The present research was exploratory in nature based on four case studies. The study provided the scope to identify the major factors that affected the E-commerce adaptation. The research objectives covered the preparedness, the total time and cost savings in the major aspects of the business process.

All the organisations selected for the study revealed the importance of employees attitude towards any projects in an organisation. The success of E-commerce was dependent on the whole hearted participation of all the employees in an organisation. Employees attitude towards the implementation of E-commerce could be made positive through proper training to the employees.

The infrastructure facilities available in India was not highly satisfied for conducting E-Business activities. All the business unit of an organisation spread across the country could not be easily connected through proper networking connectivity. Some of the business units were located even in the rural parts of the country. So the business transaction was between the small units and the corporate office. If there were a main database for business transaction anywhere in the country, the business partners could easily access the latest changes and activities in the company. Centralised architecture was suitable for the successful implementation of E-commerce. So that information at any parts of the world could easily transferred through the system. This helped to make a process discipline which ultimately improves the productivity.

In any business organisation, the integration of departmental activities improved the internal communication and reduced the time and cost of operation in an organisation. Most of the departmental activities were standalone. So the valuable information was not
passed on to the other department at the right time for decision making. Therefore ERP was a must for integration of departmental activities as well as the transparency of interdepartmental activities in any business organisation. It makes synchronisation of any process in the front end and back end operation.

A company implemented E-commerce reduced the communication gap, the communication delay and cost of communication between the business partners. But E-commerce was successful through the day to day operation of the system among the business partners. This happened only when the business partner identified the need for web-based transactions. An organisation could not force any of its business partners to do the business on-line.

E-commerce models available in India was not just considered as a revenue generating model. But the companies considered E-commerce as a long-term oriented strategy in the competitive information era. Most of the business in the developed countries became paperless which forced the Indian Industry to do business on-line. E-commerce not only run the business far more better but also made the supply chain more efficient.

The Indian companies had taken much time to communicate even a single issue within the business partners through surface mail or even the courier service. But the time consumption of communication could easily avoided through Internet based business transactions. So E-commerce implementation reduced delay in time taken for communication between business partners from minimum of 3 days to click of a mouse.

The communication cost included printing cost, mailing cost and labour cost involved in this process could be reduced through Internet based business transactions.
So when a company implemented E-commerce activities, the printing, mailing and other communication cost could be reduced to zero.

Most of the company's in India faced problems in lead time and cycle time through traditional method of operation. This was due to unavoidable internal and external issues. Majority of these issues could be easily sorted out through E-commerce. So that the company could save lead time and cycle time. The proportion of savings made in lead time and cycle time vary from organisation to organisation.

The success of any new projects in an organisation was dependent on the top management commitment. So that proper strategy would be developed to implement such new programme in an organisation. E-commerce was also dependent on such commitments from the top management. High top management commitment was necessary for the successful implementation of E-commerce in any organisation. At the same time if the organisation faced any problem during the implementation process, top management should not get frightened.

The employees working in different departments were totally confused with some of the traditional communication. There were no clarity of communication between the employee and the employer or even within functional executives. The total transparency through E-commerce process reduced the communication gap among the employees.

There were more number of benefits in E-commerce process. Only few of them were identified by the Researcher. Business organisation could derive more benefit based on time and cost from E-commerce process only when the organisation web-enabled the traditional dominant type of transaction process.
The Chief Information Officer (CIO) in an organisation played a major role in the planning & implementation of E-commerce process. The CIO being part of the top management or reporting to CEO provided leadership for the function and positively influenced the E-commerce process. The E-commerce process could be successful only when the CIO monitored and took feedback and necessary action to improve the process.

The E-commerce markets could be differentiated by providing valuable information and expertise to customers, based on the structure of the industry in which they operated and the complexity of the products they covered. E-commerce market would foster a higher level of organisation integration by providing collaborative platforms based upon the data and process standardisation.

An organisation could not force any of its business partners to do the business online. Instead, the business partner needs to identify the utility and scope of the system. The stability of the IT department in terms of its size and structure of reporting played a key role in taking part in the management process and improved user interaction which ultimately affected the success of E-commerce planning and implementation. The implementation details in terms of cost and time, applications, technology specificity and the expected usage level were the key terms in the strategic planning process.

E-commerce markets would foster a higher level of interorganisational integration by providing collaboration platforms based upon the data and process standardisation. The top management commitment and availability of technology during implementation had high influence on the budgets, time period, and rational behavior of key personnel, which determined the success/failure of E-commerce strategy. Business organisation could derive more benefit based on time and cost from E-commerce system only by web-
enabling the dominant type of transaction process. Competition was the most important factor, which forced organisations to consider exploitation of E-commerce for higher level of benefits.

**Directions for Future Research:**

Research may be undertaken by measuring various factors involved in the business transactions quantitatively. It would be meaningful by identifying the key factors involved in the planning, implementation and success of E-commerce strategy. This research covered some aspects of E-commerce. There was very limited companies available in India to study the full fledged application of E-commerce. And that too a quantitative research was very difficult.

The framework may be validated by adding more number of similar kinds of organization. It was better to study the entire aspects of the research process.