Chapter 8

FINDINGS, IMPLICATIONS AND DIRECTIONS
FOR FUTURE RESEARCH

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FINDINGS, IMPLICATIONS AND DIRECTIONS FOR FUTURE RESEARCH

8.1 Introduction

This chapter presents the key findings based on the results of the hypotheses testing as well as those results that have emerged out of qualitative analysis. Moreover, some recommendations to supply chain members have been discussed. Managerial implications have also been listed out in this chapter. Lastly, directions for future research endeavour have been presented.

8.2 Key Findings

• There exist significant differences with respect to Supply Chain Management, Relationship Management, Technology, Inventory Management, Marketing Strategies, Distribution Network and Distribution Strategies across the status of the supply chain members.

• Manufacturers pay greater importance to the management of the supply chain as compared to distributors or retailers.

• Manufacturers pay more importance to development of cordial relations among the members of the supply chain as compared to distributors or retailers.

• Manufacturers pay greater importance to adoption of modern technology as compared to distributors or retailers.

• Manufacturers pay higher importance to proper management of inventory for achieving desired distribution objectives as compared to distributors or retailers.

• Manufacturers are more committed to devising better marketing strategies for proper distribution as compared to distributors or retailers.
• Manufacturers pay highest importance to designing better distribution network as compared to distributors or retailers.

• Manufacturers are more committed for developing better distribution strategies as compared to distributors or retailers.

• There is no significant difference with respect to adoption of any of the dimensions of distribution strategies across the nature of the supply chain members.

• There exist significant differences with respect to implementation of Relationship Management, Technology, Marketing Strategies, Distribution Network and Risk Management across different handset brands.

• Supply chain members associated with Samsung pay greater importance to the development of cordial relations among each other as compared to members associated with other brands.

• Supply chain members associated with multiple brands pay more importance to adoption of newer technology as compared to supply chain members associated with other brands.

• Members dealing in multiple brands pay more importance to development of better marketing strategies as compared to members associated with other brands.

• Members associated with multiple brands pay higher importance to development of proper distribution network as compared to members associated with other brands.

• Supply chain members associated with Samsung pay more importance to management of risk as compared to members associated with other brands.

• Implementation of strategies for the management of inventory varies significantly across type of ownership.
• Supply chain members with sole proprietorship pay more importance to the management of inventory as compared to supply chain members working in partnership.

• There is a positive significant impact of Supply Chain Management, Relationship Management, Technology, Inventory Management, Marketing Strategies and Distribution Network on Distribution Strategies.

• Environmental Management and Financial Strategies have a negative but insignificant impact on Distribution Strategies.

• Risk Management has a positive but insignificant impact on Distribution Strategies.

• Most of the supply chain members associated with Nokia and L.G. receive help with regard to storage of inventory in the warehouses from other members of the supply chain. For Samsung and Micromax, this value is only moderately high.

• There is a low level of adoption with regard to use of electronic order forms for placing the orders among all the players.

• There is a low level of adoption regarding the use of GPS and GIS for tracking and locating the consignments among all the players.

• Barring Micromax, all other players make extensive use of warehouses for storage of inventory. For Micromax, there is a moderate level of adoption in this regard.

• There is a moderate level of research conducted by Nokia, Samsung and L.G. for understanding the buying behaviour of the customers. For Micromax, this value is low.

• Most of the members associated with each brand make use of Personal Interviews as a means of taking feedback from the customers.

• There is low level of adoption with regard to the use of data provided by different research organisations among all the players.
• All the players make extensive use of internet/e-mail for communicating with other channel members.

• All the players seek regular feedback from other channel partners.

• Nokia and Samsung make extensive use of third parties and other independent agencies in order to gather information from the market and make it available to other members in the supply chain. For L.G. and Micromax, this value is only moderately high.

• Majority of the supply chain members associated with each brand make use of Letter of Credit as a means of transferring the money.

• Most of the supply chain members associated with each brand have a credit repayment period between three to six months.

8.3 Recommendations to Supply Chain Members

• The distributors and retailers should learn the basic concepts of supply chain management from the manufacturers to enhance the productivity of the supply chain.

• The distributors and retailers must learn from the manufacturers with regard to development of fruitful relations with other channel members.

• The distributors and retailers should understand the importance as manufacturers do regarding the adoption of modern technology for developing better distribution strategies.

• The distributors and retailers must learn to effectively manage their inventories.

• The distributors and retailers must understand the importance of better marketing strategies.

• The distributors and retailers must learn to develop better distribution networks.
• The distributors and retailers must understand the importance of devising effective distribution strategies.

• Supply chain members associated with Nokia, L.G., Micromax or multiple brands must learn from the members associated with Samsung regarding the development and management of cordial relations between the supply chain members.

• Members associated with Nokia, Samsung, L.G. or Micromax must pay greater importance to adoption of modern technological methods as members associated with multiple brands do.

• Members associated with Nokia, Samsung, L.G. or Micromax should learn from the members dealing in multiple brands and must pay more importance to development of better marketing strategies.

• Members associated with Nokia, Samsung, L.G. or Micromax must learn from the members dealing in multiple brands regarding the development of effective distribution network.

• Supply chain members associated with Nokia, L.G., Micromax or multiple brands must learn from the members associated with Samsung regarding the proper management of risk in developing distribution strategies.

• Supply chain members working in partnerships must learn from sole proprietors for efficiently managing the inventories.

8.4 Managerial Implications of the Study

This research has contributed to the growing literature on the proper management of the different dimensions of distribution strategies. The findings have shed light on the importance of properly managing the different aspects of distribution strategies so as to gain competitive advantage in the market.

To conclude, the study has following implications for the mobile handset industry:
As the world of handset manufacturing is gradually moving towards a higher degree of specialisation and innovation; core technological capability may soon become a pre-requisite for competitive advantage.

The players need to look beyond core product and focus on complementary assets like supply chain efficiency and relationship management to achieve success.

There is a pertinent need to collaborate and integrate across different members of the supply chain to get visibility in the supply chain.

The members need to share knowledge held with suppliers to understand the new technology and with retailers to share demand and customer related information.

The members need to follow same inventory policy across entire supply chain in order to respond to customers’ needs in a better way.

There is an intense need to increase the value of the firm by addressing to the demands of the customers and maintaining fruitful relations with them.

8.5 Directions for Future Research

In this study, nine independent dimensions having an impact on distribution strategies were identified and their impact on the distribution strategies was studied. Studies may be carried out to identify and include other independent variables that affect distribution strategies devised for the distribution of mobile handsets.

Top four mobile companies were selected for analysing the impact of different dimensions on distribution strategies. Further research may be conducted to include more companies so that the research problems are better addressed.

The scope of the present research was confined to limited geographical areas covering National Capital Region, Eastern Uttar Pradesh and the Pune-Mumbai regions. Research covering broader geographical area would provide better perspective on the subject.
• Three members of the supply chain viz. manufacturers, distributors and retailers were included in the research study. Inclusion of suppliers and customers in future research endeavours would provide better understanding of the subject.

• The respondent base for the collection of data for the present study was limited. Future research may be carried out with a larger sample size so that a better insight into the subject is obtained.

8.6 Chapter Summary

This chapter presented the key findings that have emerged based on hypotheses testing results with regard to various dimensions of distribution strategies. Recommendations to supply chain members have been listed that may help them in developing better and productive distribution strategies for distribution of mobile handsets. Managerial implications of the study have also been presented for the mobile handset manufacturers that may help them in reaching out to their customers in a better way. Finally, directions for the conduct of future studies have been analysed and listed out so that improved research work may be carried out.