CHAPTER Five

SUGGESTIONS AND RECOMMENDATIONS

5.1 Suggestions and Recommendations in General
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5.1 Suggestions and Recommendations in General

On the basis of the analysis and interpretation of the findings following suggestions and recommendations are made:

1) **Brand Image** - The overall maximum Impact of Electronic Commerce is on Brand Image, which is 2.94. Comparing with different service organisations Banking and Electronic Commerce Solution industry has maximum Impact on Brand Image. Analysis also shows that companies with Annual Group Turnover between 5500-10000Cr and where percentage of Electronic Commerce spending <20% has maximum Impact on Brand Image. Thus the banking industry appears to have taken full advantage of the opportunities offered by Electronic Commerce in building its image. It may be followed by other organisations as well.

2) **Customer Service** - Analysis shows that after Brand Image, Customer Service has the maximum overall Impact, which is 2.92. Again comparing with other organisations Entertainment, Consulting, Software, Telecommunication and companies with Annual Group Turnover <5Cr, between 500-1500Cr, with Annual IT Spending <5cr has got the maximum Impact on Customer Service which shows that these companies have taken full benefit of the opportunities offered by Electronic Commerce specially on Customer Service in improving their customer services and may be followed by other organisations as well.

3) **New Business Models** - New Business Models has maximum Impact, which is 2.87 followed by Customer Service. Comparing with different service organisations, Annual Group Turnover, % of Annual IT Spending and %of Electronic Commerce Spending does not show any Impact on any of the Component of Business Values. Thus no service organisations have taken full advantage of the opportunities offered by Electronic Commerce Business Models to improve Business Value Components.

4) **Product Promotion** - Findings shows that overall Product Promotion, which is 2.82, has maximum Impact after New Business Models. Analysis on the basis of service organisation, Annual Turnover, Annual IT Spending and Annual % of Electronic Commerce Spending shows companies with Annual IT Spending
between 250-4000Cr has the maximum Impact on Product Promotion, therefore Electronic Commerce have given maximum opportunities to Product Promotion on companies with Annual IT Spending 250-4000Cr which can be followed by others as well.

5) **Customer Relationship**- Overall Customer Relationship has the same Impact followed by Product Promotion, which is 2.82. Comparing with other organisations Customer Relationship has maximum Impact on **Finance and Insurance** companies. Again companies with **Annual Group Turnover 50-500Cr**, **Annual IT Spending <5cr** and **% of Electronic Commerce Spending between 50-100%** shows maximum Impact on Customer Relationship. Thus Finance and Insurance companies have taken full advantage offered by Electronic Commerce in building Customer Relationship. It may be followed by other organisation as well.

6) **Direct Saving**- On the basis of analysis Direct Saving has maximum Impact after Customer Relationship, which is 2.80. Analysis on the basis of service organisations with **Annual Turnover between 10000-450000Cr**, **Education and Others** companies shows maximum Impact on Direct Saving therefore these companies have taken maximum benefit on Direct Saving by applying Electronic Commerce in their organisations.

7) **Time to Market**- Overall maximum Impact of Electronic Commerce after Direct Saving is on Time to Market, which is 2.74. Only companies using Electronic Commerce where **% of Electronic Commerce Spending is 20-50%** has the maximum Impact on Time to Market comparing with different service organisations, **Annual Group Turnover**, **Annual IT Spending**. This shows opportunities offered by Electronic Commerce have given full advantage to companies to their customers on Time to Market in building image, which may be followed by organisations as well.

8) **Technology and Laboratory Learning**- Technology Learning which is 2.57 has the maximum Impact after Time to Market. Analysis shows that it does not have any Impact on any of the Business Value Components in any of the organisations,
which shows that there is no opportunity offered by Electronic Commerce in building image on Business Value Components in any service organisations.

9) **New Sales Channel**- Maximum overall Impact after Technology Learning is on New Sales Channel, which is **2.52**. Comparing with different organisations only companies with **Annual Turnover between 1500-5500Cr** shows maximum Impact on New Sales Channel. Thus companies with Annual Turnover 1500-5500Cr appear to have taken full advantage offered by Electronic Commerce and may be followed by other service organisations as well.

10) **New Product Capabilities**- New Product Capabilities, which is **5.19**, followed by New Sales Channel shows maximum Impact. Findings of the analysis shows that this Component of Business Values does not show any Impact comparing with different service organisations, therefore opportunities offered by Electronic Commerce in building image on Business Value Components have not taken any advantage on any of the service organisations.
5.2 Organisation Based Suggestions

On the basis of findings of the present study comprehensively establishes that the maximum opportunities offered by Electronic Commerce does not have the same advantages on building Business Values comparing it with different service organisations:

1) **Banking**- Overall analysis shows that Banking industry has the maximum Impact on **Brand Image** which is 3.37 and minimum on New Product Capabilities 2.34 followed by Direct Saving 3.20, New Business Models again 3.20, Technology Learning 3.03, Customer service 3.06, Product Promotion 3.0, Customer Relationship 3.0, Time to Market 2.80, New Sales Channel 2.50. Comparing with Electronic-Commerce solution industry where maximum Impact is on Brand Image, which is greater than Banking industry i.e. 3.43. This shows that Banking industry have taken less advantage in building its image comparing with Electronic Commerce Solution industry therefore studies may be conducted on the opportunities offered by Electronic Commerce on maximum and minimum Business Values within as well as with other organisations.

2) **Electronic-Commerce Solution Industry**- As evident from analysis Electronic Commerce Solution industry has maximum Impact on **Brand Image** comparing with Banking and other organisations which is 3.43 followed by Customer Relationship 3.36, Customer Service 3.18, Product Promotion 3.17, Time to Market 3.12, Technology Learning 3.02, Direct saving 2.93, New Business Models 2.88, New Sales Channel 2.80, New Product Capabilities 2.66. Thus on the basis of analysis studies can be conducted within as well as with other organisations to measure the maximum and minimum opportunities offered by Electronic Commerce on all Components of Business Value within and with other organisations as well.

3) **Finance**- Findings shows that **Customer Relationship** which is 3.20 has maximum advantage on Finance industry where as Customer Service is 3.18, Brand Image 3.0, Direct saving 2.93, New Business Models 2.90, Product Promotion 2.78, Time to Market 2.63, New Sales Channel 2.35, New Product Capabilities 2.90, Technology Learning 2.90. Therefore analysis shows that
opportunities offered by EC have taken full advantages on Customer Relationship which can be further studied to analyse the advantages on Customer Relationship with this particular industry as well as on other Business Value Components within and with other service organisations having maximum and minimum advantages and opportunities offered by Electronic Commerce.

4) **Insurance**- Analysis shows that **Customer Relationship** has maximum Impact on Insurance companies, which is **2.90** followed by Direct saving **2.88**, Customer Service **2.80**, Brand Image **2.70**, Product Promotion **2.60**, Technology Learning **2.60**, New Sales Channel **2.55**, Time to Market **2.53**, New Business Models **2.50**, New Product Capabilities **2.23**. Thus Comparing within service organisations survey may be conducted to find out maximum and minimum benefits offered by Electronic Commerce in building its image on any of the Business Value Components. It may be followed by other organisation as well.

5) **Entertainment**- Maximum Impact on Entertainment industry is on **Customer Service, which is 3.60** followed by Technology Learning **3.30**, Brand Image **3.10**, Product Promotion **2.80**, Time to Market **2.70**, New Sales Channel **2.50**, Direct Saving **2.20**, Customer Relationship **2.20**, New Business Models **1.90**, New Product Capabilities **1.20** which shows that maximum Impact on Customer Service is greater than the Impact of Customer Service on Consulting, Software, Telecommunication industries and minimum on New Business Models of Business Value Components, which can be further, studied comparing maximum and minimum opportunities within and with other service organisations offered by Electronic Commerce.

6) **Consulting**- Overall analysis shows that **Customer Service which is 3.22** has maximum and New Product Capabilities which is **2.33** has minimum Impact on Consulting Companies followed by Direct Saving **3.01**, Time to Market **3.02**, Brand Image **3.09**, Customer Relationship **3.09**, Product Promotion **2.94**, New Sales Channel **2.93**, New Business Models **2.62**, Technology Learning **2.61**. Comparing with other organisations Customer Service has maximum Impact on Entertainment, Software, Telecommunication industries which can be further analysed to find out the maximum and minimum opportunities offered by
Electronic Commerce on building Customer Service of Business Value Components and may be followed within as well as with other organisations.

7) **Software**- On the basis of analysis **Customer Service** has maximum Impact on Software industry which is **3.33** comparing with Entertainment, Consulting, Telecommunication where Customer Service has maximum Impact, analysis shows that after Customer Service maximum Impact is on Customer Relationship 3.25, Brand Image 3.23, Product Promotion 3.01, Technology Learning 3.02, New Business Models 2.95, Time to Market 2.83, Direct Saving 2.77, New Sales Channel 2.61, New Product Capabilities 2.54 of software industry. This shows that software industry have taken full advantage on Customer Service of the opportunities offered by Electronic Commerce comparing with other Business Value Components which may be further studied within as well as with other organisations.

8) **Telecommunication**- Again Telecommunication has maximum Impact on **Customer Service**, which is **2.91** and minimum on New Business Models 2.06 followed by Brand Image 2.69, Product Promotion 2.62, Time to Market 2.51, Technology Learning 2.47, Direct Saving 2.42, New Product Capabilities 2.33, and Customer Relationship 2.29. Thus Comparing with Software, Entertainment, and Consulting industries shows maximum Impact with respect to other Business Value Components advantages offered by Electronic Commerce, which may be followed within as well as with other organisations.

9) **Education**- Electronic Commerce shows maximum Impact on **Direct Saving**, which is **2.82** and minimum on Technology Learning, which is 1.84 followed by Customer Relationship 2.68, Product Promotion 2.66, New Sales channel 2.62, Time to Market 2.56, Customer Service 2.50, Brand Image 2.50, New Product Capabilities 1.90, New Business Models 1.90 on Education industry. Although results of analysis shows maximum and minimum Impact but still there is a need to study other opportunities offered by Electronic Commerce within as well as with other service organisations on Business Value Components.
10) *Others-* Overall analysis on Others companies of service organisations shows mostly marketing and manufacturing has maximum Impact on **Direct Saving which is 2.64** and Customer service again which is 2.64 followed by Product Promotion 2.57, Brand Image 2.57, Time to Market 2.53, New Sales Channel 2.21, Customer Relationship 2.21, Technology learning 2.05, New Business Models 1.8, New Product Capabilities 1.69. Thus opportunities and benefits offered by Electronic Commerce have given full advantage to Others companies building Direct Direct Saving of the Business Value Components, which may be followed by comparing with other as well as within service organisations.
5.3 Limitations of Research

- Cooperation of respondents is a serious problem in a survey-based research. This was so in this study also. It was difficult to get respondents full cooperation, because of their lack of interest. They had doubts about the utility of the study. They were of the view that such studies hardly result in betterment of their organisation.

- Some of the respondents had genuine difficulty in understanding the questionnaire, as Electronic Commerce is a new term for them though a sincere effort was made to keep the questionnaire as simple as possible. Before carrying out the survey, it was pretested on a selected sample. By and large they found filling questionnaire easy, though some of them found it difficult also.

- The survey includes only ten service organisations others may not included and could be worth investigating in future research in this area.

- In view of the limited resources and time for disposal the sample size was confined to 135 firms.

- Research has increasingly become costly both in terms of time and money.

- The duration of the course has a time limit and the research is expected to complete the study within the prescribed time.
5.4 Future Directions for Research

In the context of limitations of the study and to enhance the scope of the analysis, some of the potential areas where further research can be undertaken.

- The research study has substantial scope of extension both in terms of breath as well as depth. Breathwise it may be extended to several other groups of organisation. Depthwise, there is enormous scope of enlargement of this research effort. The diagnosis of problem of Impact of Electronic Commerce on Business Values is one aspect only other similar problems should act as launching pad for investigation and comprehensive studies for further research.

- The study could be done on more than 135 firms; generalization of the findings could be possible.

- Same kind of research studies may be conducted in other countries, or comparative studies can also be done between/among countries.

- Case based studies of Impact of Electronic Commerce on Business Values could also be conducted to bring out issues that are otherwise difficult to cover.