Chapter 8

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The present study makes a moderate attempt to explore and evaluate strategic components in formulating long term E-Commerce strategies like customer expectations of quality, the problems during transactions and the risk involved. The study is also an attempt to find the problems of companies providing products and services as well as the importance given to employees through the involvement in the E-Commerce improvement process by considering them as internal customers of the organization. The study further aims to find out marketing techniques, which would lead to effective execution of E-Commerce strategies.

For the present study, the researcher has tried to focus the objective throughout the enquiry. The techniques – questionnaire and interview guide used for data collection have been found to be useful and relevant. The questionnaire helped the researcher in getting required response from diverse income groups and in addition an interview guide has helped in getting in-depth opinions from customers, managers and employees involve in online transactions. The tradition, culture and diverse habits that influence the habits of the customers have been properly presented in the samples. Various factors such as sex, age, department, designation, qualification and annual income have been taken into consideration for the present research to meet the objectives of the study.

Three case studies are taken for each form of E-Commerce to understand the utility of TQM in addressing various quality issues across all stakeholders belongs to different companies mentioned in the study. These case studies helped researchers to test the scope
of TQM tools and its reliability to resolve quality issues in implementation of E-Commerce. In all these case studies TQM is emerged as pragmatic solution for E-Commerce issues.

**As stated in the first hypothesis**, it is statistically proved that E-Commerce penetration levels are lower due to lack of customer centric approach. E-Commerce is the purpose of Internet and the web to conduct business. The problem is not about the quality of the products, but the information is not reaching to the customers easily and whatever information is available on the web sites of the companies that are not satisfying the traditional product purchase habit of the customer. The global and Indian E-Commerce sales statistics shows the internet penetration worldwide and E-Commerce Users World Statistics to address the reasons why the people have not accepted E-Commerce in India. The study addresses to various quality issues of the web sites which are neglected to fulfill the requirements of thee customers.

**The second hypothesis** reveals the importance of employees. The companies need to categorize the employee as internal customer. The internal customer is the person or a group that receive the results and the quality of outputs resulting from any individual works. Internal customers include all working staff of an organization right from managers, supervisors, subordinates, and every employee.

**The third hypothesis**, perceived mainly quality measured in terms of quality issues like security, privacy, customer expectations and support is tested statistically on the basis of sub-hypothesis and each has been minutely studied with reference to the answers of respondents.

It is also statistically proves that all forms of E-Commerce are having diversified quality issues. It has been found that primary and secondary associations play a vital role to support the seriousness of quality issues of all E-Commerce forms. Out of total Internet Users Population of the world, only 5.33% population of India uses internet and E-Commerce sales of India is just 1.26% of total E-Commerce sales of the world. In last
decade, there are so many problems which become hurdle to E-Commerce success in India. E-Commerce web sites are still in search of the root causes of the problems and the solutions. E-Commerce web sites are facing many problems today. Companies should not forget that Indian customers prefer traditional way to purchase the products and they are different to customers of developed countries. So first, it is important to implement the strategies to improve the faith for E-Commerce web sites by focusing on their quality expectations and then as the customers becoming more discerning and demanding, the companies should increase the business accordingly.

The fourth hypothesis – TQM is the method to resolve the quality issues of all E-Commerce forms – is thoroughly tested and proved that there is a positive correlation of all the above factors, and together constitute a strong solution to given issues.

TQM suggest the solutions and how to implement it. TQM is an excellent alternative for companies to reach new customers for business. Customers know that E-Commerce is a very important concept and beneficial to their life. But the businesses as well as customers are waiting to overcome the E-Commerce quality issues by redefining it with the help of TQM.

TQM is a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is a customer driven philosophy wherein the stress is on customer delight. TQM has a vast potential to generate the improvements in the process of E-Commerce. TQM focuses on meeting the needs of the customer. TQM is a concept which the inspection of any product, software or services, but it is an effort to prevent it from defects. It involves everyone in the organization.

Based on the four main hypotheses, the main hypothesis – “The companies that are E-Commerce businesses have not been successful in developing long term E-Commerce strategies” has been statistically tested and justified.
Recommendations

For the success of E-Commerce in India, the companies should not forget that purchase habit of Indian customers is different than the customers of developed countries. Indian customers will accept E-Commerce when the companies are having customer centric approach. TQM is about creating consumer empathy with the strong bond in long term. Compiling a list of features offered by the different brands will no longer sustain unless and until it is provided by the backup of security, privacy, cyber laws and so many quality features which the customers expect in the transactions. Almost every brand in the market today has reached parity in terms of features and technology they offer. But this parity is still limited to specific types of products.

Unfortunately till date all marketing efforts have limited their focus to sale their products to very limited number of customers at short and medium levels and not to create customers through innovative ideas to give unexpected benefits which will create the positive impact for E-Commerce compare to their traditional shopping habits. Also some companies are redefining customer value by focusing on various aspects but the collective effort and standardization of efforts is very important.

The success of the E-Commerce is not only depends on the managerial decisions but it also need the consideration of the active participation of the employee and every person of the company. The company should not forget that it is a continuous dynamic process. It incorporates many concepts. E-Commerce is an involvement of every department as well as all members of the company who will render their services for continuous never-ending improvements. Identifying customers' demands will help in identifying the problem that causes dissatisfaction of customers. For E-Commerce activities, Customer is the most important entity for the organization. Ultimately, he is the last person who will judge the quality and not the manufacturer. But this is also true that contribution of employees and management is also mandatory to get the success in TQM.
Presently, right decision for companies means learning about all aspects of the customer experience. They need to try harder to delight customers. The opinion and the help of employees need to consider in the development process. The study has thrown light on quality issues of E-Commerce and strategy to give the solution by TQM. Keeping these in view following recommendations are suggested.

1. Different set of E-Commerce strategies are required for different customers under study as no similar treatment is effective.

2. Each income group need to be treated differently as their needs, expectations, perceptions, purchase power and brand knowledge widely varies.

3. In big cities Mumbai, Pune, Delhi, Chennai, Bengalaru, the strong logistic backup to the delivery of the products is required. The companies should take the initiative and form the collaborations very similar to the ATM of nationalize banks.

4. E-Commerce will get success, when appropriate mix all models of TQM are used to solve before and after sales problems.

5. Long ago, consumers traded for more expensive and more prestigious models by Japan. Developed countries adopted that models but according to need of their customers. This trend helps the marketers to build more consumption societies and give impetus to the growth of the industry. Marketers should come up with range of products and innovative strategies to meet the expectations of this new segment.

6. India has huge population with broader customer base. The total population certainly has to be focused more by marketers and advertiser as they themselves are the big advertisers of the online products and services through word of mouth publicity.

7. Dealers should provide a host of after-sales and complaint resolution services like service and protection beyond the manufacturer’s coverage, guarantees and warrantees, replacements, security and privacy protections with the knowledge of cyber laws and risk cover by all means.
Following are the different marketing actions or initiatives that help to create positive perceived quality, loyalty and positive impact on the customers.

**Customer is God:** Don’t forget that if you lose the faith of the customer, you lose him forever and whole purpose of the business is affected.

**Listen to the customer:** It means gaining helpful information for ways to improve service and letting customers talk about what is important to them.

**Respect the customer’s Privacy:** Collect only that much information which is mandatory for the transaction. Let the customer decide how much data they want to provide and what service they want to use. Don’t sale the customer’s private information for the advantage of the business.

**Security to Data:** Improvements in the technology of the software and hardware is not one time investment, it’s a continuous process. Don’t compromise with the security of customer data.

**Suitability in the functions:** Provide suitability in the functions of the website to remove the confusion of purchase procedure. This gives the ability to the customer to find the right information at the right time.

**Accuracy in data:** Remove the products from web sites which are out of stock. Provide exact, valid and correct data to increase the faith and reduce the complaints.

**Ease of navigation:** Don’t slow down the customers by showing 10 recommendations and the advertisements of other companies, this frustrates to customers.

**Nice to take time of delivery when customer plans:** It would be nice to ship an item when customer plans – not just when the retailer plans to ship it
Ease of standard checkout processes: One of the main frustrations of customers is 43% time always waste in understanding purchase procedure. A very long checkout process is also terrible one and which puzzles the potential buyer. Company need to provide them with a standard and fast checkout options.

Clarity in proving information about laws: Customers should get all information about laws which can create confidence for security.

Accept strategic change: The changes in market situations can create the need to form collaboration or strategic alliances, accept that changes positively.

Avoid conflicts: Conflicts only results into failure.

Due Diligence: Create the trust in the mind of the customer; make sure them they are getting what they think they are paying for.

Continuous update in buying process: Give continuous update to the customer in buying process and delivery of the products.

Offering more financial schemes: Use private data for providing benefit in financial scheme to the customer

Availability of learnability skills: Small tips to learn the purchase procedure and so many things make positive impact on customers and lose the burden of customer care service.

Consider Employee as an internal Customer: Active participation of employees in strategy formulation and development process.

Ability to resolve the problems on first call: Don’t force customer to follow your comfort to solve their problems
Clarity in proving service-related information: Save time of future problems and confusions.

Courtesy and patience in dealing with prospects and customers: Frustration of the customer is the output of lacunas of companies own business, handle the customers with patience

Audio visual guidelines: Provide audio visual guidelines during purchase procedure by which customers don’t get confuse as well as learn the procedure.

Make realistic promises: It is easy to over-promise when competition is tough, but that only makes the situation worse. It is far better to be realistic with customers.

Respond promptly: Most of the time companies respond to calls and requests according to their personal priorities. A prompt response someone cares, whereas delayed one tells the opposite story.

Communicate regularly: Staying in touch with customers lets them know that you are thinking about them, customer is the most important asset for you. Send important information, which will really give benefit to them. Customers like to know what you are thinking, not just what you are selling. This makes customers to come closer to companies business.

Say “thank you” in many ways: Find or create many occasions and innovative ways to thank your customer.

Constant feedback from customers: Take constant feedback from customers for getting their satisfaction or dissatisfaction as well as present and future needs.

Constant feedback from employees: Take constant feedback from employees for improvement in products and services.
Hold a customer-appreciation day: Organize customer-appreciation day genuinely without an attempt to make a sale.

Recognize your long-term customer: No one wants to be taken for granted. That is why making an effort to let customers know you remember them, over rides fear of being forgotten.

Create more fun and excitement: Dullness drives customers away; the way to do more business is to make it fun.

Do something “extra”: Make customers perceive that they get more value from you, and try for it genuinely.

Offer Guarantee & warranties: Every business must offer a desirable guarantee, one that makes sense and security to its customers.

Recommendations to various groups involved in E-Commerce are mentioned below:

Stakeholders

The study equips E-Commerce companies to identify the strategic components in the formulation of E-Commerce strategies and indicate the way they are perceived by the customer segments. It would also help stakeholders to come up with different marketing initiatives or actions to execute those strategies successfully for the desired long term results. To prove the objective of the research study due importance is given to all stakeholders who directly or indirectly influence the purchase decision and/or marketing of the products.
Managers

E-Commerce is like any other business platform. But understanding the actual implementation problems of the concern issue, the organizations can solve it and grab the customers worldwide. The study revealed that TQM has to be created around awareness, perceived quality and loyalty but not on short term selling tactics. All the above parameters of E-Commerce have distinctly varied in terms of importance among different segments of people. Therefore, no general approach is effective for all products or all income groups. Rather, companies must formulate specific strategies for different products and even within the products customize strategies for various customer segments.

The potential benefits of employee portal are evident but many firms struggle to achieve these when solutions are not implemented and guided by a coherent and well-defined conceptual architecture. TQM touches on all systems and all parts of the organization making it an extremely sensitive operation and one difficult to get wide acceptance for. The implementation of the TQM solution which sticks to a standard template rarely fits with the firms existing systems and infrastructure or address their needs.

Government

Naavi.org (The Portal for Cyber Law in India) has been repeatedly stressing that the weaknesses in cyber laws is the advantage for taking the misuse for the illegal use of web sites and the frauds with the customers. Net users of the world are paying the price in order to stop it.
Internet is a boundless and unregulated medium and therefore government should understand the need and responsibility of strong cyber laws and protection of Intellectual Property Rights ("IPRs") which is a challenge and a growing concern amongst E-Commerce companies.

Employees

The motive of the employee portal is to provide the benefits to companies through benefits to employees in work environment. But employee portal projects are usually complex, time and cost consuming to implement. Undoubtedly the success of the employee portal depends on the views of the company but the role of the employees is also very important. There can be the possibility that the companies are willing to provide best through employee portal but they are unaware of ground level problems and expectations of the employees. The employees should inform their problems and expectations to companies on regular basis.

The employees are also expected to know the standards of work performance for their jobs. They should be aware of their responsibilities of job performance and standard of the work. Standards for the work performance may be obtained from the superior as well as job description.
Customers

Ultimately everything is just for the customers. Everyone involved in of the E-Commerce activities are taking efforts to provide products and services to the customers only. So the customers should give some time to the stakeholders, managers and employees of E-Commerce companies to understand the needs, problems as well as the policies to implement the solutions successfully. Above all, E-Commerce quality improvement is also the responsibility of the customers. As the companies are in embryonic stage to understand the problems and the buying behavior of customers in India, the customer should give some time to E-Commerce companies. The customers need to provide this information through feedback on the company websites.

E-Commerce is the future of the 21st century. E-Commerce has opened unlimited possibilities and benefits to the customers. Just the customers need to take positive approach for this concept.