not observed.

Haralambides Hercules and Gujar Girish (2012) in their study on “On Balancing Supply Chain Efficiency and Environmental Impacts: An Eco Dea Model Applied to the Dry Port Sector of India”, in this process, dry ports contribute considerably to the vexing problem of atmospheric pollution because of the ensuing road and rail transportation. There is a considerable body of research on the socially undesirable side effects of production, for instance in sectors such as manufacturing and transport. In spite of this, the standard methods so far employed in the analysis of port efficiency and productivity, notably data envelopment analysis (DEA), has failed to address and internalize the economic ramifications of transport externalities. In this article, a comparative study of the typical DEA models is undertaken, in an effort to illustrate the problem at hand. A new eco DEA model is proposed that simultaneously evaluates both the undesirable and the desirable outputs of port service production. The model is applied to evaluate dry port efficiency, while taking into account the CO2 emissions caused by the transport of containers from dry ports, located in the North Capital Region of India, to the various gateway (coastal) ports.

Kang Taeuk (2012) in his study on “Cash Flow and Supply Chain Relationship in New Product Quality in Auto Industry”, the purpose of this study is to know how both the relationship quality between buyer and suppliers and financial flow of each firm affect the product quality, and to know whether the relationship between relationship quality and financial focus of buyer on either customer or supplier exists. The multiple regression and Mean comparison are used to analyze by using archival data. The expected finding is that the buye’s payment policy toward suppliers is
significantly related with the relationship quality from the perspective of suppliers, and that the relationship quality is one of the critical factors that affect product quality, as consistent with existing studies. The study reemphasizes the importance of the relationship in supply chain in consistent with the financial flow.

Acharyulu and Shekbar B. Raja (2012) in their study on “Role of Value Chain Strategy in Healthcare Supply Chain Management: An Empirical Study in India”, India spends 5.2% of GDP on healthcare. Healthcare industry is growing at 15% annually. Presently hospitals are looking for new sources of competitive advantage and cost cutting measures wherever possible. It is imperative to look into the supply chain management aspects and identify areas in which they can improve the quality of service for efficient patient care. Value chains are today being perceived as the next logical step for enterprises in order to cut costs and increase Return on Investment. The hospital value chain system has to be reengineered to sustain in the present healthcare environment.

Lijo John and Ramesh (2012) in their study on “Humanitarian Supply Chain Management in India: A Sap Lap Framework”, Humanitarian Supply chain Management (HSCM) is concerned with managing the efficient flow of aid materials, information and services to reduce the impact of disaster on human lives. Post 2004 Indian Ocean tsunami, the relief activities in India were not planned and executed properly. The purpose of this paper is to analyze the present situation existing to tackle a disaster, identify the gaps and suggest few mechanisms to overcome the gaps. A situation-actor process (SAP) learning action performance (LAP) model has been applied to analyze the HSCM activities in India. The situation represents the present scenario of the organization. Actors are the participants, influencing the situation to evolve different business processes. Based on SAP, various learning issues
have been analyzed which lead to suitable action to be followed by impact of SAP on the performance of the supply chain of the organization. Various issues that need attention are identification of the supply sources, coordination among the actors, importance of a central authority, role of experienced SCM professionals, scarcity and abundance of the resources may be seen together, supply chain understanding in the disaster management and necessity of a financial supply chain.

Asghar Afshar Jahanshahi et al., (2011) in their study on “The Application of Electronic Commerce among Small and Medium Enterprises: From Business Processes View”, Electronic Commerce (EC) has changed and is still changing the way business is conducted around the world. The commercialization of the Internet has driven Electronic Commerce to become one of the most promising channels for interorganizational business processes. E-Commerce evolved in various means of relationship within the business processes. It can be in the form of electronic advertising, electronic payment system, electronic marketing, electronic customer support service and electronic order & delivery. In India, many small and medium enterprises are investing more and more in the Internet business. In order to survive in today’s challenging environment, it is imperative that SMEs be competitive and resilient. So, the main purpose of this paper is to study the effect of electronic commerce applications on the business processes in the small and medium enterprises. For analyzing the data derived from questionnaire Regression and ANOVA test were used. According to statistical analysis in this research the results indicates that the electronic commerce applications has a significant and positive impact on the business processes of Indian SMEs.

Prakash Gyan (2011) in his study on “Service Quality in Supply Chain: Empirical Evidence from Indian Automotive Industry”, this paper
aims to conceptualize the role of service quality in the manufacturing supply chain, present a scale to measure the same, and a model that proposes that internal and external service quality initiatives lead to loyalty and satisfaction of supplier, which in turn are determinants of competitive advantage and organizational performance of the focal organization. The research design for this paper includes a combination of literature review, exploratory interviews with scholars and practitioners, and a survey of 156 practitioners in three automobile manufacturing companies in North India. Structural equation modeling has been used for data analysis. The paper has developed a scale to measure service quality in the supply chain, and presented a model and set of propositions related to service quality in the supply chain. The model proposes linkages of service quality with loyalty, satisfaction, competitive advantage and organizational performance. The author has empirically tested the model at supplier manufacturer dyad and found that the data fit the model.

Anbanandam et al., (2011) in their study on “Evaluation of Supply Chain Collaboration: A Case of Apparel Retail Industry in India”, this paper seeks to propose a methodology to measure the extent of collaboration between apparel retailers and manufacturers in the apparel retail industry in India. The proposed model for measuring collaboration considers variables like top management commitment, information sharing, trust among supply chain partners, long-term relationships and risk and reward sharing. Level of collaboration is measured using graph theory. The survey results confirmed the validity of the proposed collaboration index for measuring collaboration. The findings also show that the collaboration index is positively associated with operational performance. Future research could consider larger sample sizes and cover other industrial sectors. Supply chain partners will be able to measure the extent of their collaboration and seek improvement in their performance.
Gupta (2010), in his study on “Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India”, the lighting industry is among the most important industries in India. There has been very little study on this industry, in particular on their supply chains due to their high complexity and presence of many regional unorganized partners. This industry like many others is facing a major conflict in managing business continuity in face of unprecedented changes taking place on all aspects of the world economy, especially the need for energy efficient yet affordable green lighting systems. A lot of work has been done on managing continuity with incremental improvements. Most of the literature has focused on strategic change and gradual transformation. However, dealing with flexibility, continuity and change has been an area of growing interest as a large number of organizations in the lighting industry faced with turbulence are fighting for survival.

Lis Frank et al., (2009) in their study on “Global Supply Chain Management”, in India, the commercial invoice is stamped and becomes the import permit. For Israel, a pro forma invoice detailing materials, use, and estimated cost is required for appropriate taxing. A common problem with less experienced supply chain managers is the arrival of a shipment without all the required documentation. This can result in weeks long delays at the airport or depot, which can compromise the trial timeline and cause spoilage of temperature sensitive supplies. If there is an extension or delay to the trial, and if supplies were manufactured before stability data was available, expiration dates can also be a problem. Depots should be prequalified, GMP compliant clinical drug storage facilities with controlled room temperature and cold chain storage. Often depots are established in areas where there are lengthy customs clearance and import license application processes, complex import requirements, and long shipment times due to distance. Investing in
new technology, such as Interactive Voice Response Systems (IVRS), is a cost-effective, efficient way of managing global clinical studies. With real-time demand and supply response, IVRS integrates patient recruitment and management with CTSC processes, monitoring inventory levels, initiating manufacturing, and managing distribution to warehouses, depots, and CTSC sites globally. The system also allows supply flexibility, essential for adaptive clinical trials, and helps prevent waste. Supplies that are temperature or time sensitive have special requirements.

Andotra Neetu and Pooja (2009) in their study on “TOC Supply Chain Management Solution for Food Processing Industries”, TOC as an ongoing business improvement process based on five sequential step provides a scientific knowledge base for aligning an organization’s operations with its business strategy. Its application in food processing businesses lies in high health and safety awareness among consumers, systematic rationalization, and vertical integration for reducing production and demand uncertainties and recent impetus to rural industrialization. The paper aims at comparing firm practices and customer’s perceptions regarding supply chain linkage variables. The responses regarding aforesaid variables were obtained through sets of questionnaires administered on 85 SSI manufacturers located within Industrial Estates and 200 wholesalers and retailers from Kathua block of district Kathua using systematic random procedure. It further identified suitable factors resulted after purification through Exploratory Factor Analysis also indicating moderate to high degree of linear association among supply chain factors. The paper suggests the ordering lot sizes of 1,000 or more units in manufacture distribution retail supply chain for securing transactional and overall channel efficiency.

Pandey and Garg Suresh (2009) in their study on “Analysis of Interaction among the Enablers of Agility in Supply Chain”, the purpose of
this paper is to identify the key supply chain variables, on which the practitioner should focus, to make supply chains of manufacturing enterprises more agile. Further, these variables are structured to determine their interactive behavior. An interpretive structural modeling (ISM)-based approach has been employed to model the agility variables of supply chains. These variables have been categorized into five levels based on their driving power. The paper identifies various enablers used by researchers and practitioners for flexibility, integration and responsiveness to customers needs. ISM is used to establish mutual relationships among these enablers and to prepare a hierarchy-based model. The index of enablers, based on driving power, provides useful insights to supply chain managers in identifying strategic variables having high driving power and effective use of these can help in achieving the corporate goals. By presenting enablers in the form of hierarchy using ISM and ranking them into various driving power-dependent categories, this paper is an attempt to develop insights related to agile supply chains in the Indian context.

Chandrashekar (2009) in his study on “Supply Chain Management of Fruits and Vegetables in Karnataka A Study of Safal Market, Bangalore, Karnataka, India”, horticulture provides excellent opportunities in raising the income of the farmers even in the dry tracts. A significant shift towards horticulture is evident in the state with an increase in area and production. Horticulture provides higher unit productivity and offers great scope for value addition and this sector is taking inroads throughout the length and breadth of the state. Karnataka having the highest acreage under dry farming in the India next only to Rajasthan has a great potential to grow high value but less water demanding horticultural crops. Horticulture products have good potential for generating employment in cultivation and in processing, marketing and distributing. Horticulture has been acknowledged and identified as one of the growth engines by the Government of India and many states in India.
Siddiqui Fauzia et al., (2009) in their study on “Role of Supply Chain Management in Context of Total Quality Management in Flexible Systems: A State of the art Literature Review”, in the global market conditions, the integrated Flexible Systems (FS) with Total Quality Management (TQM) and Supply Chain Management (SCM) is a growing field of interest for many researchers and practitioners from the last decades. In the present paper, the ongoing integration process of aforesaid philosophies in flexible system, total quality management and supply chain has been highlighted through literature review. Many specific empirical studies have been carried out, and categories such as types of Flexibility and Total Quality Management have been studied to a great depth in the past. This paper focuses more on relatively unexplored categories, as they offer potential for further exploration and research. Classification developed to show supply chains and Flexible System in TQM context from a wider perspective.

Arif Khan and Pillania Rajesh (2008) in their study on “Strategic Sourcing for Supply Chain Agility and Firms Performance”, it classifies manufacturing firms based on their level of supply chain agility and test the differences in firms performance across the clusters so obtained. This research employee’s survey method and data is collected from 128 manufacturing companies in India. Valid and reliable measures of strategic sourcing, supply chain agility and organizational performance are developed. Factor structure and initial validity is determined and K Means cluster analysis is applied for clustering firms based on their level of supply agility. Multiple regression and ANOVA is used for hypotheses testing. Strategic supplier partnership, sourcing flexibility, supplier evaluation and trust in supply chain members are the key dimensions of strategic sourcing. Result shows the significant effect of strategic sourcing and its dimensions on supply chain agility and firm’s performance. Data is collected from single
node/respondent of supply chain and further research can be carried out by using multiple node data of each supply chain to make the research more meaningful and generalized.

Seth Dinesh et al., (2008) in their study on “Application of Value Stream Mapping (VSM) For Minimization of Wastes in the Processing Side of Supply Chain of Cottonseed Oil Industry in Indian Context”, different chain links/members were investigated through personal visits and discussions. VSM is applied as an approach to the industry to identify and remove non-value-adding (NVA) activities. Major findings obtained from the study are as follows. There is an excess cumulative inventory of 244 days in the whole supply chain. The industry is highly fragmented with a large number of small players present, which hampers the use of economies of scale. There are NVA activities present in the supply chain such as the moving of cottonseed oil from expeller mill to refinery. The industry still uses outdated technology which hampers the productivity. Attention needs to be given to boosting the productivity of the oil sector. Waste removal from the oilseed-processing sector is one key to improving the productivity of the sector. The paper addresses the various wastes in the processing side of the supply chain of the Indian cottonseed oil industry, using VSM as an approach which was hardly ever attempted before.

Varma Siddharth et al., (2007) in their study on “Supply Chain Characteristics of the Petroleum Industry: The Indian Context”, the petroleum industry in particular plays an important role in the economic development of the country. After liberalization of this industry, performance of its supply chain has become all the more important. This paper looks at the importance of supply chain management in the process industry and further tries to distinguish the petroleum industry from normal discrete manufacturing
industry. The unique features of petroleum industry call for a special treatment of the supply chain.

Kannabiran Ganesan and Bhaumik Saumen (2005) in their study on “Corporate Turnaround through Effective Supply Chain Management: The Case of a Leading Jewellery Manufacturer in India”, this paper aims to examine how creative industries can adopt Supply Chain Management (SCM) approaches to achieve business excellence. The paper is based on case research of Supply Chain (SC) integration in a jewellery manufacturing organisation. Organizations in the creative industries such as jewellery can achieve superior performance through systematic supply chain planning and implementation. Integrating SC planning with business planning, persistent commitment of the top management and making use of cross functional teams for implementation are some of the key determinants of SCM. The paper presents a basis for understanding the scope for adopting SCM approaches in creative industries.

Altekar Rahul (2004) in their study on “Managing Supply Chain in Indian Manufacturing Sector: A Critical Study with Special Reference to Supplier Partnership”, SCM strongly recommends that organizations should sincerely emphasize on creating the environment of high trust and open relations with their suppliers to bypass slow and costly efforts to build one’s capabilities and to access new opportunities. This research paper provides with the measurement of contemporary supply management practices in India. The study offers generalized methodology for Supplier Partnership that defines eight levels of programs and suggests the phase wise implementation of trust, integration, investment and alignment strategies. This will ensure that the operating risk factor will always remain lowest during implementation along with the flexibility to select or deselect the various options of supplier integration based on strong scientific thoughts.
Sahay et al., (2003) in their study on “The Indian Supply Chain Architecture”, with close to 22 percent of aggregate industry sales tied up in inventories in the entire supply chain network, what is it that ails Indian industry? Is it the way Indian supply chains are configured their orientation to processes to streamline business activities; their fusion of information technology to speed up business transactions; their approach to supply chain strategy to improve bottom line results that has restricted them from achieving global standards? The article, based on a recently concluded nationwide study titled Supply chain management practices in Indian Industry: 2000, throws up glaring facts about the current architecture of supply chains in India.

Krishman (2001) in his study on “Technology in the Indian Retail Supply Chain”, Supply chain management for consumer goods in India is extremely challenging, due to complex taxation structures, large geographic distances, and high fragmentation of the customer base. This article provides an insight into the Indian retail supply chain and describes a multi-staged, IT based approach to improve supply chain efficiencies. Small retail outlets have traditionally service the rural areas efficiently, making consumers accustomed to getting the products within easy reach. Many companies have understood this reality and determined that the critical success factor in achieving sales growth in India involves ensuring the availability of products within easy reach of consumers and merchandising the products at the large number of small outlets.

2.2.7 News Letters

Make food supply chain more effective: industry (2012) India is set to overhaul its Public Distribution System (PDS) for food grains, but along with that, it also needs to introduce better efficiency in production and supply
chain management to make it a complete success, industry members said at a seminar on Wednesday.

Clinton and Hillary (2012) in his story on “United States/India: US Secretary of State Meets Key Regional Figure in Indian Politics” There is an enormous amount of experience that can be brought to India on supply chain management, on developing relationships with small producers so that production will be in larger quantity, and there can be all kinds of assistance with farmers on their agricultural production.

Blasgen Rick (2009) in his story on “Council of Supply Chain Management Professionals” Another important issue in 2009 is the increasing influence and prominence of China, India and Brazil in worldwide logistics. We, as supply chain managers, will need to work closely together with our partners in these countries, and in others, if we are to be successful in operating a more efficient and effective global logistics and supply-chain system.

Wal-Mart in India (2007) America’s Wal-Mart and India’s Bharti are hoping to bring a dose of modernity to India’s retailing landscape and good for them for trying. But it’s going to take a lot more than Wal-Mart’s legendary supply chain management and margin-shaving acumen to bring everyday low prices to Indian consumers. Wal-Mart hopes that entering India now, even if it can’t open retail stores, will give it a edge over if the country’s market opens further. Meantime, Bharti is planning to open its own Wal-Mart-style chain with technical expertise from its American partner. To the extent Wal-Mart’s new wholesale outlets reduce costs for retailers; Indian consumers may see at least some indirect benefit. Foreign retailers such as Carrefour, Tesco and Wal-Mart could also bring expertise in building supply chains, shaving margins and gauging consumer tastes. Then again, there’s no
guarantee their type of retailing would appeal to Indian consumers. But that’s for India’s consumers to decide, if the Government will let them.

GPS, RFID and Sensors Enable India’s Remote Logistics Management (2011) Key technologies driving this end-to-end visibility in the logistics chain, either from the perspective of the mover of goods or the logistics service provider, centre around global positioning systems (GPS) for tracking movement; sensors for monitoring weight, fuel consumption, temperature and other metrics; radio frequency identification (RFID); and an accompanying layer of software for information management, data storage, display, control and communications. Renjith B., marketing manager (South Asia) of global logistics company Damco International A/S, part of the AP Moller-Maersk Group, said because RFIDs are expensive, logistics managers look for a closed loop, where an RFID tag can be recovered and reused.

Gardner David and Merchant Khozem (2000) in their story on “Charmer Who Plans to Clean up in India: Hindustan Lever: New Technology is Leading the Group to Revise its Relationship with Asian Housewives and Make Better use of its Supply Chain, say Khozem Merchant Anddavid Gardner”, the job of meeting this challenge has fallen to Manvinder Singh Banga. The athletic, 45-year old Leverite took over as chairman of Hindustan Lever, the Indian subsidiary of Unilever, the Anglo Dutch multinational, in April at a time when it was losing market share. That is not just because Mr Dadiseth, who is often mentioned as a successor to Niall Ferguson, Unilever’s chairman, launched the project, nor is it because Unilever plunders its Indian subsidiary for smart managers and potential leaders. It is because Hindustan Lever is arguably Unilever’s star performer, admired for mastering India’s fragmented market with a distribution network of awesome breadth and efficiency. The Bombay-based company is seen by some as a bellwether of future group business practices. This initiative is
fundamentally about connecting Hindustan Lever so as to achieve efficiencies in the supply chain in real time.

2.3 CONCLUSION

E-Commerce and Supply Chain management has the proof based on the support of research articles and other resources to support this research. The Chapter explains on the following E-commerce operation, Supply Chain Management Strategies, e-mails, mobile commerce etc to support and enlarge the research study.