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CHAPTER – 6

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

GENERAL FINDINGS:

6.1 General Findings on B2C E-Commerce of the sample organizations:

- The earlier researches on B2C E-Commerce Social Media highlight and evaluate the progress made by the OEMs in responding to the opportunities and threats.

- The key issues discussed with respect to the Social Media are: Involvement network/community numbers/quality, time spent, frequency, geography Interaction (actions they take) read, post, comment, reviews, recommendations Intimacy affection or aversion to the brand; community sentiments, opinions expressed etc Influence advocacy, viral forwards, referrals and recommendations, social book marking.

- The main finding from the review of the pertinent literature relating to this study is related to the identification of specific customer segments on the main website of the OEMs. The studies highlight that it is not initially clear who the OEMs’ main customer segments in India are. But, it is evident that the companies are gradually carving their niche in the Indian Auto Industry and have appeared to use the model of their cars to create specific customer segments.

6.2 General Findings on B2B E-Commerce of the sample organizations:

- The B2B exchange has often been regarded as an alliance of leading auto-makers against suppliers to drive down price. On the contrary, B2B is an opportunity for a manufacturer to work with all its suppliers—from the largest to the smallest—using the latest tools.
More generally, B2B E-Commerce, the new technologies, and electronic exchanges are all having profound effects on corporate organization. If the OEMs need to make the most of these innovations, they need to understand them, adopt them, and in some cases—transform the organizations. B2B has implications for corporate strategy, operations, and everyday procedures. These effects are felt at three levels:

- **At the first level, B2B E-Commerce improves the operational efficiency** not only of purchasing, but also of development and supply-chain processes. In a word, B2B means communicating and working together in these three areas. The new technologies allow transparency of information, instant response, and interactivity.

- **At the second level, B2B E-Commerce acts as a facilitator** for the established drivers of progress inside the enterprise. For instance, shared planning for all the participants in a vehicle project—a practice now implemented by Ford—opens up many opportunities. Co-development is not easy to achieve today, but it is within reach. The new technologies will soon enable the OEMs to work with geographically scattered teams throughout India, as if they were all in the same place. The OEMs have conducted co-development trials with supplier groups. The time and cost savings are spectacular and it brings together a number of other auto-makers and suppliers dedicated to quality improvement.

- The OEMs are working jointly with the suppliers on standardization and on the construction of a common extranet for the auto industry: the network will enable the entire industry to put all these concepts into practice.

- **At the third level, and in the longer run, Internet resources will also help transform the value chain in the Indian automotive industry.** Information transmission between the manufacturer and its suppliers is not optimal, particularly in the logistics area. It takes three days between the moment the order enters the system and its transmission via EDI to the tier-1 supplier. Another three days are needed for the information to travel from the tier-1 supplier to the tier-2 supplier, assuming the latter can receive EDI messages. If
it can receive only faxes, the process takes even longer. Until now, the auto-
industry value chain therefore operated as a linear, hierarchical system in
which auto-makers interacted with a limited number of players. Henceforth, the
chain will function as a true network providing contact with many different
partners.

6.3 Specific findings of the study on B2C E-Commerce in the Automobile
industry in Karnataka State:

1. **Age Profile of customers:** The survey results depicts that out of 377 respondents
of the three OEMs the number of respondents in the 20-29 years age group (105
respondents - representing 27.9% of the sample). In the 30-39 years age group (109
respondents representing 28.9% of the sample). This indicates majority of the
respondents i.e., nearly 57% represent the income generating group.

2. **Frequency of visit and type of information search:** Majority of the respondents
i.e, nearly 70% of them visited the websites of the Automobile manufacturers at least
once a month which indicates the online buyers are more specific in gathering product
related information before making their buying decision. 94(24.9%) of the respondents
visited the website to seek product related information, 96(25.5%) of them searched
information related to purchase of the product and 80(21.2%) of the respondents
browsed for company related information.

3. **Satisfaction level of online customers:** It could be evidenced from the online
survey results that out of the total responses of 377, 13% (49) of the online
respondents are very dissatisfied. 15.6% of the respondents i.e., (59) of them are
somewhat dissatisfied. 16.4% of the respondents (62) expressed the neutrality of the
website satisfaction. The one sample t-test shows the Mean value of website
satisfaction of the online consumers as 3.41 and as standard deviation of 1.37 which
indicates that the satisfaction level of the sample group of online consumers is below
the industrial average of 3.95.

4. **Satisfaction level of online respondents across various age groups and Gender:**
The results of analysis of variance indicate there is no significant difference (the
calculated p value is above the .05 significance level) in the satisfaction level of
respondents among the various age groups. With respect to Male and Female
respondents it could be evidenced from the results that there does not exist any significant difference in the level of satisfaction among Male and Female respondents.

5. Customer satisfaction and its relationship with other variables; Website knowledge, Reason for visit and Frequency of visit: The findings indicate that across various age groups there is no significant difference in the perception of the consumers with respect to Satisfaction and the same is the results for the other variables Website knowledge, Reason for visit and Frequency of visit. The results of the Anova and Tukey HSD statistical tests indicate: Website satisfaction - calculated p value of (.825), website knowledge, calculated p value of (.417), Reason for visit a calculated p value (.927), and the variable Frequency of visit - calculated p value(.097) with a significance (.05) level, hence there is no significant difference among various age groups.

6. Online customer Satisfaction across various companies: The survey findings show that there is no significant difference between the satisfaction levels of online consumers across various groups of companies. The results of Anova and Tukey HSD indicate the calculated p value is 0.339 which is insignificant at (.05) level. The results indicate that there is no significant difference between the satisfaction level of online consumers across various groups of companies. It indicates that the respondents across various age groups and across the companies are of the same opinion as regards online satisfaction.

7. Findings of the regression model : The regression model, formulated to test the causal relationship with Online Satisfaction of consumers with the independent variables Layout design, Website finding, Quality of content, Ease of navigation, Specificity of content and Accuracy of information of the website. The obtained R^2 value is 0.959 which indicates there is high degree of positive relationship among the independent variables considered in this model. From the analysis of coefficients, it was evidenced that the calculated p values of independent variables: Layout design (0.248), Accuracy of information (0.726) and Ease of Navigation (.234) are above the significance (.05) level.
8. **Findings of the regression model to establish relationship between dependent variable Website satisfaction and the independent variables:** Meeting needs of customer, comfortable business and customer support offered in the website are considered in the model. As could be seen from the regression results, the $R^2$ (coefficient of determination) value is 0.919 which indicates there is high degree of positive correlation. Here the value of adjusted $R^2$ (0.918) is closer to the $R^2$ value and both are closer to 1 yielding good p values which are significant at (.05) level.

9. **As could be seen from the regression model, the cause and effect relationship between the dependent variable Website satisfaction and independent variables:** Website comparison, Website recommendation, Revisiting the website and use of Company website as a Primary source is tested in this model. The $R^2$ value is 0.878 indicates positive relationship between the dependent and the independent variables. Adjusted $R^2$ (0.877) is closer to the $R^2$ value. This suggests that adding each of the additional 4 independent variables after the 1st independent variable, makes a high degree of positive contribution in explaining the variation in the dependent variable - Website satisfaction.

6.4 **Specific findings on B2B E-Commerce of the sample organizations:**

1. It is discerned that nearly 67% (263) of the respondents fall in the category of Tenure of supply- more than 4 to 8 years which is an important determinant for Supply chain collaboration and long term relationship between the OEMs and suppliers.

2. It is evident that the majority of the respondents i.e, nearly 67% of the respondents fall in the category of more than 4-8 years of which nearly 64% of the respondents are in the category of ISO 9000-2000 certified suppliers which signifies, majority of the respondents come under the quality certification standards.

3. As could be evidenced from the regression model, the $R^2$ value is 0.491 which indicates there is positive moderate relationship among the independent variables i.e., (EDI with trading partners, Sending Mail, using E-seal, video conferencing, using Digital catalogue, E-buying and EDI with the Company) considered in this model. Here the value of adjusted $R^2$ (0.482) is closer to the $R^2$ value and both are closer to 0.5. This suggests that adding each of the additional 7 independent variables after the
1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

4. As could be evidenced from regression model, the $R^2$ value is 0.243 which indicates there is low degree of positive relationship among the independent variables i.e., (Price list generation, Notification of Delivery, Receiving order, Plan of Delivery, Booking of Transport, Order Confirmation, Generating Invoice and Customs Declaration) considered in this model. Here the value of adjusted $R^2$ (0.227) is closer to the $R^2$ value. This suggests that adding each of the additional 8 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

5. It was found upon the analysis of regression model, the $R^2$ value is 0.243 which indicates there is low degree of positive relationship among the independent variables i.e., (Price list generation, Notification of Delivery, Receiving order, Plan of Delivery, Booking of Transport, Order Confirmation, Generating Invoice and Customs Declaration) considered in this model. Here the value of adjusted $R^2$ (0.227) is closer to the $R^2$ value. This suggests that adding each of the additional 8 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

6. From the results of the regression model, it could be evidenced that the $R^2$ value is 0.225 which indicates there is moderate degree with a positive relationship among the independent variables i.e., (Better inventory management, Better information flow, Streamlining the process, Reducing Maverick spending and Process efficiency) considered in this model. Here the value of adjusted $R^2$ (0.215) is closer to the $R^2$ value. This suggests that adding each of the additional 5 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

7. From the results of the regression model, it could be evidenced that the $R^2$ value is 0.212 which indicates there is moderate degree, but a positive relationship among the independent variables i.e., (Lower Administration Cost, Lower Production Cost and Lower distribution cost) considered in this model. Here the value of adjusted $R^2$ (0.206) is closer to the $R^2$ value. This suggests that adding each of the additional 3
independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

8. From the regression model, it could be evidenced that the $R^2$ value is 0.209 which indicates there is low degree of positive relationship among the independent variables i.e., (Improving competency, Improving quality, Reducing lead time, Improvement in production and Improving Labour Productivity) considered in this model. Here the value of adjusted $R^2$ (0.199) is closer to the $R^2$ value. This suggests that adding each of the additional 5 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - Supplier Tenure.

9. From the regression model results, it could be evidenced that the $R^2$ value is 0.136 which indicates there is low degree of positive relationship among the independent variables i.e., (Improving competency, Improving quality, Reducing lead time, Improvement in production and Improving Labour Productivity) considered in this model. Here the value of adjusted $R^2$ (0.125) is closer to the $R^2$ value. This suggests that adding each of the additional 5 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - EDI with the Company.

10. As could be evidenced from the regression model, the $R^2$ value is 0.123 which indicates there is low degree of positive relationship among the independent variables i.e., (Better Inventory Management, better Information Flow, Streamlining the Process, Reducing Maverick Spending on I.T related products and Process Efficiency) considered in this model. Here the value of adjusted $R^2$ (0.112) is closer to the $R^2$ value. This suggests that adding each of the additional 5 independent variables after the 1st variable, makes a low degree of positive contribution in explaining the variation in the dependent variable - EDI with the Company.
6.5 General suggestions on B2C E-Commerce of the sample organizations:

- As could be evidenced from the earlier studies it is evident that Proper designing of websites and identification of consumer groups is very vital for effective online B2C strategies. Hence, it is suggested that the OEMs should identify clear consumer groups, which will significantly improve the navigation and ease of use of it website. This approach considers designing the website from the outside-in approach where the key requirements of the customer are considered.

- The Automobile OEMs will be better able to classify each group’s needs and wants, if customer groups are clearly categorised then it makes it easier to design an e-marketing strategy to engage and energise them. The following points represent how the OEMs could more clearly segment their customer groups.

**Customer Groups Specific Needs and Wants on the Websites**

- New Cars Models available, prices, pictures videos 360 degree views, reviews & warranty
- Approved Used Models available, where can they buy, reviews, warranty
- Corporate Sales Cars available, options, tax bands of cars, pricing, CSR policies
- Finance & Insurance Packages available
- Ownership & Servicing, Cost and other relevant information
- Customization – attending to specific customer interests
- Creating a query/dialogue box for replying to specific customer queries
- Detailed customer segmentation will develop Customer Profiles, Knowledge and Understanding. Additionally, the OEMs will be able to identify their ‘most valuable’ and ‘potential’ customers.
- It is suggested that the OEMs should seek to enhance their commitment at each stage of Hamill’s (2010) four I’s of social media. If the companies recruit third
party it will help create and spread positive messages associated with the brand. The bloggers could reiterate the OEMs brand promise they could increase their effectiveness in relation to ‘Interaction’, ‘Intimacy’ and ‘Influence’ and ‘Innovation’.

- Bloggers who promote the safety of Toyota cars such as government agencies, trade magazines and websites like Car & Driver and Automotive.com and public figures. If the OEMs can earn this approval it will provide extra weight to the credibility of the public relations programme.

- To improve its ‘involvement’ with social media the companies must look to comment more on the posts by customers. At present customers are engaging with each other on the OEMs channels such as Facebook, Twitter and YouTube.

- The OEMs may post the initial update and allow customers to discuss the update. To energise its customers into a deep discussion the OEMs must view social media as a two way conversation. If they do not respond to customer comments and let other customers answer on their behalf this could result in customers becoming disenchanted with the channel and the company brand.

- Increasing involvement permits the OEMs to better managed and measure ‘Community Vitality’ from Sheridan’s (2010) Social Media Balanced Scorecard. In particular, the companies would be better positioned to measure: Sense of trust, Support from other members, Opportunity to contribute, Socialization between members and Sense of respect.

- The Internet will also allow direct links to customers. By using the Website, customers will be able to configure the vehicle they want; they will contact a dealer directly and ask for that particular vehicle to be delivered to them. For instance, Renault’s “New Distribution” project aims to deliver Internet-ordered vehicles in less than fifteen days, which practically means a made-to-order production chain. This represents a dramatic change in the automotive industry with respect to ‘Customization’. 
6.6 Specific suggestions based on research findings for B2C E-Commerce:

1. The survey results indicate that the three OEMs should gradually carve their niche in the Indian Auto Industry and use the model of their cars to create specific customer segments. As evidenced the companies should understand the specific needs of this segment and can target the customers with an appropriate strategy for these age groups.

2. As could be deciphered from the factual data, out of the respondents who visited the website at least once a month, nearly 50.5% of the respondents have searched for information either to seek company information or with an intention to purchase the product in the near future. This indicates these customers are prospective buyers and the Companies could come up with appropriate e-marketing strategies to tap this customer segment.

3. The OEMs should realign their B2C E-Commerce strategy in terms of brand building and integrating the dissatisfied and partially dissatisfied customer groups’ ever increasing legitimate demands with the help of social media, discussion forums and other channels and redesign their websites to rebuild long term alliance and reduce distrust amongst the customer groups.

4. From the survey results it is evident that irrespective of the age groups and gender the online customers have gained sufficient knowledge of the websites and their ratings about the websites are based on sound judgement and rationality. Companies should identify this vital factor.

5. Irrespective of the age groups, the online customers have sufficient knowledge of the websites beforehand and they are very specific in their search for online information and they are visiting the websites frequently. Hence, based on the results, it is suggested for all the three OEMs, that they need to update frequently, the online information since customers are judgmental in making their ultimate choice of buying a car.

6. When customers visit the website, there is a need to convince the visitors, why they should evince interest in the company or their product related information online. So it is necessary for the Automobile companies to state why they are the very best, and
differentiate their sites and products vis-à-vis other competitors in the industry. They should clearly state why customers should be buying from their Company and enhance the customers’ feel good factor about the website.

7. The results indicate, while the online customer uses the company website, he is not fully satisfied with the Layout and he is sceptic about the accuracy of information and he thinks the Websites are not user friendly in terms of navigation. It is suggested, to build a positive relationship with the customer through the electronic medium, the companies need to address these issues to retain the customer loyalty and make their sites user oriented.

8. The regression results indicate as the online customer gets a prompt and reliable service while using the company website, it helps building a strong long term relationship with the car manufacturing companies and the Customer focus is strongly evident. Hence, it is necessary to keep good customer relations and update their websites vis-à-vis the demand of new-age online informed customers.

9. Upon analysis of coefficients, the variable: ‘recommending the website to others’, calculated \(p = .253\) is insignificant. The results signify that the customer is not quite comfortable while recommending the website to others. It signifies a strong evidence for the companies to keep good customer relations and update their websites vis-à-vis the demand of new-age online informed customers. It is suggested that the Companies can enhance their web presence and enhance goodwill and bondage through their websites and increase the customer base vide the discussion forums and social media.

6.7 General suggestions on B2B E-Commerce

- Supplier verification it is important to know beforehand how long supplier is there in market and dealing online. It is feasible for the OEMs to do business with a supplier who has been certified as a gold supplier for at least more than 2-3 years.

- It would be beneficial for the OEMs to search supplier’s name and past history on websites like google.com.
• It is necessary to ask for Company registration number and business licenses.

• Making a phone call, by company’s telephone, is advisable but not mobile phone since it is a testimony to the real business establishment. The OEMs need to take special care while doing business with suppliers who do not have a telephone.

• It is better to ask for reference tracking numbers for the products the supplier who has shipped the goods to the OEMs.

• Seeking samples of the components and verification is very important before bulk orders.

• The OEMs need to pay extra attention to payment terms of suppliers. There are authentic modes of payment like TT, Western Union, Money Gram is the most common mode of payment but good suppliers do accept pay pal as well.

6.8 Specific suggestions based on research findings for B2B E-Commerce:

1. Since only the calculated p value of Video conferencing (0.030) is above the significance (.001) level and other independent variables yielding significant p values (.000) shows a positive relationship with the dependent variable Tenure of Supply. As could be evidenced from the survey results, the adoption level of E-Commerce is good amongst the Automobile component suppliers and the OEMs. It is feasible to suggest, as the tenure of supplier increases, it facilitates E-adoption practices. The E-Commerce transactions increase positively and this strengthens the positive relationship between supplier and car manufacturing companies in the long run.

2. Since the calculated p values of independent variables: Receiving order (0.810), Customs declaration (0.076) and Price List generation are above the significance (.05) level. This indicates as the tenure of supply increases, the complexities of e-operational practices in the supply chain would also increase, across various suppliers who are geographically spread throughout the nation. While conducting business through the electronic medium, there is scope for the suppliers to streamline their operations vis-à-vis the car manufacturing companies in respect of Receiving order, Customs declaration and Price list generation.
3. Since the calculated p value of Process efficiency (0.053) is marginally above the significance (.05) level, there is scope for improvement in the process, by training the employees in that direction to gain efficiency in operations across the supply chain: specifically between the suppliers and the OEMs.

4. In the analysis of coefficients of the regression model (dependent variable EDI with the Company) except one variable – Reducing the Lead Time all the independent variables yielded significant p values. Hence, it is suggested that: Companies and suppliers need to redefine and realign their strategies to reduce the lead time with suitable procurement policies with stronger collaborative practices and come up with a suitable logistics solution to mutually reap the e-operational benefits.

6.9 SCOPE FOR FURTHER RESEARCH

The present study focuses on and stresses that all the activities along a supply chain should be designed according to the ‘needs of the customers’ to be served. Consequently, the (ultimate) consumer is at best an integral part of an Automotive Supply Chain. This study provides an excellent insight into the website of auto marketers and will assist them to analyze and understand the current online initiatives vis-à-vis future online marketing strategies to enhance online customer satisfaction. It provides directions for auto marketers to influence the new breed of online Consumers’ and help them decide with online content as to which car to buy before they enter a dealer’s showroom. However, the present study includes a small group of online customers who were targeted and the respondents are selected using simple self selection sampling technique. Future research in this area could be carried out by selecting a larger sample group covering wider geographical area and different groups of consumers based on Income, Marital status, Specific tastes (for Customisation of products), ethnicity etc., in order to broaden the scope and knowledge of the study on online consumer behaviour.

Opportunities in the automotive supply chain can make a positive contribution to more than one sector priority in rationalising the process, people and products. The supply chain integration can enhance the volume of the production by speeding up production and reduce costs and delays. The Organisations need to see the business as strong and capable and feel invaluable in these challenging times. Appropriate
automation based on a balance between value addition per employee and capital employed per employee should be the prerogative of the entire gamut of Indian Automobile Industry. Quality is based on dedicated manpower and skill up-gradation; there is a need for continuous improvement as could be aptly quoted: ‘become a learning organization through relentless reflection and continuous improvement’. (The 14th principle of Toyota Management System). To conclude, future research in this area prompts for longitudinal studies, which could be aimed at investigating cause and effect relationships in collaboration and information sharing among other partners in the Automotive supply chain and their development over a period of time. Respondents from various other countries could be included in the sample, since web-based survey can attract more number of respondents and information could be easily gathered at any given point in time at a global level. Hence, it is necessary for the future researchers to move in this direction.

6.10 CONCLUSION

Effective Website management online and B2C web strategies are vitally important, as the online landscape evolves rapidly with the emergence of powerful consumer-to-consumer tools like blogs, discussion forums, social networking sites and virtual worlds. The Automotive companies OEMs in Karnataka need to stay focused on evolving consumer attitudes online. As with the web, the issues are dynamic and it is still too early to determine their ultimate impact on the automotive industry. Manufacturer/dealer collaboration in the form of effective retail integration and integrated lead management would become more important than ever to satisfy increasingly sophisticated and demanding consumers. To retain their online loyalty, companies need to establish and maintain a true two-way dialogue with individual consumers through personalized communication to enhance online and overall customer satisfaction.

Improving production speed makes it necessary to improve and integrate the supply chain which allows reducing costs and delays and it facilitates procurement through international marketplaces in order to reduce acquisition prices. Extranet facilitates sales and after sales services and paperless transactions. In order to improve productivity, collaborative tools are important for product development and engineering. An automotive internet portal is very much essential to facilitate contacts
between Indian auto market and world auto market, and promote "made in India" apply to world market places. To sell products online and to improve quality of web sites improvement in tools to communicate like use of email, teleconferences and voice based transactions is the need of the hour. The current situation is also a natural opportunity to prune costs. Cash conservation in manufacturing will go a long way in cost-cutting as well as innovative mindsets like making cost-saving cool & fashionable. In times of financial difficulty people need to be reassured about their position and value in the company. One significant global trend that has recently emerged is that OEMs are increasingly turning to integrated systems suppliers in preference to individual component suppliers, a cost-cutting measure in light of increasing competitive pressure, as well as a means to enhance flexibility. In other words, the components supply chain is being rationalized—OEMs are opting for integrated systems suppliers because they have greater control over them in terms of costs and quality. OEMs expect their component suppliers to: (1) provide integrated systems rather than individual components, (2) participate in the global automotive chain, (3) raise quality levels, (4) participate in research and development, and (5) monitor and absorb a greater share of the warranty costs. These requirements have considerable implications for the use of integrated IT systems, involving both the supplier network, as well as the strong customer base. Alliances between various global automobile manufacturers also depend on networks that facilitate communication and the integration of their structures.

As a result of the extensive consolidation of automotive component suppliers in order to reap the benefits of economies of scale, the automotive component and parts industry is undergoing intense tierization. Consequently, the influence of Tier I suppliers, who supply OEMs directly, has increased tremendously. In a bid to reduce costs, tierization within the automotive industry has intensified at the global level. OEMs deal with Tier I suppliers directly, who deliver integrated systems rather than individual components requiring assembly. Tier I suppliers assemble the components in-house in accordance with the OEM’s specification, and maintain direct contact with Tier II and Tier III suppliers, who deliver subsystems or special components. Tierization is popular in the American, Japanese, and European markets on account of their high sales volumes. These markets provide a reliable sales base for vendors and are well-integrated, making minimal taxation rates, as well as cost advantages for the
supplier, possible. In contrast, sales in India are relatively low. Hence there is felt need for the OEMs in Karnataka specifically, to understand the underpinnings of this radical transformation in the supply chain and device suitable supplier policies and come up with efficient and reliable dedicated network for superior information sharing and strong collaborative practices in tune with the entire Automobile Industry in India.

As the age old adage of Sir M.Vishveshvariah goes: “Industrialize or perish”, The Indian Automobile Industry would succumb to the pressures if they do not innovate and initiate to be Techno-savvy; as most of the younger generation and prospective buyers of cars are computer literate, knowledgeable and Techno Aristocrats. Hence E-Commerce is the order of the day and survival of an organization depends on its capacity to adapt to the changing dynamics as change is eternal one.