CHAPTER-10
CONCLUSIONS

10.1 INTRODUCTION

This Chapter consists of four sections. The first section shall consist of a brief description of the major findings of the research. The second section shall throw light on some suggestions made by the researcher for improving the plight of manufacturing enterprises in the Union Territory of Puducherry, while the third section shall give an insight into possible research studies which can be undertaken in the future. The chapter shall finally end with the final section providing conclusion for the study.

10.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

A brief description about the demographic profile of the respondents included under this study is discussed in the forthcoming paragraphs.

1. 80.60% of the manufacturing units have their plant location in Pondicherry, 12.30% at Karaikal, 4.30% at Mahe and 2.90% at Yanam;
2. 6.3% of the respondents are the owners of the manufacturing units, 33.1% are General managers, 36.9% are Managers and 23.7% are Operational Managers of the units surveyed;
3. 9.1% of the manufacturing units surveyed belong to the Textile industry, 10.6% to the Machinery and tools industry, 3.1% to Construction materials industry, 15.7% to the Consumer goods industry, 6.0% to the Electronics industry, 4.3% to the Metal industry, 16.3% to the Food industry, 7.4% to the Chemical industry, 4.9% to the Pharmaceutical industry, while 22.6% of the manufacturing units belong to other industries;
4. 26.9% of the manufacturing units are engaging less than 50 employees, 27.4% are engaging 51-100, 22.6% are engaging 101-250, 9.1% are engaging 251-500, while 14.0% of the manufacturing units are engaging more than 500 employees;
5. 54.0% of the manufacturing units are engaged in the manufacture of Consumer Goods, 35.1% in the manufacture of Industrial goods, while the remaining 10.9% are engaged in the manufacture of both consumer and industrial goods;
6. 47.7% of the manufacturing units are engaged in the manufacture of processes of particular products, 40.0% are engaged in manufacture of products, while the rest 12.3% are engaged in the manufacture of both;

7. 66.9% of the manufacturing units come under the Small scale industries, 22.9% come under the Medium scale industry and the balance 10.3% come under the Large scale industry;

8. 57.4% of the manufacturing firms are concentrating merely on Domestic market, while a mere 2.0% are concentrating on International market, and the rest 40.6% of the manufacturing firms are concentrating both on domestic and international markets;

9. 58.6% of the manufacturing firms have adopted Differentiation strategy while the remaining 41.4% have adopted the Cost Leadership strategy;

10. 9.1% of the manufacturing enterprises have got their shares listed in recognized stock exchanges, while the remaining 90.9% of them have not got their shares listed in any recognized stock exchanges;

11. 57.4% of the manufacturing enterprises surveyed are not exporting at all, while 7.7% of the enterprises are exporting less than 20% of their turnover, 12.3% are exporting 20–40% of their turnover, 9.1% are exporting 40–60% of their turnover, while 9.7% are exporting 60–80% of their turnover, and the remaining 3.7% of the manufacturing enterprises are exporting 80–100% of their turnover;

12. 25.1% of the manufacturing enterprises surveyed are following the Job shop Production system, while 37.1% are following the Continuous and repetitive system, 28.6% are following the Assembly system and the rest 9.1% are following the Batch production system;

13. 4.3% of the manufacturing units surveyed are State-owned, 76.9% are Private owned, 6.3% are Collectively-owned, 6.0% are Foreign-owned, while 6.6% of the units are operating as Joint venture;

14. 8.0% of the manufacturing units surveyed are engaged in business for a period of less than 5 years, 10.3% are in business for 5-10 years, 20.6% are in business for 10-15 years, 36.0% are in business for 15-20 years, 8.6% are in business for 20-25
years and 16.6% of the manufacturing units are engaged in business for a period of more than 25 years;

15. 18.6% of the respondents are serving their respective enterprises for a period of less than 5 years, 31.4% for 5-10 years, 35.4% for 10-15 years, while 14.6% of them are serving their enterprises for a period of more than 15 years.

10.3 RESULTS ON THE DOMAINS INCLUDED UNDER THIS STUDY

This section shall give a brief description of the results of the study in respect of the four domains included under this study namely, the BEC, CP, AMT and BP.

10.3.1 Business Environment Characteristics

The worrying variables under BEC for the manufacturing enterprises which merit immediate attention are Dilapidating Product Standards occupying the top position, followed by Dilapidating International demand, Stumpy profit margins, Dilapidating Quality of Acquired Inputs, Mounting transportation cost, Mounting utility cost, Dilapidating International demand, Mounting rent, Mounting material cost and Mounting labor cost.

Competitive hostility and Business Cost are at unsatisfactory levels for the manufacturing enterprises while Government laws and regulations and Political environment are at satisfactory levels, while dynamism and labour availability are at intermediate level. All the demographic characteristics of Location of Production Plant, Type of industry, Type of product, Kind of industry, Scale of Industry, Targeted customers, Length of existence of the enterprise, Type of ownership, Type of production system, Number of employees in the enterprise and Composition of exports in turnover have significant association with the BEC of the manufacturing enterprises. Hence, the null hypothesis relating to exploring the association between demographic characteristics and BEC of the manufacturing enterprises is fully rejected.

The manufacturing enterprises have been segmented into three clusters based on their BEC as “Competitively Hostile Firms”, “Highly Tricky Firms” and “Moderately Tricky Firms”. 25.71% of the manufacturing enterprises constitute the “Competitive Hostile Group”, while 43.71% constitute the “Moderately Tricky Firms” and the balance 30.57% make up the “Highly Tricky Group”.
The manufacturing enterprises engaged in business for a period of 21 to 25 years and 11 to 15 years, those using the job shop type and batch systems of production systems, those firms concentrating on domestic market, those units falling under the SSI category, those enterprises falling under the discrete (product) industries, those enterprises engaged in the manufacture of industrial goods, those firms engaging less than 50 employees, those units engaged in the manufacture of textiles, food, consumer goods and construction materials and those units with plant location at Mahe are closely associated with the “Highly Tricky Group”.

while the manufacturing enterprises engaged in business for a period of less than 5 years, 5 to 10 years and above 25 years, the privately owned enterprises, the enterprises following the continuous and repetitive production systems, the units concentrating on both the foreign and local markets, units falling under the medium and large scale industries, the units falling under a combination of Process and product industries, those units engaged in the manufacture of both consumer and industrial goods, the units engaging more than 100 employees, the units engaged in the manufacture of Pharmaceuticals, machinery & tools and other industries, those enterprises with plant located at Puducherry and all the manufacturing enterprises managing to export are closely associated with the “Moderately Tricky Group”.

Conversely, those manufacturing enterprises engaged in business for a period of 16 to 20 years, those units following the assembly type of production system, the firms concentrating on domestic market, the units falling under the SSI category, the enterprises falling under the Process industries, those enterprises engaged in the manufacture of consumer goods, those enterprises engaging 51-100 employees, the units engaged in the manufacture of chemicals and metals, the enterprises with plant location at Karaikal and Yanam and the firms unable to export are closely associated with the “Competitively Hostile Group”.

10.3.2 Advanced Manufacturing Technology

The manufacturing enterprises in the Union Territory of Puducherry are attaching high importance to AMT Implementation, followed by Indirect AMT and Direct AMT. Due to financial constraints, the manufacturing firms in Puducherry attach least
importance to direct AMT and this result is consistent with the study of (Dangayach and Deshmukh, 2005).

Of the six variables included in the factor of AMT implementation, the most preferred variable is Development and Implementation, followed by the other variables of Training, Cost/Benefit Analysis, Requirement Analysis, Technology assessment and finally, planning. Under Direct AMT, the highly preferred variable is Flexible manufacturing system (FMS), followed by Automated Material Handling Systems (AMHS), Automated Guided Vehicles (AGV), Rapid prototyping (RP), Computer numerical control (CNC), and finally machines and Robotics (Ro). Under Indirect AMT, Material resource planning (MRPII) is considered by the manufacturing enterprises as highly important while they have accorded least importance to Computer aided design.

The demographic characteristics of location of production plant, length of existence of the enterprise, type of ownership, type of production system, number of employees in the enterprise, targeted customers, type of product, kind of industry, scale of industry and composition of exports in turnover have significant association with the AMT of the manufacturing enterprises. Hence, the null hypothesis relating to the association between the demographic variables and AMT of manufacturing enterprises is partially rejected.

Based on the investments made in the AMT, the manufacturing enterprises have been segmented into three clusters. 25.14% of the manufacturing enterprises constitute the “Indefinitely Investing Group”, while 37.71% constitute the “Decisively Investing Group” and the balance 37.14% make up the “Implementation-oriented Group”.

The manufacturing enterprises engaged in business for a period of less than 5 years, the state-owned units, the enterprises falling under the discrete (product) industries, The enterprises engaging less than 50 employees and The manufacturing enterprises with plant location at Mahe are associated with Indefinitely Investing Group.

The manufacturing enterprises engaged in business for a period of 5 to 10 years, 11 to 15 years, 21 to 25 years and above 25 years, the units which are collectively-owned, run as a Joint venture and Foreign owned, The firms following the job batch type of production systems and continuous and repetitive type of production systems, The units concentrating exclusively on international market and on both the local and international
markets, the units falling under the medium and large scale industries, The units falling under the combination of product and process industries, those units engaged in the manufacture of both consumer and industrial goods, the units engaging more than 100 employees, the enterprises with plant located at Puducherry and all the manufacturing firms managing to export are associated with Decisively Investing Group.

The manufacturing units engaged in business for a period of 16 to 20 years, privately-owned enterprises, the units following the assembly type of production system and job shop type of production systems, The firms concentrating on domestic market, the units falling under the Small Scale Industries category, the enterprises falling under the Process industries, those enterprises engaged in the manufacture of industrial goods and Consumer product, enterprises with 51-100 employees, those enterprises with plant location at Karaikal and Yanam and the manufacturing firms unable to export are associated with the Implementation-oriented Group.

10.3.3 Competitive Priority

Of the six domains in respect of Competitive priority, delivery plays an important role followed by Know-how, quality, cost, Flexibility and customer focus. Flexibility is accorded least importance next to customer focus by the manufacturing firms, which is in consistency with the results of the study of (Dangayach and Deshmukh, 2005). However, the Puducherry manufacturing firms are attaching maximum importance to delivery followed by quality, which is in contravention to the results of the study made by (Dangayach and Deshmukh, 2005) who found that quality is the most important issue for the manufacturing firms. However, the results of this study are in absolute conformity with the results of the study of Tawfik Mady M. (2008) who found out that small firms are according maximum importance to prompt delivery followed by quality.

Hence, it can be observed that the manufacturing enterprises in Puducherry are attaching least importance to customers. Regarding the Delivery aspect, right quality of product is accorded the maximum priority while Fastness of delivery has been accorded the minimum importance. Regarding the Know-how aspect of Comparative Priority, Problem-solving skills have been accorded the highest importance while Knowledge management has been accorded the least importance. Regarding the quality aspect, Certification is accorded maximum importance while Product reliability has been
accorded the least importance. Regarding the cost aspect, Activity-based measurements have been accorded the highest priority while low cost has been assigned the least importance. With regard to the flexibility aspect, volume change of machinery has been assigned the highest importance while product mix change has been accorded the highest importance. Finally, regarding the Customer focus domain, measurement of customer satisfaction has been assigned the highest importance while least importance has been accorded to the After-sale services.

The demographic characteristics of Location of Production Plant, Type of product, Scale of Industry, Targeted customers, Length of existence of the enterprise, Number of employees in the enterprise and Composition of exports in turnover have significant association with the CP of the manufacturing enterprises. Hence, the null hypothesis relating to exploring the association between the demographic variables and CP of manufacturing enterprises is partially rejected.

The manufacturing firms have been segmented based on their competitive priorities, into three clusters. 18.57% constitute the “Low Preferring Group”, while 37.71% constitute the “Moderately Preferring Group” and the balance 43.71% of the firms make up the “Highly Preferring Group”.

Those manufacturing firms with length of existence for 21 to 25 years and 16 to 20 years, the units falling under the Small Scale industry, enterprises engaged in the manufacture of industrial products, the enterprises with 101 to 250 employees, the enterprises with plant located at Puducherry and the manufacturing firms with export composition of less than 20% of turnover are associated with the Highly Preferring Group.

The manufacturing units which are engaged in business for a period of less than 5 years and above 25 years, those units concentrating on both the foreign and local markets, The units falling under the Medium Scale industries, those units engaged in the manufacture of both consumer and industrial goods, those enterprises engaging 51-100, 251-500 and more than 500 employees, those enterprises with plant location at Karaikal and the manufacturing firms managing an export composition of 40-60% and 20-40% of their turnover are associated with the Low Preferring Group.
Those manufacturing units engaged in business for a period of 5 to 10 years and 11 to 15 years, The firms concentrating on domestic market, the units falling under the Large Scale industries, units engaged in the manufacture of consumer products, the enterprises engaging less than 50 employees, those enterprises with plant location at Mahe and Yanam and those firms which are unable to export are associated with the Moderately Preferring Group.

10.3.4 Performance

The manufacturing enterprises in the Union Territory of Puducherry are giving high importance to Performance. Of the four variables included in the factor of Performance indicators, the most determining variable is Sales growth, followed by the other variables of Profit margin, Market share and finally, Return on investment (ROI).

The demographic characteristics of Location of Production Plant, Kind of industry, Scale of Industry, Targeted customers, Length of existence of the enterprise and Number of employees in the enterprise have significant association with the Performance of the manufacturing enterprises. Hence, the null hypothesis relating to the association between demographic variables and Business Performance of the manufacturing enterprises is partially rejected.

In our study 117 manufacturing units constitute the “Highly Performing Group”, while 117 units constitute the “Moderately Performing Group” and the remaining 116 manufacturing firms constitute the “Low Performing Group”.

The manufacturing firms engaged in business for a period of less than 5 years and 16 to 20 years, firms concentrating on domestic market, the manufacturing units falling under the Small Scale Industries category, the enterprises falling under the discrete (product) industries, enterprises with less than 50 employees and those manufacturing enterprises with plant location at Karaikal and Yanam are associated with the Low performing Group.

The Moderately performing Group has been closely associated with the manufacturing units which are engaged in business for a period of 5 to 10 years and 11 to 15 years, the units falling under the medium scale industries, the enterprises with 101-250 employees and those enterprises with plant location at Mahe.
Finally, the Highly performing Group is closely associated with the manufacturing units engaged in business for a period of 21 to 25 years and above 25 years, those units concentrating exclusively on international market and on both the local and international markets, the units which fall under the Large scale industries, the enterprises falling under the Process industries, the units engaging 51-100, 250-500 and more than 500 employees and the enterprises with plant located at Puducherry.

10.3.5 Relationship between BEC and CP

BEC exerts significant impact on the CP of the manufacturing enterprises. Hence, Hypothesis 5 is accepted. The results of this study is in absolute conformity with the results of Ward et al. (1995), Kwasi Amoako-Gyampah, (2003), Ting Chi et al. (2009) and Badri et al. (2000) which indicated that environmental characteristics have a strong relationship with the Competitive priority of enterprises. It can be concluded that studies conducted both in developed and developing countries such as US and Ghana are yielding quite similar results with the study conducted in Puducherry.

Of the six factors of BEC, Business cost exerts maximum impact on CP, followed by Dynamism, Labour Availability, Competitive Hostility, Government Laws and Regulations, and finally, Political Environment. Though Dynamism seems to be the second best factor to impact CP, Ward et al. (1995) found that Dynamism is the best factor to impact the CP whereas business cost does not exert any significant impact on CP. The manufacturing firms in Puducherry are attaching maximum importance to cost aspect probably due to the increasing operational cost and the feature of Indian consumers who are highly cost-conscious.

However, Amoako-Gyampah and Boye (2001) found that Competitive Hostility is the major factor having significant impact on the CP of manufacturing firms, though this study places the factor at last but two places. This is quite interesting as Ghana firms seem to place much importance to demand for and quality of their products, whereas Puducherry firms are quite confident about the quality of their products and also about the demand potentials of their products, both in the local and international markets.
10.3.6 Relationship between BEC and AMT

BEC does not exert any impact on the AMT of manufacturing enterprises in the Union Territory of Puducherry. Hence, Hypothesis 6 stands rejected. Results of this study are in conformity with the results of the study conducted by Louis Raymond (2005).

Investment in enterprises usually involves locking of huge funds. Any wrong decision on this investment will lead to dire consequences for the business firms. Any decision on AMT investment will be made by the enterprises after making all possible serious deliberations. Hence, it can be said that AMT investments will be made only after thoroughly considering the internal and external environmental conditions. This possibly may be the reason for the enterprises in Puducherry considering that BEC does not have any impact on AMT as they would have thoroughly analysed the environmental aspects and would have proceeded with the AMT investment only if the environmental conditions are accommodative.

Another probable dimension explaining the absence of any impact exerted by BEC on AMT could be that fluctuations in conditions of environment will be immediately followed by changes in the strategic plans of the enterprise with the managers redefining their goals and objectives (Sawyerr et al. 2003). To accommodate this switchover, the enterprise would have a thought of modifying the plant capacity, which will result in the incorporation of better AMT. Hence, it can be said that environmental fluctuations will initially lead to changes in strategic planning and then modifying the technology availability. Hence, it can be said that BEC does not exert any direct impact on AMT.

10.3.7 Relationship between BEC and BP

BEC exerts a significant impact on BP of manufacturing enterprises in the Union Territory of Puducherry. Hence, Hypothesis 7 is accepted. The results of this study is in conformity with the study of Badri et al. (2000), Alvarez Gil et al. (2001), Kenneth K. Boyer et al. (1997) and Lynn Ling X. Li (2000), according to whom BEC has a significant impact on CP and the BP of firms.

Of the factors included under BEC, Labour Availability exerts maximum impact on BP, followed by Government Laws and Regulations, Political Environment, Dynamism, Business Cost and finally, Competitive Hostility.
10.3.8 Relationship between AMT and BP

AMT exerts significant impact on the BP of manufacturing enterprises in the Union Territory of Puducherry. Hence, Hypothesis 8 is accepted.

The results of this study is in conformity with the results of the study conducted by Oleh and Lena Ellitan (2007) which found that hard and soft technology have positive significant effect on manufacturing performance. However, the findings of Burges et al. (1998) of a study conducted on Turkish firms yielded conflicting results, according to which there was no relationship between AMT and turnover and market share performance. Similarly Dean and Snell (1996) also got a conflicting result of an inverse relationship between AMT and performance of firms.

Of the factors included under AMT, Indirect AMT exerts the maximum impact on BP, followed by Direct AMT and Implementation AMT.

Frequent revision of technological know-how shall enable the manufacturing enterprises to keep track of latest and sophisticated technological advancements. This will enable the enterprises to enhance their performance level. Technological upgradations will serve as an effective engine to enhance the quality of product and process of the enterprises and enable them to make prompt deliveries. Utilisation of good technology will lead to the turning up of zero-defect products and significantly reduce the normal wastage associated with various processes which intervene in the marathon task of production. More importantly, sophisticated technology implementation shall contribute to a significant reduction in time involved in the process of manufacture of products and boost the delivery capabilities of the firm. These attributes shall ultimately contribute to the enhancement of performance of the enterprises.

10.3.9 Relationship between CP and BP

CP exerts a significant impact on the BP of manufacturing firms in Puducherry. Hence, Hypothesis 9 is accepted.

The results is in consistent with the results of a Chinese study conducted by Peter T. Ward and Rebecca Duray (2000) revealing a positive relationship between CP and BP, with quality and flexibility exerting greater impact on performance. Many such studies have yielded similar results (Kwasi Amoako-Gyampah and Moses Acquaah, 2008; Rouhollah Mojtahedzadeh and Veeri Chettiar Arumugam, 2011; Skinner, 1969;

Of the various factors included under CP, Delivery exerts maximum impact on the BP of manufacturing enterprises, followed by Know-how, Quality, Flexibility, Cost and finally, Customer Focus. Though quality is the third factor exerting impact on performance as per this study, Peter T. Ward and Rebecca Duray (2000) found out that quality exerts maximum impact on performance of Chinese firms.

The manufacturing enterprises in the Union Territory of Puducherry are operating in an absolutely turbulent environment. With the opening up of the economy and implementation of the next generation economic reforms, manufacturing enterprises have to face cut-throat competition not only from the Indian players, but also from the global players. In such a scenario, it becomes inevitable for the enterprises to implement an effective CP strategies as it will have a direct bearing on their performance. The difference in results of the study with the Chinese study stresses the emphasis given by the Chinese firms to dynamism to cope up with the fast changing business environment in that country.

However, Puducherry enterprises place paramount importance to delivery aspect, the fact that cost has been placed at the last but one position suggests that the Puducherry firms are making a significant move from the traditional cost-based competitive stage to a more quality orientation approach. This is a very healthy scenario and this will enable the enterprises to focus on more innovative approaches to cater to the ever-changing needs of the customer. Striving hard to offer the market with highly qualitative products will enhance the profitability of the enterprises and ultimately assist them in gaining additional market penetration in the local, national and international level.

10.4 SUGGESTIONS

Based on the results obtained from this study, the researcher proposes to make the following recommendations to enhance the operational efficiency of manufacturing enterprises in the Union Territory of Puducherry.

The manufacturing enterprises in Puducherry are confronting many challenges, the most important being Competitive hostility and Business Cost. These two aspects are threatening the very survival of the enterprises. The other related problems confronting
the enterprises are Dilapidating product standards, Dilapidating International demand, Stumpy profit margins, Dilapidating Quality of Acquired Inputs, Dilapidating Local demand, Swelling transportation cost, Swelling utility cost, Swelling labor cost and Swelling material cost. The need of the hour is to address cost constraints and declining market demand. It is inevitable for the enterprises to install cost-effective manufacturing technology in their production system. This will enhance the quality of the goods produced and minimize the cost of production. Once cost decreases and quality is enhanced, automatically the demand for the products will increase both in the local and international markets. This will automatically lead to enhancement in profit margin of the enterprise. Hence, the problems of declining demand and decreasing profit margins can be addressed simultaneously with the redressal of cost issues associated with the manufacture process.

The manufacturing enterprises in the Union Territory of Puducherry are attaching high importance to AMT Implementation, followed by Indirect AMT and Direct AMT. Due to financial constraints, the manufacturing firms in Puducherry attach least importance to direct AMT. Hence, it is absolutely important to enable the enterprises get access to needed finance at cheap rates so as to install direct AMT in their plant. This will enhance their operational efficiency. Banks should consider establishment of an exclusive scheme to provide financial assistance at very liberal terms, to enterprises endeavouring to install direct AMT in their plant. Availability of adequate credit at affordable rates will save the manufacturing enterprises from being disaster-struck.

The manufacturing enterprises in Puducherry have accorded highest importance to delivery aspect of CP, followed by quality. This is attributed to the fact that the small size of Puducherry region necessitates the firms to concentrate on the markets in other parts of the country. They have to ensure that the consignments are delivered promptly and with adequate quality. However, the infrastructure in respect of transportation facilities in the region is not satisfactory. The distant airports and seaports are a major cause of worry for the enterprises. It is important for the Government to provide adequate access for the region by sea and air. This will minimize the transportation cost for the enterprises, which will enable them to gain comparative advantage over their competitor’s.
It can be observed that the small scale industrial units in Puducherry are associated with the low performing group as far as financial performance is concerned. It is worthy to note that bulk of the industrial units in the region are in the small scale sector. This merits immediate attention as such firms may become sick if they continue to encounter financial difficulties. Bank credit must be made available at liberal terms to these enterprises to enable them to tide over difficult financial conditions.

Since BEC and CP have significant positive relationship, enterprises which can manage to decrease their business cost and enhance their dynamism in the market can drastically enhance their comparative performance. Hence, government must consider implementation of adequate legislations and policies which shall transform the business environment in the Union Territory into a more friendly one for the manufacturing enterprises.

AMT exerts a significant impact on the CP of manufacturing enterprises. Though direct and indirect AMT plays a vital role in influencing the competitive performance of enterprises, they are not in a position to install direct AMT due to the heavy cost associated with such installation. Hence, the government must take special measures to make available required finance for the enterprises through special credit scheme for installation of direct AMT.

CP exerts significant impact on BP of manufacturing enterprises. Delivery aspect of CP exerts maximum impact on the performance efficiency of the enterprises. Hence, it is absolutely indispensable for the manufacturing enterprises to concentrate on ensuring prompt delivery of their consignment to add up to their performance efficiency. All those units which are in the low performing zone can move up to the higher zone if they concentrate on promptness of delivery.

10.5 DIRECTIONS FOR FUTURE RESEARCH

This section discusses some directions for future research based on careful considerations of the research potentials.

a. The researcher has developed the models in respect of assessing performance of manufacturing enterprises in the Union Territory of Puducherry. These models can be suitably modified and applied for different types of manufacturing industries in other parts of India.
b. The models can be used to test the BEC, CP, AMT and BP practices of manufacturing enterprises in different countries and a country-wise comparative study can be undertaken.

c. The models developed corresponds to the manufacturing enterprises belonging to different industries. However, studies may be conducted on enterprises of specific industry. This will yield precise results.

d. This study has been conducted involving manufacturing enterprises operating in Puducherry at small, medium and large scale. However, study on units operating with identical scales will yield better results which can facilitate better comparing and contrasting.

e. The manufacturing enterprises may be grouped into two clusters of “High Performing Units” and “Low Performing Units” and different Structural Equation Models can be developed for each of these two categories and subsequently compared to study the prevalence of any differences among the two categories.

10.6 CONCLUSION

This study has presented a framework model, which can be best utilized to measure the impact of environmental situations, implementation of business strategies and installation of technologies on the performance of manufacturing enterprises. This model can be used to devise and verify and check performance measures. Since the model has been prepared based on the data collected from a questionnaire which has been aptly checked for all tests, it can be utilized safely by all manufacturing enterprises throughout the country to assess their performance levels.

The current LPG era is characterized by survival of the fittest. Only strong firms will survive, while the weaker ones will have to make their way out and consolidate themselves into the successful firms. Hence, firms without efficiency in their manufacturing process will easily get washed away and there will be no symptoms of even their existence. Hence, these firms have to give due emphasis to the conditions prevailing in the environment in which they are operating and suitably draft their CP strategies to accommodate innovation and customer-satisfaction. Enterprises failing in this endeavour will lose their identity and finally, their life.