



EXPLORATORY STUDY OF OPERATIONAL EFFICIENCY IN HANDI CRAFT INDUSTRY

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Introduction:

Handicraft industry needs very low investment. Nevertheless it needs to be nurtured, sometimes nursed and always protected from competitors by the government of the day.

These handicraft products created by the artisans, most of whom are illiterate and rustic need a market and a buyer. This work is done by the middleman. These middlemen procure handicraft goods from the artisan at a pittance and sell it to mostly city based traders, emporium owners, even government emporiums or exporters. It is these people who sell the material to the final customer. This leads to some level of exploitation of the artisans.

To help the artisans to challenge this exploitation and to create employment in rural areas and further to use productively the skills and resources, the government of India has created several handicraft boards at the central government level and even at the state level. These help in getting the handicraft products to the markets in the cities, through Haats, trade fairs, state government emporiums, and at various exhibitions in the country and abroad.

All these efforts are showing very little improvement in the situation of the artisan. Setting up emporiums and presenting the products at sales is all in the ambit of traditional marketing practices and they are not showing encouraging results.

REVIEW Of litreture :

I.Deogaonkar S. G. (2007) describes the various types of describes of Amravati district of Maharashtra. He mainly focuses on the madiag ond tribe who have vast traditional knowledge of the flora and fauna in their surroundings. They use this resource available to them to create attractive handicraft and utility items. These people have no idea about

marketing these products to the outside world. Many NGO's , welfare organisations and IOWA University, USA are involved in helping them by training the youth from among them to enhance their skills. The author has given a description of the social conditions of these folk. He has offered no suggestion about improving the basic literacy or using technology to the lot of these people.

2.Vats. N. (2014) states that globalisation brings instantaneous communication and the disappearance of distance. Penetrating different markets with speed will put the indian handicrafts on the path of continuous growth. The author offers no concrete steps to enter the diverse markets.

3.Ghouse S. M. (2012) gives a long list of problems faced by Indian Handicrafts Industry. This is followed by very practical and doable strategies to overcome these problems. The author sticks to the traditional marketing and market penetration techniques. These will not help in increasing the market spectacularly. The author should have suggested making use of the internet technology as an accelerator in market penetration, business expander,creating awareness in a larger geographical area without much increase in marketing expenses.

4.Mody P., Mihu R.,Noshi L. &Eichir L. (2013) describe the Idu tribe from Arunachal Pradesh. They describe the intimate connection these people have with the Bamboo and need to educate them about sustainable growth. The authors bring out the fact that human greed will lead to the destruction of the ecology.

5.Sharma B. &Sezhiyan T.(2013) describe the socio-economic conditions of handicraft workers in Sikkim. Being illiterate and having large families make it difficult for them to survive on their earnings through handicraft work. This has led to the migration of the youth to the cities. The author give suggestions to improve the situation through governmental help in many areas. This will help in marketing of their produce and reduce the burden on the earth. This will help in reducing environmental degradation. Some of the suggestions are idealistic and may never be implemented.

6.Ahmad f. &Nengroo A. H. (2013) describe the improving situation of the weavers from Budgam district Jammu & Kashmir.Increased production has led to increased self employment in this region. The authors make the suggestion that the government should help these to bring in computer aided designing tools so their output will become more attractive to customers. This will further increase sales. The authors seem to suggest that no improvement is possible without governmental assistance.

7. *Joel J. D.* (2013) explains the important role played by the Rural Enterprises. They bring employment to the rural areas, usage of natural resources and bring development to these underdeveloped areas. The author lists a series of problems faced by the rural entrepreneurs. Further he gives recommendations to improve the functioning of the rural enterprises.

8. *Arora Shivani* (2011) writes about E- marketing on the internet as one of the best tools to expand any business all over the world. It allows to respond immediately to any query or requirement. Also the business remains open all the time. The advantages of E-marketing over the traditional way of doing business is shown here.

9. *Bhattacharjee Sudip* (2012) writes about connecting the handicraft trade in Tripura to the world using E- business. The author describes the B2B and B2C models in detail very simply. He also goes into various features of an ideal website. it also needs very little investment in terms of money. So this is an ideal entrepreneurial opportunity. The article is well thought out and the features of website described are perfect.

10. *Richard S. V. & Sri Jothi.* (2012) elaborate on the Online Marketing Strategies to be used. With increasing trust in E- transaction, more and more people are using the net for business. The base of loyal customers is increasing. Indian marketers are using strategies similar to that of the foreign companies. And they are succeeding rapidly. The authors have provided insight into the success strategies to be used for E- commerce.

11. *K. Venugopal, Das S. Murthy D. V.* (2012) explain the concept of Email marketing in detail. Also that offline tools will also be needed to increase the effectiveness. The authors also state this method is most cost efficient. They sum up by stating that Email marketing is a game changer. The authors also give a list what not to do for a good Email marketing campaign. The authors go into great details of email marketing.

12. *Stern V. & Mifsud G.* (2013) state that the owners of SME involved in exports of handicrafts are unaware about advantages of E-commerce. Further even the buyers do not trust the electronic payment method. Hence they are reluctant to buy on the net. The authors further a long list of problems created by changing policies of the government. They also say that the banks offer little help to these SME's. Overall, the authors admit that the adoption of E-commerce by the SME's is a struggle and will happen very slowly in the future. The authors paint a very gloomy picture.

13. *Gupta H., Khamboj V. & Bhasin P* (2012) write that internet marketing, as in hosting a website, has to be integrated with traditional media such as print and television, for it to achieve marketing objectives. They further write about the different avenues of internet

marketing as SEO & SEM. They also write about the use of social media and affiliate marketing of the website. The stress here is on the help that traditional media can offer to increase the visitors to the website.

Objectives of the research paper

1 To identify the important partners of handicraft businesses in india.

To measure the operational efficiency of the women middleman in the handicraft business

2 To study the role women middleman in the handicraft business.

Research methods and data collection –

In first phase of the study, observational analysis is made regarding quantitative growth of the e-commerce in handicraft business .In second phase, the research design is carried out to analyze the problem.

Primary data – Primary data was directly retailers, exporters, traders who are implementing e-commerce.

Secondary Data – Secondary data was gathered mainly from research articles, books on marketing management and e-commerce. , magazines and other publications from conference proceedings. The details are mentioned in bibliography.

Questionnaire Method – The formal instrument in the form of questionnaire is developed to test the state of e-commerce and its implementation and related problems.

Research Design: the research design will be exploratory and descriptive. All the steps involved in tandem with the objectives of the study.

Statistical Tools: spearman correlation and correlation analysis is used t.

Sampling Design: the sampling design adopted will be Simple purposive random sampling method has been used by the researcher

Sampling size:

The sample size will be 500.100 exporters dealing in handicraft products from Maharashtra. 50 executives of government emporiums (trimurti), KhadiBhandar showrooms.200 owners/ shop managers of private handicraft showrooms from different urban centres of Maharashtra.40 middlemen/ suppliers connected with exporters, emporiums, showrooms and institutional buyers.100 Handicraft artisans in their own surroundings. At 30% of the will be women entrepreneurs.

A) On line operations

	Particulars	5	4	3	2	1	Total
1.	Enter new businesses or markets	72	26	01	01	00	100
2.	Expand market for existing products or services	74	26	00	00	00	100
3.	Improve interaction with customers	10	18	02	58	16	100
4.	Improve interaction with suppliers	21	18	00	43	18	100
5.	Match competitor's offerings	44	41	02	07	06	100
6.	Reduce inventory costs	34	54	02	07	03	100
7.	Reduce other costs	43	38	00	11	06	100

B) Impact of internet usage

	Particulars	5	4	3	2	1	Total
1.	Ordering products or services that are physically delivered	44	46	00	03	07	100
2.	Selling online products or services	48	46	01	02	03	100
3.	Supply chain management (automated procurement, automated sales, data exchange with customers online, joint business process with suppliers, cooperation with partners online, etc.)	18	14	02	52	14	100
4.	Process data or information.	71	28	01	00	00	100
5.	Can seize Immediate business opportunities	66	32	00	00	02	100

Findings related to Women middleman opinion on the operational efficiency:

For evaluating the middleman's opinion on the operational efficiency, a detailed questionnaire comprising of 6 questions was drafted. The middleman was requested for their response for each of the question. The questions that were drafted to assess the middleman's opinion towards the operational efficiency included the parameters like Advertising and marketing, Business-to-business communication, Business-to-consumer communication, internal communication (email, videoconferencing, etc.), Market research and Receive Online Orders from customers.

The middleman were requested to respond to each of the question in one of the category among the following multiple categories - Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Based on the responses obtained from the middleman following are the findings on the middleman's opinion about the operational efficiency:

- **Advertising and Marketing:**

Majority [70 % - total of Strongly Agree (30%) and Agree (40%)] of middleman had agreed that, advertising and marketing will help to improve their operational efficiency. Further the middleman's mentioned that, effective use of the advertising techniques and marketing methods would help them to advertise their products and services effectively and also it will help them to reach out to a large number of customers. Hence instead of them reaching out the customers, the customers would in turn reach out to these middleman and which would bring in the operational efficiency for the middleman. Fair number (40%) of middleman's have rated this parameter of advertising and marketing in the category of "Agree".

- **Business To Business Communication:**

Substantial percentage [80 % - total of Strongly Agree (45%) and Agree (35%)] of middleman had agreed that business to business communication would help in improving the operational efficiency of the middleman. The middleman mentioned that, if they required to sell any product or demonstrate any of their product to the other business, in absence of e-marketing, the owner or the employee of the company would had to personally take the goods to the location of the other business / company to whom the product is to be demonstrated or sold. This naturally would take time, especially if the distance between the two parties is huge (e.g. one party is in one country and the other is in another country). If the other businessman requires any modification to the goods that the seller is trying to sell, the person would have to come back to his location, make the changes and again travel back to the businessman with the revised product and this to and fro would continue until the businessman is satisfied with the product. All this time would be saved by effective use of E-marketing. For example instead of physically travelling to the businessman's site, the photographs of the product could be emailed within no time, the suggestions over the product changes can be obtained over an email and ultimately would meet up the other businessman's requirement. Thus all the travel time could be saved by using e-marketing. Hence the middleman mentioned that E-marketing in business to business communication will surely help in increasing the operational efficiency. Good number (45%) of middleman have strongly agreed that business to business communication would help in improving the operational efficiency.

- **Business To Consumer Communication:**

Substantial percentage [80 % - total of Strongly Agree (35%) and Agree (45%)] of middleman had agreed that business to consumer communication would help in improving the operational efficiency of the middleman. The middleman mentioned that, if they required to sell any product or demonstrate any of their product directly to the customers, in absence of e-marketing, the owner or the employee of the company would had to personally take the goods to the location of the customer to whom the product is to be demonstrated or sold. This naturally would take time, especially if the distance between the two parties is huge (e.g. the seller is in one country and the customer is in another country). It may happen that the customer's requirements are different than what the product is being offered. In this situation the customer would provide his requirement about the goods that the seller is trying to sell, the person would have to come back to his location, make the changes and again travel back to the customer's location with the revised product and this to and fro would continue until the customer is satisfied with the product. All this time would be saved by effective use of E-marketing. For example instead of physically travelling to the customers site, the photographs of the product could be emailed within no time, the suggestions over the product changes can be obtained over an email and ultimately would meet up the customers requirement. Thus all the travel time could be saved by using e-marketing. Hence the middleman mentioned that E-marketing in business to customer communication will surely help in increasing the operational efficiency. Fair number (45%) of middleman have agreed that business to consumer communication would help in improving the operational efficiency.

- **Internal Communication:**

Substantial percentage [70 % - total of Strongly Agree (30%) and Agree (40%)] of middleman had agreed that internal communication would help in improving the operational efficiency of the middleman. The middleman mentioned by using the internet they can effectively and efficiently communicate internally within the organization across the locations. If internet is not used they would have to use the traditional methods of communication like post office services, courier services or physically travel to the location where the message is required to be communicated. This would eventually require investing time and efforts. Hence effective utilization of internet can help in expediting the process of communication, save time and efforts and hence overall bring in

operational efficiency. Good number (40%) of middleman have agreed that internal communication would help in improving the operational efficiency.

- **Market Research:**

Substantial percentage [95 % - total of Strongly Agree (50%) and Agree (45%)] of middleman had agreed that market research would help in improving the operational efficiency of the middleman. The middleman mentioned that, an effective market research report would provide them with the multiple insights on the current requirements and the trends in the market in which the middleman are dealing and the prospective markets in which they would like to expand. Based on this analysis the middleman can effectively plan their strategies in regards to their business and only focus on the area where they want to focus. Hence the middleman would completely focused on their plan and would avoid unnecessary involvement in other area which is of no use to them and ultimately would save their time, efforts and finally would lead to improvement in operational efficiency. Half of (50%) the middleman had strongly agreed that market research would surely help in increasing the operational efficiency.

- **Receive Online Orders from customers:**

High number [90 % - total of Strongly Agree (55%) and Agree (35%)] of middleman had agreed that they would prefer to receive online orders from the customers and this would help in improving the operational efficiency of the middlemen. The middlemen mentioned that if they receive online orders it would save their time in direct interaction with the customers for selling the products, explaining the details of the product that the customer wants to buy. The middlemen mentioned that, customers can get all these details on the site and thus would help in improving the operational efficiency. Fair number of (55%) middlemen have strongly agreed that receiving online orders from customers will bring in operational efficiency.

Findings related to women middleman opinion on the online operations:

For evaluating the middleman's opinion on the online operations, a detailed questionnaire comprising of 5 questions was drafted. The middleman were requested for their response for each of the question. The questions that were drafted to assess the middleman's opinion towards the online operations included the parameters like Selling online products or services, Supply chain management (automated procurement, automated sales, data exchange

with customers online, joint business process with suppliers, cooperation with partners online, etc.), Process data or information and Can seize Immediate business opportunities.

The middleman were requested to respond to each of the question in one of the category among the following multiple categories - Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Based on the responses obtained from the middleman following are the findings on the middleman's opinion about the online operations:

- **Selling online products or services:**

Majority [90 % - total of Strongly Agree (40%) and Agree (50%)] of middleman had agreed that they would prefer to use online services for online selling of their products or services. Further the middleman mentioned that, if they sell their products or services, they would be able reach out to a lot more customers than they are currently catering to. This would ultimately help in growth of their overall business. Hence half of the (50%) middleman have agreed that they would prefer online selling of their products or services.

- **Supply chain management (automated procurement, automated sales, data exchange with customer's online, joint business process with suppliers, cooperation with partners online, etc.):**

Considerable number [55 % - total of Strongly Disagree (20%) and Disagree (35%)] of middleman had disagreed that, they would prefer usage of online operations for their supply chain management activities. Further the middleman mentioned that, they are not interested in setting up and investing in the infrastructure required for the supply chain management. They are not very much interested in development of the website for their business. If at all they go ahead and develop a website for their business, they are not at all keen to keep on continuously updating the website so as to attract more and more customers. Further if they go ahead and create a website for the same, initially the results that they get are not very much attractive and on account of this they start losing interest in the website and prefer for the traditional methods. The middleman are not technically sound. In order that their website gets priority in the google search requires providing effective usage of keywords in the website which would make the website a priority. This is what the middleman are lacking and hence slowly the level of interest starts going down and they turn towards the traditional methods of supply chain management. Good number (35%) of the middleman have disagreed on this parameter i.e. using online operations for supply chain management.

- **Process data or information:**

All [100 % - total of Strongly Agree (60%) and Agree (40%)] of the middleman had agreed that they would prefer to use online operations for processing data or information. Further the middleman mentioned that they would encourage and provide the facility to the customers to place their orders through the online method. Using the online methods the middleman can provide / offer discounts to the customers. Further the middleman also mentioned that, customer's requests can also be taken through the customer care service provided to them. Using both these mechanisms it would help to ensure that there would not be any malfunctioning and would ultimately help to increase the level of customer satisfaction. The middleman hence would prefer to process the data online. Majority (60%) of the middleman have strongly agreed on this parameter i.e. they would use online operations for processing data or information.

- **Can seize Immediate business opportunities:**

All of the [100 % - total of Strongly Agree (55%) and Agree (45%)] middleman had agreed that, by using online operations they can seize any immediate business opportunity. Further the middleman mentioned that, by using internet they can continuously look for the requirements published by the customers and grab the opportunities before any other middleman can reach out to the customer. Further even if the middleman thinks that he will not be able to complete the requirement entirely on his own, he can in turn publish the requirement on the internet and get in touch with the other middleman who can also help in completing the requirement. Further even based on this add published by the middleman the other middleman who are looking for the opportunities on the internet can get in touch with the middleman who has published the add and in this way can get the business. Hence in this way internet can help middleman to grab the immediate business opportunities. Considerable number (55%) of middleman had strongly agreed that by using online operations, it will help the middleman to seize immediate business opportunities.

Findings related to women middleman opinion on the impact of internet usage:

For evaluating the middleman's opinion on the impact of internet usage, a detailed questionnaire comprising of 7 questions was drafted. The middleman was requested for their response for each of the question. The questions that were drafted to assess the middleman's opinion towards the impact of internet usage included the parameters like Enter new businesses or markets, Expand market for existing products or services, Improve interaction

with customers, Improve interaction with suppliers, Match competitor's offerings, Reduce inventory costs and Reduce other costs.

The middleman were requested to respond to each of the question in one of the category among the following multiple categories - Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Based on the responses obtained from the middleman following are the findings on the middleman's opinion about the impact of internet usage:

- **Enter new businesses or markets:**

All [100 % - total of Strongly Agree (70%) and Agree (30%)] of the middleman had agreed that by using the internet they can enter new businesses or markets. Further the middleman mentioned that, by using internet they can get the details on the current trends and requirements of the customers in various markets. This would help the middleman to check and analyze if and how they can cater to these requirements in the market. Thus the middleman mentioned that this acts as a stepping stone for them to enter the new businesses or markets. High number (70%) of the middleman has strongly agreed that effective utilization on internet can help them in entering new business or markets.

- **Expand market for existing products or services:**

All [100 % - total of Strongly Agree (65%) and Agree (35%)] of the middleman had agreed that by using the internet they can expand market for existing products or services. Further the middleman mentioned that, by using internet they can they advertise and market their products or services on the internet. As these products or services are available on the internet, the products and services can be viewed by any person at any corner of the country or world. Hence the middleman's products and services can reach out to huge market / customers. Thus the effective usage of the internet will help the middleman to expand their existing products and services in the new markets. Majority (65%) of the middleman have strongly agreed that by using the internet they can expand market for their existing products or services.

- **Improve interaction with customers:**

High percentage [80 % - total of strongly disagree (20%) and disagree (60%)] of middleman had disagreed that, by using the internet they can improve interaction with the customers. Further the middleman mentioned that, they have published the website for their business. When the customers visit the website of the middleman and they wish to

get any information from the middleman, they would normally post a query on the middleman's website. However the middleman are not very much interested to go and read through the queries posted by the customers. As they are not going through the queries / inquiries posted by the customers, they do not get the information on the inquires posted. On account of this, there is no further interactions between the middleman and the customers. Hence the middleman mentioned that internet will not be helping to increase the interaction with the customer. Majority (60%) of the middleman have disagreed that, internet would help in improving the interaction with customers.

- **Improve interaction with suppliers:**

Substantial percentage [75 % - total of strongly disagree (35%) and disagree (40%)] of middleman had disagreed that, by using the internet they can improve interaction with the suppliers. Further the middleman mentioned that, they have published the website for their business. When the suppliers visit the website of the middleman and they wish to get any information from the middleman, they would generally send an inquiry or post a query on the middleman's website. However the middleman are not very much interested to go and read through the queries posted by the suppliers. As they are not going through the queries / inquiries posted by the middleman, they do not get the information on the inquires posted. On account of this, there is no further interactions between the middleman and the suppliers. Hence the middleman mentioned that, internet will not be helping to increase the interaction with the suppliers. Fair number (40%) of the middleman have disagreed that, internet would help in improving the interaction with suppliers.

- **Match competitors offerings:**

Majority [70 % - total of Strongly Agree (40%) and Agree (30%)] of middleman had agreed that by using the internet they can match the competitor's offerings. Further the middleman mentioned that, using the internet they can search and check all the products that their competitors are offering in the market. Using this data they can analyze the current offering that they are giving to the market to what the competitor is offering in the market. Based on this study they can re-think on their offering either to match to the competitors offering or plan an approach which would enable them to design the products or services which would have an added advantage over the competitor's offerings. Good number (40%) of the middleman have strongly agreed that, using the internet they can match the competitor's offerings.

- **Reduce inventory cost:**

High percentage [85 % - total of Strongly Agree (30%) and Agree (55%)] of middleman had agreed that by using the internet they can reduce the inventory cost. Further the middleman mentioned that, based on the experience of the middleman they get to know the requirement trends in the market. Based on this the middleman mentioned that they can plan inventory appropriately. Further if there is an urgent requirement from the customers, they can use the internet to publish their requirement and get the help of others to get the requirement done. On account of this the middleman will not have to invest a lot in inventory. Hence it helps in reducing the inventory cost. Fair number (55%) of the middleman have agreed that, internet helps to reduce the cost of inventory.

- **Reduce other cost:**

All [70 % - total of Strongly Agree (30%) and Agree (40%)] of middleman had agreed that by using the internet they can reduce other cost. Further the middleman mentioned that, in absence of internet the middleman will have to travel to the customer's location for selling the product. If the customer does not like the product or request changes in product again it will involve further travel cost. By using the internet all these efforts and cost on the travel can be saved. If the middleman require to communicate any of their requirements to either their internal offices at other locations or to the customers or the suppliers they would have to use the courier services or the post office services for communication. By using the internet (by using techniques like video calling, email, chatting etc.) all this efforts, time and cost will be saved. Hence overall effective utilization of internet can help in reducing the cost. Considerable (40%) of the middleman agreed that, internet has helped in reducing the overall cost.

Findings related to Women exporter opinion on the operational efficiency:

For evaluating the exporter's opinion on the operational efficiency, a detailed questionnaire comprising of 6 questions was drafted. The exporters were requested for their response for each of the question. The questions that were drafted to assess the exporter's opinion towards the operational efficiency included the parameters like Advertising and marketing, Business-to-business communication, Business-to-consumer communication, internal communication (email, videoconferencing, etc.), Market research and Receive Online Orders from customers. The exporters were requested to respond to each of the question in one of the category among the following multiple categories - Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Based on the responses obtained from the exporters following are the findings on the exporter's opinion about the operational efficiency:

- **Advertising and Marketing:**

Majority [90 % - total of Strongly Agree (32.5%) and Agree (57.5%)] of exporters had agreed that, advertising and marketing will help to improve their operational efficiency. Further the exporter's mentioned that, effective use of the advertising techniques and marketing methods would help them to advertise their products and services effectively and also it will help them to reach out to a large number of customers. Hence instead of them reaching out the customers, the customers would in turn reach out to these exporters and which would bring in the operational efficiency for the exporters. Considerable number (57.5%) of exporter's have rated this parameter of advertising and marketing in the category of "Agree".

- **Business To Business Communication:**

Substantial percentage [86 % - total of Strongly Agree (47.5%) and Agree (37.5%)] of exporters had agreed that business to business communication would help in improving the operational efficiency of the exporters. The exporters mentioned that, if they required to sell any product or demonstrate any of their product to the other business, in absence of e-marketing, the owner or the employee of the company would had to personally take the goods to the location of the other business / company to whom the product is to be demonstrated or sold. This naturally would take time, especially if the distance between the two parties is huge (e.g. one party is in one country and the other is in another country). If the other businessman requires any modification to the goods that the seller is trying to sell, the person would have to come back to his location, make the changes and again travel back to the businessman with the revised product and this to and fro would continue until the businessman is satisfied with the product. All this time would be saved by effective use of E-marketing. For example instead of physically travelling to the businessman's site, the photographs of the product could be emailed within no time, the suggestions over the product changes can be obtained over an email and ultimately would meet up the other businessman's requirement. Thus all the travel time could be saved by using e-marketing. Hence the exporters mentioned that E-marketing in business to business communication will surely help in increasing the operational efficiency. Apart from this, the cost related to the hotel stays during the travel to the other locations would

also be saved. Good number (47.5%) of exporters have strongly agreed that business to business communication would help in improving the operational efficiency.

- **Business To Consumer Communication:**

Substantial percentage [97.5 % - total of Strongly Agree (67.5%) and Agree (30%)] of exporters had agreed that business to consumer communication would help in improving the operational efficiency of the exporters. The exporters mentioned that, if they required to sell any product or demonstrate any of their product directly to the customers, in absence of e-marketing, the owner or the employee of the company would had to personally take the goods to the location of the customer to whom the product is to be demonstrated or sold. This naturally would take time, especially if the distance between the two parties is huge (e.g. the seller is in one country and the customer is in another country). It may happen that the customer's requirements are different than what the product is being offered. In this situation the customer would provide his requirement about the goods that the seller is trying to sell, the person would have to come back to his location, make the changes and again travel back to the customer's location with the revised product and this to and fro would continue until the customer is satisfied with the product. All this time would be saved by effective use of E-marketing. For example instead of physically travelling to the customers site, the photographs of the product could be emailed within no time, the suggestions over the product changes can be obtained over an email and ultimately would meet up the customers requirement. Thus all the travel time could be saved by using e-marketing. Hence the exporters mentioned that E-marketing in business to customer communication will surely help in increasing the operational efficiency. Majority of (67.5%) of exporters have strongly agreed that business to consumer communication would help in improving the operational efficiency.

- **Internal Communication:**

Substantial percentage [87.5 % - total of Strongly Agree (45%) and Agree (42.5%)] of exporters had agreed that internal communication would help in improving the operational efficiency of the exporters. The exporters mentioned by using the internet they can effectively and efficiently communicate internally within the organization across the locations. If internet is not used they would have to use the traditional methods of communication like post office services, courier services or physically travel to the location where the message is required to be communicated. This would eventually require investing time and efforts. Hence effective utilization of internet can help in

expediting the process of communication, save time and efforts and hence overall bring in operational efficiency. Good number (45%) of exporters has strongly agreed that internal communication would help in improving the operational efficiency.

- **Market Research:**

Substantial percentage [97.5 % - total of Strongly Agree (52.5%) and Agree (45%)] of exporters had agreed that market research would help in improving the operational efficiency of the exporters. The exporters mentioned that, an effective market research report would provide them with the multiple insights on the current requirements and the trends in the market in which the exporters are dealing and the prospective markets in which they would like to expand. Based on this analysis the exporters can effectively plan their strategies in regards to their business and only focus on the area where they want to focus. Hence the exporters would completely focused on their plan and would avoid unnecessary involvement in other area which is of no use to them and ultimately would save their time, efforts and finally would lead to improvement in operational efficiency. Considerable number (52.5%) the exporters had strongly agreed that market research would surely help in increasing the operational efficiency.

- **Receive Online Orders from customers:**

High number [92.5 % - total of Strongly Agree (50%) and Agree (42.5%)] of exporters had agreed that, they would prefer to receive online orders from the customers and this would help in improving the operational efficiency of the retailers. The exporters mentioned that if they receive online orders it would save their time in direct interaction with the customers for selling the products, explaining the details of the product that the customer wants to buy. The exporters mentioned that customers can get all these details on the site and thus would help in improving the operational efficiency. Half of the (50%) exporters have strongly agreed that online ordering of the products and services will bring in operational efficiency.

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