Dear participant,

I am a research scholar doing my PhD at Bharathidasan University and working as Assistant Professor at Bharathidasan Institute of Management, Tiruchirapalli.

Indian organizations have realized the importance of supply chain management for achieving business excellence. The use of Information Technology (IT) is considered a prerequisite for effective supply chains and Indian companies have invested in substantially in the downstream supply chain that links the organization to its distribution channels and consumers.

The questionnaire enclosed is designed to study the use of Information technology and its impact on the performance of the downstream supply chain. As an expert in this area in your organization, you will be in the right position to give the necessary information to carry out the research.

I request you to kindly respond to the questions and provide the resources for this study. Your responses will be kept confidential and the information provided by you will be used strictly in connection with this research for academic purposes only.

Your help in carrying out this research is very much appreciated.

Thank you very much for your time and cooperation.

Yours sincerely,

S.Sundar

Trichy
Section A – Your Organization’s Business Environment

Please read the statements below and tick the most appropriate responses. The responses are 1-Disagree strongly 2 – Disagree 3 – Neither agree nor disagree 4- Agree  5 – Agree strongly.

A1. Our sales demand varies dramatically from period to period in an unpredictable way is very difficult to forecast correctly.

A2. Our customers are very demanding placing many last minute orders and pressuring us for better prices/services/delivery.

A3. Poor delivery performance – late deliveries, long lead times, inability to fill last-minute orders, would hurt our firm’s success

A4. Most of what we sell could be viewed as a commodity, relatively standard products also available from our competitors.

Section B - Your organization’s investment in Information Technology

B1. To what extent does your firm use the following forms of Information Technology and tick the most appropriate response. The responses are 1- Minimal use to 5- Extensive use. Also indicate year of implementation by ticking the approximate time period

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Information Technology</th>
<th>Extent of use</th>
<th>Year of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1  2  3  4  5</td>
<td>&lt; 1 yr  Within 3 yrs  &gt; 3 yrs</td>
</tr>
<tr>
<td>1.</td>
<td>Enterprise Resource Planning (ERP)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Customer relationship Management (CRM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Supply Chain Management (SCM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Advanced Planning and Scheduling (APS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Warehouse management systems (WMS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Transportation management systems (TMS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Real time electronic linkage with branch offices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Point of Sale (POS) retail terminals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Any other please specify:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B2. In your opinion rank the objectives you consider important of your company’s IT investment in the downstream Supply chain in order of importance. Please rank from 1 to 7, 1 as the most important, 2 as the next most important, and so on.

<table>
<thead>
<tr>
<th>Better demand visibility</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase demand forecast accuracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce inventories</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce supply chain costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve information flow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase efficiency of people/processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any other please specify</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B3. Please read the statements below and tick the most appropriate responses. The responses are 1-Disagree strongly 2 – Disagree 3 – Neither agree nor disagree 4- Agree 5 – Agree strongly.

<table>
<thead>
<tr>
<th>Disagree strongly</th>
<th>Agree strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

1. Our organization always uses advanced IT solutions for SCM in our industry.

2. Relative to competitors our IT for SCM is advanced

3. We are regarded as the IT leader in SCM in our industry

4. We are the first to use new IT in our industry

5. Our IT for SCM is state of art technology

6. Our organization’s IT for supply chain is well aligned with our channel members

7. Our organization invests in IT to align with our channel members

8. Our channel members invest in IT to align with us

9. We work together with our channel members to invest in IT for alignment
10. Our IT is well aligned for best supply chain performance

**B4.** Please read the statements below and tick the most appropriate responses. The responses are 1-Disagree strongly 2 – Disagree 3 – Neither agree nor disagree 4- Agree 5 – Agree strongly.

1. Our organization freely shares information with our distribution channels, logistic providers and customers.

2. Our organization is efficient in coordinating transactions with our distribution channels.

3. Our organization collaborates in demand forecasting and planning replenishments with our distribution channels.

4. Our supply chain responds quickly to changing customer and distribution channel needs

**Section C – Your organization’s benefits from IT investments in supply chain.**

Please read the supply chain operational benefits given below and tick the most appropriate column. The responses are 1 – Very insignificant 2 – Insignificant 3 – Neither Significant nor Insignificant 4 – Significant and 5- Very Significant.

**C1.** The implementation of Information Technology has resulted in:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Benefit</th>
<th>Extent of benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Increase in the demand forecast accuracy</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2.</td>
<td>Increase in the delivery performance (Delivery performance to committed date)</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Increase in Fill rate for ship-from-stock products</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Increase in the perfect order fulfillment rate</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Increase in Finished goods inventory turns</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Reduction in order fulfillment cycle time</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Reduction in back orders</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Reduction in % of stock outs</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Reduction in estimated loss of sales</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Reduction in excess stocks</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Reduction in total supply chain management costs</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Any other please specify</td>
<td></td>
</tr>
</tbody>
</table>
C2. The implementation of Information Technology has helped in realizing the following marketing related benefits:

<table>
<thead>
<tr>
<th>Extent of benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>1. Better service support for our customers</td>
</tr>
<tr>
<td>2. Improved information and inventory visibility</td>
</tr>
<tr>
<td>3. Customizing pricing and promotion activities</td>
</tr>
<tr>
<td>4. Discovering opportunities for new products</td>
</tr>
<tr>
<td>5. Any other please list:</td>
</tr>
</tbody>
</table>

C3. Indicate your organization’s position on the following performance dimensions as compared to your competitors. 1- Weak to 5 – Strong

<table>
<thead>
<tr>
<th>Attribute</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sales growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Market share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Entry into new markets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. New product introduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Customer satisfaction</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Section D: The basic characteristics of your organization:

D1. Our organization would be best classified as:

<table>
<thead>
<tr>
<th>Nature of organization</th>
<th>Type of product (Please specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw material producer</td>
<td></td>
</tr>
<tr>
<td>Manufacturer</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

D2. Our organization’s sales are to: % of sales

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers</td>
<td></td>
</tr>
<tr>
<td>Wholesalers/ distributors</td>
<td></td>
</tr>
<tr>
<td>Retailers</td>
<td></td>
</tr>
<tr>
<td>Consumers</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

D3. Our organization’s manufacturing operations are located in:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Single location</td>
<td>Multiple locations</td>
</tr>
<tr>
<td></td>
<td>Number of locations</td>
</tr>
</tbody>
</table>

D4. How many employees work for your entire organization?

Below 500 500-1000 1000-2500 2500-5000 above 5000

D5. Product characteristics: Percentage

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make to stock</td>
<td></td>
</tr>
<tr>
<td>Assemble to order</td>
<td></td>
</tr>
<tr>
<td>Make to order</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

D6. Number of Stock keeping units handled: ___________________
D7. Your functional area in the organization:

- Distribution/ Logistics
- Marketing/Sales
- Supply Chain
- Manufacturing
- Operations
- Other _____________

D8. Years worked in the organization

- < 5 years
- 5-10 years
- 10-15 years
- >15 years

Name of respondent : 

Designation : 

Email address : 

Thank you!
APPENDIX B
ACRONYMS USED FOR CODING OF CONSTRUCTS

COMPETITIVE BUSINESS ENVIRONMENT CBE
EXTENT OF IT USAGE ITU
IT ADVANCEMENT ITAD
IT ALIGNMENT ITAL
SUPPLY CHAIN CAPABILITIES SCC
OPERATIONAL BENEFITS OPB
STRATEGIC MARKETING BENEFITS SMKB
COMPETITIVE MARKETING PERFORMANCE CMP
APPENDIX C
Individual Hypothesis statements for Hypotheses sets – H9.1a to H16.4e

H13.1a: Information sharing has a positive impact on increased demand forecast accuracy.
H13.1b: Information sharing has a positive impact on increased delivery performance.
H13.1c: Information sharing has a positive impact on increased fill rate.
H13.1d: Information sharing has a positive impact on increased perfect order fulfilment.
H13.1e: Information sharing has a positive impact on increased finished goods inventory turns.
H13.1f: Information sharing has a positive impact on reduction in order fulfilment cycle time.
H13.1g: Information sharing has a positive impact on reduction in back orders.
H13.1h: Information sharing has a positive impact on reduction in stock outs.
H13.1i: Information sharing has a positive impact on reduction in loss of sales.
H13.1j: Information sharing has a positive impact on reduction in excess stocks.
H13.1k: Information sharing has a positive impact on reduction in SCM costs.
H13.2a: Coordination has a positive impact on Increased demand forecast accuracy.
H13.2b: Coordination has a positive impact on increased delivery performance.
H13.2c: Coordination has a positive impact on increased fill rate.
H13.2d: Coordination has a positive impact on increased perfect order fulfilment.
H13.2e: Coordination has a positive impact on increased finished goods inventory turns.
H13.2f: Coordination has a positive impact on reduction in order fulfilment cycle time.
H13.2g: Coordination has a positive impact on reduction in back orders.
H13.2h: Coordination has a positive impact on reduction in stock outs.
H13.2i: Coordination has a positive impact on reduction in loss of sales.
H13.2j: Coordination has a positive impact on reduction in excess stocks.
H13.2k: Coordination has a positive impact on reduction in SCM costs.
H13.3a: Collaboration has a positive impact on Increased demand forecast accuracy.
H13.3b: Collaboration has a positive impact on increased delivery performance.
H13.3c: Collaboration has a positive impact on increased fill rate.
H13.3d: Collaboration has a positive impact on increased perfect order fulfilment.
H13.3e: Collaboration has a positive impact on increased finished goods inventory turns.
H13.3f: Collaboration has a positive impact on reduction in order fulfilment cycle time.
H13.3g: Collaboration has a positive impact on reduction in back orders.
H13.3h: Collaboration has a positive impact on reduction in stock outs.
H13.3i: Collaboration has a positive impact on reduction in loss of sales.
H13.3j: Collaboration has a positive impact on reduction in excess stocks.
H13.3k: Collaboration has a positive impact on reduction in SCM costs.

H13.4a: Supply chain responsiveness has a positive impact on increased demand forecast accuracy.
H13.4b: Supply chain responsiveness has a positive impact on increased delivery performance.
H13.4c: Supply chain responsiveness has a positive impact on increased fill rate.
H13.4d: Supply chain responsiveness has a positive impact on increased perfect order fulfilment.
H13.4e: Supply chain responsiveness has a positive impact on increased finished goods inventory turns.
H13.4f: Supply chain responsiveness has a positive impact on reduction in order fulfilment cycle time.
H13.4g: Supply chain responsiveness has a positive impact on reduction in back orders.
H13.4h: Supply chain responsiveness has a positive impact on reduction in stock outs.
H13.4i: Supply chain responsiveness has a positive impact on reduction in loss of sales.
H13.4j: Supply chain responsiveness has a positive impact on reduction in excess stocks.
H13.4k: Supply chain responsiveness has a positive impact on reduction in SCM costs.

H14.1a: Information sharing has a positive impact on service support.
H14.1b: Information sharing has a positive impact on improved information and inventory visibility.
H14.1c: Information sharing has a positive impact on customizing pricing and promotion activities.
H14.1d: Information sharing has a positive impact on discovering opportunities for new products.
H14.2a: Coordination has a positive impact on service support.
H14.2b: Coordination has a positive impact on improved information and inventory visibility.
H14.2c: Coordination has a positive impact on customizing pricing and promotion activities.
H14.2d: Coordination has a positive impact on discovering opportunities for new products.
H14.3a: Collaboration has a positive impact on service support.
H14.3b: Collaboration has a positive impact on improved information and inventory visibility.
H14.3c: Collaboration has a positive impact on customizing pricing and promotion activities.
H14.3d: Collaboration has a positive impact on discovering opportunities for new products.
H14.4a: Supply chain responsiveness has a positive impact on service support.
H14.4b: Supply chain responsiveness has a positive impact on improved information and inventory visibility.
H14.4c: Supply chain responsiveness has a positive impact on customizing pricing and promotion activities.
H14.4d: Supply chain responsiveness has a positive impact on discovering opportunities for new products.
H15.1a: Increased forecast accuracy has a positive impact on sales growth.
H15.1b: Increased forecast accuracy has a positive impact on market share.
H15.1c: Increased forecast accuracy has a positive impact on entry in new markets.
H15.1d: Increased forecast accuracy has a positive impact on new product introduction.
H15.1e: Increased forecast accuracy has a positive impact on customer satisfaction.
H15.2a: Increased delivery performance has a positive impact on sales growth.
H15.2b: Increased delivery performance has a positive impact on market share.
H15.2c: Increased delivery performance has a positive impact on entry in new markets.
H15.2d: Increased delivery performance has a positive impact on new product introduction.
H15.2e: Increased delivery performance has a positive impact on customer satisfaction.
H15.3a: Increased fill rate has a positive impact on sales growth.
H15.3b: Increased fill rate has a positive impact on market share.
H15.3c: Increased fill rate has a positive impact on entry in new markets.
H15.3d: Increased fill rate has a positive impact on new product introduction.
H15.3e: Increased fill rate has a positive impact on customer satisfaction.

H15.4a: Increased perfect order fulfilment rate has a positive impact on sales growth.

H15.4b: Increased perfect order fulfilment rate has a positive impact on market share.

H15.4c: Increased perfect order fulfilment rate has a positive impact on entry in new markets.

H15.4d: Increased perfect order fulfilment rate has a positive impact on new product introduction.

H15.4e: Increased perfect order fulfilment rate has a positive impact on customer satisfaction.

H15.5a: Increased finished goods inventory turn has a positive impact on sales growth.

H15.5b: Increased finished goods inventory turn has a positive impact on market share.

H15.5c: Increased finished goods inventory turn has a positive impact on entry in new markets.

H15.5d: Increased finished goods inventory turn has a positive impact on new product introduction.

H15.5e: Increased finished goods inventory turn has a positive impact on customer satisfaction.

H15.6a: Reduction in order fulfilment cycle time has a positive impact on sales growth.

H15.6b: Reduction in order fulfilment cycle time has a positive impact on market share.

H15.6c: Reduction in order fulfilment cycle time has a positive impact on entry in new markets.

H15.6d: Reduction in order fulfilment cycle time has a positive impact on new product introduction.

H15.6e: Reduction in order fulfilment cycle time has a positive impact on customer satisfaction.

H15.7a: Reduction in back orders has a positive impact on sales growth.

H15.7b: Reduction in back orders has a positive impact on market share.

H15.7c: Reduction in back orders has a positive impact on entry in new markets.

H15.7d: Reduction in back orders has a positive impact on new product introduction.

H15.7e: Reduction in back orders has a positive impact on customer satisfaction.

H15.8a: Reduction in stock outs has a positive impact on sales growth.

H15.8b: Reduction in stock outs has a positive impact on market share.

H15.8c: Reduction in stock outs has a positive impact on entry in new markets.

H15.8d: Reduction in stock outs has a positive impact on new product introduction.
H15.8c: Reduction in stock outs has a positive impact on customer satisfaction.

H15.9a: Reduction in loss of sales has a positive impact on sales growth.
H15.9b: Reduction in loss of sales has a positive impact on market share.
H15.9c: Reduction in loss of sales has a positive impact on entry in new markets.
H15.9d: Reduction in loss of sales has a positive impact on new product introduction.
H15.9e: Reduction in loss of sales has a positive impact on customer satisfaction.

H15.10a: Reduction in excess stocks has a positive impact on sales growth.
H15.10b: Reduction in excess stocks has a positive impact on market share.
H15.10c: Reduction in excess stocks has a positive impact on entry in new markets.
H15.10d: Reduction in excess stocks has a positive impact on new product introduction.
H15.10e: Reduction in excess stocks has a positive impact on customer satisfaction.

H15.11a: Reduction in total SCM costs has a positive impact on sales growth.
H15.11b: Reduction in total SCM costs has a positive impact on market share.
H15.11c: Reduction in total SCM costs has a positive impact on entry in new markets.
H15.11d: Reduction in total SCM costs has a positive impact on new product introduction.
H15.11e: Reduction in total SCM costs has a positive impact on customer satisfaction.

H16.1a: Better service support has a positive impact on sales growth.
H16.1b: Better service support has a positive impact on market share.
H16.1c: Better service support has a positive impact on entry into new markets.
H16.1d: Better service support has a positive impact on new product introduction.
H16.1e: Better service support has a positive impact on customer satisfaction.

H16.2a: Improved information and inventory visibility has a positive impact on sales growth.
H16.2b: Improved information and inventory visibility has a positive impact on market share.
H16.2c: Improved information and inventory visibility has a positive impact on entry into new markets.
H16.2d: Improved information and inventory visibility has a positive impact on new product introduction.
H16.2e: Improved information and inventory visibility has a positive impact on customer satisfaction.
H_{16.3a}: Customizing pricing and promotion has a positive impact on sales growth.

H_{16.3b}: Customizing pricing and promotion has a positive impact on market share.

H_{16.3c}: Customizing pricing and promotion has a positive impact on entry into new markets.

H_{16.3d}: Customizing pricing and promotion has a positive impact on new product introduction.

H_{16.3e}: Customizing pricing and promotion has a positive impact on customer satisfaction.

H_{16.4a}: Discovering opportunities for new products has a positive impact on sales growth.

H_{16.4b}: Discovering opportunities for new products has a positive impact on market share.

H_{16.4c}: Discovering opportunities for new products has a positive impact on entry into new markets.

H_{16.4d}: Discovering opportunities for new products has a positive impact on new product introduction.

H_{16.4e}: Discovering opportunities for new products has a positive impact on customer satisfaction.
APPENDIX D
DESCRIPTIVE STATISTICS

Figure 1 – Respondents by job function

![Bar chart showing respondents by job function]

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Executives</td>
<td>32</td>
</tr>
<tr>
<td>Operations</td>
<td>24</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12</td>
</tr>
<tr>
<td>Supply chain</td>
<td>48</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>84</td>
</tr>
<tr>
<td>Distribution/logistics</td>
<td>97</td>
</tr>
</tbody>
</table>

Figure 2: Work experience of respondents

![Pie chart showing respondents by years worked]

<table>
<thead>
<tr>
<th>Years Worked</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5 years</td>
<td>44%</td>
</tr>
<tr>
<td>5-10 years</td>
<td>27%</td>
</tr>
<tr>
<td>10-15 years</td>
<td>12%</td>
</tr>
<tr>
<td>&gt;15 years</td>
<td>17%</td>
</tr>
</tbody>
</table>
Figure 3: Primary manufacturing strategy in organizations

Primary Manufacturing Strategy

- Make to stock: 73%
- Assemble to order: 14%
- Make to order: 13%

Figure 4: Industry classification of respondents

Industry Classification of Respondents

- Infrastructure: 52
- Oil and gas: 23
- Chemicals: 34
- Automotive: 49
- Electrical: 26
- Durable: 51
- FMCG: 60
- Textiles: 12
Figure 5: Number of employees

![Pie chart showing the distribution of employees by size of organization.]

- 1000-2500: 19%
- 2001-5000: 32%
- >5000: 49%

Figure 6: Nature of manufacturing locations

![Pie chart showing the nature of manufacturing locations.]

- Single location: 16%
- Multiple locations: 84%
Figure 7: Number of manufacturing locations

Number of Manufacturing Locations

Figure 8: Number of Stock keeping units (SKU) handled

Number of SKUs handled

<table>
<thead>
<tr>
<th>No of companies</th>
<th>1-10</th>
<th>11-50</th>
<th>51-100</th>
<th>101-200</th>
<th>&gt;200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Series1</td>
<td>43</td>
<td>43</td>
<td>18</td>
<td>41</td>
<td>162</td>
</tr>
</tbody>
</table>
**Figure 9: Channels of distribution**

- **Indirect** 64%
- **Direct** 36%

**Figure 10: Indirect and direct channels of distribution**

**Indirect Channels**
- Retailers 36%
- Wholesalers/distributors 64%

**Direct Channels**
- Consumer 25%
- Manufacturer 75%
Figure 11: Years of Implementation of IT software

**ERP - Years of Usage**
- <1 year: 9%
- 1-3 years: 22%
- >3 years: 60%

**CRM - Years of Usage**
- <1 year: 9%
- 1-3 years: 63%
- >3 years: 28%

**SCM - Years of Usage**
- <1 year: 9%
- 1-3 years: 46%
- >3 years: 45%

**RTELBO - Years of Usage**
- <1 year: 7%
- 1-3 years: 26%
- >3 years: 67%