

Checklist – A Scepter In E-Tailing Business Dynamics

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Abstract - Electronic Retailing with all its apparent conventionalities and merits is preponderant across the globe and gathering a widespread momentum in India. In the backdrop of the faster Internet and mobile penetration, technological impact and ever changing trends in India the e-tailing business is galloping to reach the dizzy heights. On the other side, it is failing to make a dent in terms of growth comparable to that of China and USA despite the availability of requisite resources. The research paper aims at exploring the causalities and factors impeding such phenomenon. An extensive study has been made analyzing the present e-tailing scenario in the light of its trends, opportunities and challenges. In this direction, an empirical study has been conducted among the 40 e-tailing organizations to have a comprehensive understanding of their business operations. The data collected has been thoroughly evaluated with the support of secondary data obtained through various sources. The major findings derived through the study have revealed several mismatches, shortcomings, lacunae in the e-tailers operations and implementation. In this context the researcher has felt that a well structured, viable and workable checklist of operations is necessary to the e-tailers to follow meticulously at every stage of their operations to obviate the above problems and avoidable contingencies. Accordingly such a checklist has been designed and presented in this research paper. The checklist is acts as a powerful tool for planning and organizing the operations, allocating the priorities and multitasking. It plays a crucial role in e-tailing business dynamics as is PERT in the project management.

Key Words: Electronic Retailing, E-tailing, E-Commerce, E-tailing Business Operations, E-tailers Checklist

1. Introduction

The Electronic Retailing in India has become an order-of-the-day as it has emerged with rapid pace as one of the most dynamic industries sequel to the entry of numerous new players from time to time and as a result the path was made clear for considerable enhancement in GDP and employment potential in the country. The internet and mobile penetration has been making deep inroads in electronic retailing business day by day contributing largely to its growth and success and vice versa. But the process of electronic retailing business is limping to cope-up with the global market due to several implicit and explicit factors. An extensive study has been made by the researcher in this area and has come out with several workable solutions both in retailer and consumer perspective. The study prompted the researcher to frame a structured checklist of activities which is expected to help running the business in a systematic & methodical manner sans interruptions of any kind. The checklist plays a crucial role in e-tailing dynamics as is PERT in the project management.

A checklist is a strong reminder or alert to the individual to carry out all the activities of the business and to act prompt leaving no scope for total dependence on one's memory. It aids to ascertain the steadiness and the totality of the activity involved in the task. In the context of e-commerce and electronic retailing, the checklist acts as a manifest of the tasks to be performed in accordance with the stipulated time frames including multi-functioning adjusting the available time schedules. Basically the checklist has to be prepared as a structured document of the activities & special tasks and accessible to instant verification and audit.

2. Literature review

In order to have a comprehensive and multi-directional understanding of the e-tailing scenario in India the researcher has rendered an extensive review of the literature comprising several surveys, scholarly articles, books, dissertations, conference proceedings and other resources which are relevant to the area of research (Greenfield T, 2002). This has also included research papers, conference reports, online journals, business magazines, news papers, annual reports, industrial survey data, e-tailing journals (IMRB, IAMA), previous research theses, statistical reports, reviews, abstracts, and electronic media. Some of the important papers are:

Teklehaimanot Tadele Kidane, R.R.K.Sharma (2016) have envisaged that the rapid changing Internet environment has formed a competitive business setting, which provides opportunities for conducting businesses online.

Christian Mbayo Kabango, Asa Romeo Asa (2015) through their research asserts that the technology effectiveness is essential in E-Commerce success besides human, economic, and other organizational issues also to be taken into account as well. They also feel that there should be an immediate implementation of a governmental infrastructure to support E-Commerce.

Rayed et al., (2013) report four contributing factors such as businesses, customers, environments and government support for establishing reliable country level E-Commerce infrastructure.

Billewar & Babu (2012) in their survey have observed that B2C e-commerce web sites are facing lots of problems as of that day since the customers preferred traditional way to purchase the products and not from e-commerce web sites.

Srikanth, V., Dhanpal, R. (2012) studied “A Business Review of E-Retailing in India”. The objective of the study was to focus on e-retailing concept/framework, e-retailing pros and cons and how to make e-retailing venture successful.

Colla & Lapoule (2012) have opined that the content of the website is a critical aspect in terms of how accurate and relevant it is. It has been also emphasized that the website design is very important, if the company wishes to conduct a successful e-retailing business.

Forouhandeh Behnam et al., (2011) in their research demonstrated that the commercial terms viz. warranty, assurance, website maneuverability and enjoyment are essential elements which largely contribute to the progressing growth of online business.

Moore and Taylor (2011) studied the effect on payment mode on willingness to spend. Their experiment presented evidence that payment via credit card is much higher than the cash payment.

N.Delafrooz. L., H. Paim and A. Khatibi (2011) studied the areas of trust and consumer attitudes and observed that they have direct effect on buying online intention; while the convenience, price, broader product selection, and earnings have indirect effect.

G.S. Shergill and Z. Chen, (2005) in their research paper made a specific mention that the site design, site reliability, customer service sites, and site safety are the four dominant factors that influence consumer perceptions of online purchases.

Colby, D. (2004) studied “E-Retailing: The Real Story”. Their objective of the study was to highlight some of the considerations and concerns of creating an E-Retail business.

Burt, S., Sparks, L. (2003) reviewed the impact of E-Commerce on the retail process in his research paper “E-Commerce and the retail process: A review” with a focus on how retail processes and procedures could be affected by E-Commerce.

Reichheld and Scheffer (2000) has suggested that a one-size-fits-all e-retail strategy will not work for the increasingly diverse Internet shopping community. Trying to be all things to all customers will be increasingly challenging as greater proportions of the mass market come online.

Walsh and Godfrey (2000) has suggested that analogies can be drawn from the approach that e-retailers take in building customer loyalty and satisfying customer need. An e-retailer builds the relationship over time by demonstrating an interest in the customer, listening to and understanding the customer.

3. Statement of Problem:

Electronic Retailing has become a global phenomenon and is spreading at a rapid pace all over. But in India it is still staggering due to several psychological perceptivities in consumer’s reluctance to adopt e-commerce, deficiencies in the business outlook such as global competition, deliveries and logistics, competitors, decreasing brand loyalty, technology levels, low conversion rates, trust, privacy, security, low average order values, government support, legal framework and lack of expertise & guidance.

Notwithstanding the progress taking place in India with regard to e-commerce, and despite the government’s initiatives to encourage the speedy growth of e-retailing by introducing appropriate cyber laws, reduction of taxes on infrastructure, start-ups etc., people are still wavering to buy online due to confusion, lack of trust, pre-emptive beliefs, comprehensive ideology towards online business and related security, payment methods and excessive internet tariffs. Further, the frauds taking place in credit card transactions and other allied cyber threats are discouraging the consumers to go online.

Further, it has been widely observed that the majority of the e-tailers are lacking proper direction in moving ahead with effective strategies. The researcher has identified the drawbacks, lacunae, bottlenecks, impediments in process and several other allied areas in their operations. On thorough analysis and orchestration of the operations, it has been felt that an effective and structured checklist is warranted for the e-tailers to follow considering the time frames.

4. Objectives of the study

- a) To analyze the existing practices of Indian e-retailers and discover the novel methods for improvement keeping in view the opportunities, trends, challenges and limitations.
- b) To explore new horizons in the Indian e-tailing scenario to match the global standards.
- c) To develop a viable model for easy implementation and gauging the periodic progress with a specific reference to e-tailing in India.
- d) To provide a suitable suggestions to e-tailing practitioners, academicians and consumers on different platforms in the field.
- e) To design an appropriate and structured checklist of operations for the benefit of e-tailer enabling the multi-tasking, if need be.

5. Methodology

Considering the descriptive nature and magnitude of the research, the researcher has found necessary to adopt the qualitative methodology in a panoramic angle addressing several intricate factors. Accordingly, the current study has been made using personal interview method for the collection of primary data from e-retailers with the help of a comprehensive and semi structured questionnaire. Representative from 40 different e-tailing organizations at random were interviewed. The selection of sample size is arbitrary because of the commonality of business. All have responded and this helped in analyzing data without any complexity.

6. Data Analysis

The data collected from various e-tailing organizations has been segregated into i) placing information into different arrays, ii) preparing a matrix of categories with the evidence, iii) charting the frequency of different events in tabular form, iv) verifying the

complexity of the above tabulations and their relationships by calculating through means and variances, and arranging the information in chronological order.

The data has been categorized, and related subcategories have been identified as follows:

Technology used in website design, product categories, product range, product mix, competitive advantage, target market, segmentation, promotional strategies, positioning strategies, core competencies, niche marketing, focus areas of business, stake holders support, volume of transactions, credit related policies and follow-up strategies, consumer grievance handling, redressal methods, technology upgradation, business expansion strategies (MoUs, collaborations, tie-up's, mergers and acquisitions), alliances support, future plans and contemporary issues related to logistics, supply chain management, payment methods etc., and ethical considerations. This is to denote the appropriate meaning of categories including key characteristics, scope and limitations, with proper codification of examples to illustrate meanings, associations and perspectives associated with the category.

The said categorization apart, a cross-factor analysis has also been conducted to identify the similarities and differences in the factors & variables under each head considering the concept of "Union" in integrating the factors and variables and final workable model has been developed.

7. Findings

1. The e-commerce companies are adopting the latest website designing technologies. But these are vulnerable to change withstanding the rapid changing trends. In the process the big players (i.e., Amazon, flipkart etc.) are flourishing and the small companies are perishing.
2. With regard to product line, product categories, items of multiple brands, the big players like amazon, flipkart, shopclues etc., maintain wide variety of the above, whereas the small players cannot afford to maintain such high volumes due to the paucity of funds and other peripheral contingencies.
3. The major players by virtue of their effective logistics support, the capacity to maintain multiple brands, keeping-up of effective product mix, acquisitions & mergers as necessitated from time to time, timely funding, upholding brand equity, backing of big companies, capacity to enter into MoUs as envisaged from time to time, augmenting technologies as per the changing trends, innovations carry a distinct competitive edge whereas small companies, being unable to maintain such facilities, are gradually sinking.
4. Concerning to the target markets and marketing segmentation different e-tailing players adopt different kind of strategies like catering to the demographic needs, hitting the different strata of people, attracting various kinds of customers like professionals, business people, students, teachers, house wives etc., in keeping their business going and advancing with the times. The target markets and segmentation thus have a profound influence on the growth of e-tailing business.
5. In regard to the methods, processes, lines of attack at the appropriate places to achieve required target markets, the approach towards implementation of their plans, the researcher has observed the most common practices, currently in vogue are a) constant connectivity with social circles b) keeping a watch on the attitudinal aspects of the customers and other stakeholders c) chalking-out and implementing several promotional plans d) blogging e) partnering with likeminded sellers in the field f) maintaining & periodic reviewing of customer testimonials and profiles g) following and encouraging customer reviews and reports, h) keeping their ears and eyes open on what is happening around with regard to competitors i) outlining appropriate plans of diversification in the necessary areas j) focus on retaining the target customers and so on. These are of course sensitive to change according to the times. The researcher's study has yielded even results.
6. As a part of the promotional activities to expand the business, the e-tailers are adopting several enticing methods to attract the customers such as a) offering discount coupons & tickets b) organizing frequent special promotion campaigns like festival offers, Sunday fleet market, seasonal offers etc., c) telecasting their unique commercials d) web based advertising, e) offering special discounts, free gifts, vouchers etc., f) word-of-mouth publicity g) mobile app related promotions h) special brand campaigns i) offering special discounts on the payment via credit/debit cards j) sponsoring sports k) possible tie-ups with successful designers and so on.
7. The product positioning is closely linked to the promotional activities as there is no physical presence of the retail stores. Notwithstanding the thumb rule of positioning right product at the right place at the right time has to be dealt with in different dimensions without affecting the real concept of the above like enhancing their sales through certain catchy captions viz. Amazon's "Glocal" (go global act local) & "AurDhikao", Snapdeal's "Unbox Zindagi".
8. Several competencies; innate, acquired through the experience, innovative, contingency based, spontaneous in nature etc., are vital to the success and growth of e-tailing business. Although, most of the competencies are common in nature and are oriented towards growth of business, different e-tailers are endowed with different competencies like a) company image, b) cost leadership, c) sound funding, d) backing of big players, e) size of the company, f) own payment gateway, g) own logistics, h) capacity to hold high product range, i) hiring highly learned & experienced people, j) constant innovations, k) ability to take calculated risks, l) potential partnerships, m) capacity to enter into MoUs, n) maintaining own TV channels, o) unique labeling for high margins, p) efficient supply chain & logistics management, q) state-of-the-art technological support, r) effective network support and other allied strengths.
9. The e-tailing companies have got their own focus areas for flourishing through their defined strategies; such as a) prime services, b) geographic segments, c) logistics, d) fashion items, e) mobile commerce, f) TV shopping space,

- g) personalized services, h) banking, i) concentrating on core customers, j) rural marketing and so on, which are a must for accomplishing a sustainable growth.
10. A thorough review of quarterly and annual revenues are of prime importance for formulating their on-going, future and perspective plans to be in the race and obtain sustained growth, diversification and altering the line, length and breadth of products suiting to the changing trends.
 11. Especially in the context of e-tailing in particular and e-commerce in general additional funding towards the expenditure beyond their annual budgets is essential so as to meet the contingencies that come to surface all a sudden like infrastructure and technology augmentation as deemed necessary for diversification according to changing trends and to maintain the requisite inventories. The big players can manage funds required easily whereas the smaller companies and start-ups lack such initial facilities and face the travails frequently in withstanding competition.
 12. Concerning payment modes the e-tailers offer several options to suit the convenience of different strata of customers of which COD is popular. Of late the EMI facility is also emerging.
 13. The credit policy of the e-tailers also play an important role in building-up the company image, besides being beneficial to the customer.
 14. As far as consumer grievances and redressal are concerned, the researcher has noticed that a generic four-step procedure is adopted by the e-tailer which comprise *i*) Registration of complaints, *ii*) Analyzing the complaints with facts and figures, *iii*) Follow-up with consumers, merchants, arbitrators (if necessary) and middlemen concerned, *iv*) Closing the case. The entire process is very exhaustive because of the investigation, several questions and answers at every step. There can be some simple cases also.
 15. The mergers & acquisitions, collaborations as well as MoUs that contribute substantially for the expansion, growth of business, image, and constant existence in the race, to be market leaders and to accrue profits, and that has become common among big players like flipkart, Snapdeal, Paytm etc. The smaller e-tailing companies lack such facilities for obvious reasons and some of them are being bought by big companies. The majority of the e-tailors have tie-ups with the government organizations like FISME (Federation of Indian Micro and Small and Medium Enterprises), NCDPD (National Center for Design and Product Development), Labour Ministry, NIFT, IIT's etc.,
 16. The technological implementation and its periodic reinforcement is essential for combating changing trends and sustained growth of business. It is observed that different companies have different plans of fortification of technology in terms of design, structural, ease of use, software development, networking, mobile commerce, multimedia content, interactive system, flexibility etc. All companies may not be concentrating on all the above areas but few areas in common. This varies from company to company subject to need, pattern and financial sufficiency.
 17. In regard to the future plans in the areas of overall improvisation of the existing facility and other peripheral components, diversification, marketing and HR fields, the majority of e-tailers has its present and future plans, common in nature but in different dimensions covering all the above aspects. All are growth oriented in all respects, customization, value added services, cost & time effectiveness, quality enhancement, novel shopping experiences, customers' delight etc., in addition to minding their own profits. The strategies in vogue are adopting artificial intelligence, penetration into new horizons including rural areas, the overall revamping of the existing structure in race with changing times, widening mobile commerce, hiring quality personnel, multi warehousing and several other tangential elements.
 18. In the areas of prompt tackling of issues relating to logistics management, after sales support, payments, grievances, delivery and reverse logistics and the likes enhances the image of the company, building-up customer trust and derive customers delight, the study has found that the common issues faced by the e-tailers are: lacking adequate technical expertise and work force, payment problems, lacking access to some delivery destinations, sudden drop-outs from the transactions in the midway, handling returns, language barriers, cyber security threats, absence of appropriate cyber law, digital illiteracy, cut-throat competition and so on.
 19. Referring to ethical considerations in e-tailing business, the study reveals that the evasion of ethical elements is prevalent in certain subtle areas where the customers are being hoodwinked unknowingly. The gist of the study reveals the vulnerability in the areas of privacy, security, fair competition, healthy marketing practices, pricing practices, irreversibility of e-payments and refunds, adherence to law, deliberate mishandling of dispute resolutions, providing deceptive information, avoidance of value added services even when possible, violation of intellectual property rights (IPR), commitment in product listing, ignoring CSR (corporate social responsibility) and so on and so forth.

8. Suggestions & Recommendations (That also act as checklists)

1. **The Look, Aesthetics and Site Management:** Primarily it is necessary to upkeep the maintenance, conservation and support of key features of a website like search-bar, navigation of site, featured products / services, recommendations, deals/offers, price comparisons, news letter subscriptions, multimedia content, products categories, payment options, secure payment gateway, delivery options, return policy, customer login / registration, feedback / live chat, privacy policy, news & events, social media presence to create totally user friendly environment for consumer operations, keeping in view the increased usability and visibility. Although these features are maintained by e-tailers at large, it is suggested that further refinement as well as optimization are necessitated as there is ample scope available for such fine-tuning in those areas.

2. **Effective User-oriented Experience:** It is mandatory on the part of e-vendors to create a user-oriented experience, as the customers can't physically see and touch the products offered online. So as to encourage customers to buy online the e-sellers to resort to appropriate product pricing and adherence to stipulated delivery dates. They are further advised to create their website to display "**Design-with-a-purpose**" with emphasis on aesthetics and ethos, easy to use, entertainingly educational, illustrating through iconography & beautiful graphics and UI (User Interface) in order to provide customers with the best possible online shopping experience.
3. **Dedicated customer service:** To derive customer satisfaction and customer delight the service has to be designed with 100 per cent accuracy and for this the seller should think from customers' angle, as though he were the customer himself.
4. **Thinking ahead of customers:** To catch-up with the market which is in the state of metamorphosis, the concerned e-tailer's business should stay a step ahead of the competition. To be amidst times, the e-tailers should be effective in customer interactions, keeping in pace with changing trends, analyzing metrics and carrying out a constant & vigilant market research and their strategies. The e-tailers also have to incentivize the customers appropriately.
5. **Eye on averting customer turnover:** Since the "Customer is God" in the marketing scenario, the customer retention is extremely crucial in any business. But, this is not happening many a time. The e-tailer, developing new customers apart, should adopt more and more ways to retain the existing customers like a) sticking strictly to the stipulated delivery dates and providing step-by-step updates thereof to the customers, b) get the package right, c) providing faster delivery options and d) exceed in customer expectations that is delivering the product much before the prescribed delivery periods.
6. **Egg on repeat buy:** As the registration and repeat purchases play a great role in increasing the business levels, the e-sellers have to lay a more emphasis on them and accordingly take measures such as a) more personalization, b) friendly persuasion for registration of customers, c) making repeat purchases easier and d) providing easy login password/account retrieval. prompt
7. **Revamp - Enrich - Add Quality:** In regard to customer services, although most of the practices are in vogue, the researcher advises a total revamp and enrichment in the practices adopting more and more novel methods '*leading to quality addition*' in dealing with a) social media customer services, b) improving customer services via e-mails, c) prompt answering of customer calls and taking subsequent action, d) offering free and easy returns, e) working for the right customer service metrics, f) relaxing the system giving employees responsibility wherein the available employee can handle the customers calls, g) providing the required information and clarifications instantly, h) getting in touch with the customers post purchase e-mails viz., sending birthday/event mails, rewarding most valuable customers, i) extending special treatment and priority to extremely important customers dealing in extraordinary amounts of revenue, j) offering loyalty rewards, k) referring a friend for a gift voucher/money and giving exclusive deals for social followers.
8. The researcher's prime observation that the big players in e-tailing are flourishing manifold but the path of progress of some of the companies is not all that rosy. Keeping this in mind the researcher suggests:
9. **Over ambition – A big NO:** Not to resort to overambitious plans of going in for acquisitions, mergers and MoUs, which are often proving to be highly expensive and yielding negative results.
10. **Match USP & Strike balance:** Think of the most viable differentiator while dealing with multi-product and multi-service lines commensurate with the USP (Unique Selling Proposition). It is further advised that the e-tailers have to be very particular in allocating priorities in the infrastructure development. For example building warehouses disproportionate to the demand of products, orders and maintenance of inventory & investing in the capital equipment with a view to use its full capacity in the long run which is not often happening in India for obvious reasons.
11. **Omni-channel management:** Always have a watchful eye on omni-channel progress so as to provide a pleasant experience, i.e., the omni-channel customer experience — transcending any one medium and simply providing shoppers what they want, when they want. This is because some of the e-retailers are facing omni-channel downfall leading losses. This is also to ensure that marketing strategies are geared toward enabling customers to convert on any channel, though, it is an uphill task.
12. **Avoid complacency – Be ever dynamic:** The researcher, for the most part, has observed certain practical reasons for failing to make a dent in the market and downfall in the case of small e-tailers and start-ups. The researcher also has noticed a widespread complacency phenomenally prevalent in the small sector. The small sector has to accept this fact with a pinch of salt. It is strongly advised that the small players have a compelling need to overcome this phenomena and proceed further despite the problems, impediments and circumstances by taking calculated risks in the areas such as funding and investments, maintenance of stocks, effective logistic services, secure payment procedures, customer retention and services etc., withstanding the hardships as well as difficult propositions.
13. **Take Pains and have Gains:** The researcher has noted that many of the small players/start-up companies are unable to manage the vital areas like maintenance of cash flow, inventory management, website quality & website traffic due to obvious reasons like inadequacy of funds, manpower, technological support. Therefore, it is suggested that the small/start-up players have to be more patient and proceed towards progress with unflinched tenacity, although this is an uphill task. This is sure to entail positive results.
14. **Effective Financial Planning:** Cash crunch is a major problem which impedes every step of operations. Though it is an extremely tough task to generate funds, but not impossible, it is for the e-tailers as to how to plan the viable

and conventional strategies in terms of growth and profit and approach the funding agencies like venture capital, financial institutions, big companies in the same line and other prospective investors.

15. **Flourish or Perish - All depend on your strategy:** Several small sellers and start-ups often fail due to inconsistent strategy i.e., changing strategies in short periods, adopting new strategies for adding verticals and so on. It is suggested that the small/start-up players are to be highly alert and doubly sure that the strategy works, otherwise it is tantamount to physically burning cash.
16. **Customer Acquisition:** It is advised that the small sellers strive and exert to buildup strong customer acquisition in order to withstand investor's pressure, as many of the investors want companies to become profitable and sustainable before they are even ready, otherwise they have to show customer acquisition so as to inculcate trust in the minds of investors.
17. **Keep your uniqueness:** It is recommended that the company have to be unique in their nature, but not to copy others as the copy cat companies do not survive long. An apt contemporary example is the case of famous Meru which has eventually faded away consequent to the arrival of Ola and Uber.
18. **Headhunting:** The small companies often suffer from lack of talent as many talented people do not want to join the small companies. The companies should endeavor to hire a few talented personnel who prove to be the game changes.
19. **Be Flexible – Honor consensus:** The researcher has also observed that the start-ups quite often stick to their original ideas in implementation and practice and are not amenable to others opinion, thereby loosing in many ways. They are advised to be flexible and their approach has to suit the consensus.
20. **Check every Step:** The small companies/start-ups often confront the recurring problems viz. lacking checks during all kinds of transactions, overlooking customers' issues intermittently, order and shipment problems, low levels of customer loyalty, loose ends of integration & connectivity, lack of experience to handle all kinds of transactions, inadequate mobile experience etc. They are, therefore, advised to be well conversant and highly thorough with the operations, lest, they will lose trust among customers, suppliers, investors and other stakeholders. They are also advised to handle logistics efficiently and tactfully.

Keep-up Ethics

- Always exhibit ethical professionalism and safeguard ethics.
- Do not resort to the infringement of IPR (Intellectual Property Rights) and customer rights.
- Abide by the law in all kinds of transactions and activities.
- Honor utilitarian concept.
- Fair competition and fair deal should be the motto.
- Honor CSR (Corporate Social Responsibility).
- Give utmost importance to the value addition in all transactions and dealing.
- Have a deep concern for customer grievances.
- Be transparent in all the operations.
- Accord priority to quality and time.
- Follow meticulously the government policies.
- Avoid untoward promotional practices.

Effective Thumb rules

1. Always give due importance to the vernacular while creating apps as they are bound to cater to the masses of rural India comprising of more than 15 regional languages. Ensure that the apps are not proving to be extra burden to the e-tailers.
2. Always be on the alert that offering heavy discounts beyond reach to attract the customers to combat competition, as many a time it becomes a debacle for some companies leading to heavy losses in the long run, as is widely happening now in India. This is an untoward practice and highly unethical.
3. Don't be always in the race to shoot up GMV (Gross Merchandise Volume) which may attract publicity since high GMV doesn't count for profits and may result in soar operational costs.
4. Should be highly jurisprudent in maintaining the stocks as the inventory carrying costs have a direct effect on the profits. Many companies have come to the stage of liquidation only due to high inventory carrying costs.
5. Avoid steps which prove costly like releasing the apps with ambition but to no avail, as many of the Indian consumers have not reached the stage of responding to them.
6. It is important for the e-tailers to take proper care of their vendors in terms of payment, maintain constant cordial relations, tendering prompt responses to their queries & complaints etc., which is not happening with some of the big players. Although yielded initial revenues but this practice lead them to the closure and in some cases "for sale" because the vendors stopped supplies.
7. Ensure a healthy democratic management practice in the company. There have been some companies where the prevailing autocratic system resulted in sour relations among the employees, which has high affect on the company's image as well as the operations.
8. Have high consideration for domestic items like grocery, furniture etc., which are always on high demand subject to being cost effective.

9. Summary

This paper is aimed at providing valuable tips to the e-tailers for multi-angular growth, expansion and reaping revenues. Several companies are unable to rise due to confusion perplexity in their operations carried out in a haphazard manner. An effective and structured checklist enables them function in a systematic way honoring time management, schedule planning, inventory handling, asset management, maintaining optimum spending levels, multi-tasking and several other activities of operations in running business effectively. This paper is sure to act as a user handbook, guide, manual and a vibrant ready reckoner to e-commerce practitioners and leaves open abundant scope for perpetual further research.

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