

## Competition and Adoption of Strategic Human Resource Management for its Human Capital On “Click and Collect (B2B E-Commerce)” in Indian FMCG Sector: An Empirical Study

Rambabu Pentyala<sup>1</sup> and Badiuddin Ahmed<sup>2</sup>

<sup>1</sup>Research Scholar, Dept. of Business Management, Telangana University, Nizamabad, India.

<sup>2</sup>Dean and Head, Dept. of Commerce & Business Management- Moulana Azad National Urdu University, Gachibowli, Hyderabad, India.

**CITATION:** Pentyala, Rambabu and Ahmed, Badiuddin (2018), “Competition and Adoption of Strategic Human Resource Management for its Human Capital On “Click and Collect (B2B E-Commerce)” in Indian FMCG Sector: An Empirical Study”, *MERC Global's International Journal of Social Science & Management*, Vol. 5, Issue 2, pp. 57-86.

**ARTICLE HISTORY:** Submitted: February 16, 2018, Revision received: February 23, 2018, Accepted: February 28, 2018

**ARTICLE TYPE:** Research paper

### ABSTRACT

*This paper explores the impact of Business to Business (B2B) e-commerce in attaining the far-reaching productivity and operational efficiency in the manufacturing industries and discusses the effect of B2B e-commerce on the management of supply chain in Indian Fast Moving Consumer Goods (FMCG) sector. FMCG sector, which is characterised by powerful retailers, tier-1 suppliers of industrial end-products and ingredient/raw material producers further upstream. Attempts have been made to examine B2B e-commerce, its benefits and elements for their feasibility in Indian FMCG industries. The same attention is placed to monitor the changing nature of the manufacturing industries over the last two decades and this study draws some important conclusions that may have an effect on a large section of Indian FMCG business. Based on a survey, conducted among a cross-section of FMCG manufacturing companies in India, this paper establishes the current adoption of B2B e-commerce and tries to project potential use in the respective manufacturing industries. This paper discovers the motivating factors for the adoption of B2B e-commerce appear to be rooted in tangible economic gains such as reductions in inventory and operating costs. Intangible benefits in the form of improved supplier-manufacturer-customer relations are also perceived as important elements of B2B e-commerce adoption in the Indian FMCG manufacturing industries.*

**KEYWORDS:** Strategic human resource management, Digital strategy, B2B e-commerce, Fast moving consumer goods, Search engine optimisation, Electronic data interchange, Vendor-managed inventory, Social media command center, Return on investment, Scanning electron microscope.

### REFERENCES

1. Ahn *et al.* (1999), "Supply chain competitiveness and capabilities of constituent firms: An Exploratory study of the Korean home appliance industry," *Supply Chain Management*, volume 4, number 5, pp. 242-253.
2. Akkermans *et al.* (1999), "Virtuous and vicious cycles on the road towards international supply chain management," *International Journal of Operations & Production Management*, volume 19, numbers 5/6, pp. 565-581.
3. Ang *et al.* (2000), "Measures to assess the impact of information technology on quality management," *International Journal of Quality & Reliability Management*, volume 17, number 1.
4. Angeles (2000), "Revisiting the role of Internet-EDI in the current electronic commerce scene," *Logistics Information Management*, volume 13, number 1, pp. 45-57.
5. Archer and Y. Yuan (2000), "Managing business-to-business relationships throughout the e-commerce procurement life cycle," *Internet Research: Electronic Networking Applications and Policy*, volume 10, number 5, pp. 385-395.

6. Bhatt (2000), "Exploring the relationship between information technology, infrastructure and business process re-engineering," *Business Process Management Journal*, volume 6, number 2, pp. 139-163.
7. Chandra and S. Kumar (2000), "Supply chain management in theory and practice: a passing fad or a fundamental change?," *Industrial Management & Data Systems*, volume 100, number 3, pp. 100-113.
8. Christopher and D.R. Towill (2000), "Supply chain migration from lean and functional to agile and customised," *Supply Chain Management*, volume 5, number 4, pp. 206-213.
9. Fisher (2000) "Using e-commerce to deliver high productivity," *Work Study*, volume 49, number 2, pp. 59-62.
10. Fraser *et al.* (2000), "The strategic challenge of electronic commerce," *Supply Chain Management*, volume 5, number 1, pp. 7-14.
11. Graham and G. Hardaker (2000), "Supply-chain management across the Internet," *International Journal of Physical Distribution & Logistics Management*, volume 30, numbers 3/4, pp. 286-295.
12. Han (1997), "A conceptual framework of the impact of technology on customer-supplier relationships," *Journal of Business & Industrial Marketing*, volume 12, number 1, pp. 22-32.
13. Hussey and R. Hussey (1997), *Business research: A Practical guide for undergraduate and postgraduate students*. London: Macmillan.
14. Kalakota and M. Robinson (1999), *e-Business: Roadmap for success*. Reading, Mass.: Addison-Wesley.
15. Keeffe (2001), "Myths and realities of e-commerce in the perishable foods industries: Unleashing the power of reputation and relationship assets," *Supply Chain Management*, volume 6, number 1, pp. 12-15.
16. Lee and H.C.W. Lau (1999), "Factory on demand: The Shaping of an agile production network," *International Journal of Agile Management Systems*, volume 1, number 2, pp. 83-87.
17. Leminen (2001), "Gaps in buyer-seller relationships," *Management Decision*, volume 39, number 3, pp. 180-189.
18. Lewis *et al.* (1997), "An integrated approach to re-engineering material and logistics control," *International Journal of Physical Distribution & Logistics Management*, volume 27, numbers 3/4.
19. Little (1995), "Scheduling across the supply chain," *Logistics Information Management*, volume 8, number 1, pp. 42-48.
20. Little *et al.* (2001), "Responsive manufacturing demands alignment of production control methods to business drivers," *Integrated Manufacturing Systems*, volume 12, number 3, pp. 17-178.
21. Loughlin (1999), "Viewpoint: E-commerce strengthens suppliers' position," *International Journal of Retail & Distribution Management*, volume 27, number 2, pp. 69-71.
22. Lucking-Reiley and D.F. Spulber (2000), "Business-to-business electronic commerce," eCommerce Research Forum, Sloan School of Management, Massachusetts Institute of Technology as a working paper and published on their Web site at <http://e-commerce.mit.edu/cgi-bin/viewpaper?id=94>.
23. Lummus and R.J. Vokurka (1999), "Defining supply chain management: a historical perspective and practical guidelines," *Industrial Management & Data Systems*, volume 99, number 1, pp. 11-17.
24. Mackay and M. Rosier (1996), "Measuring organisational benefits of EDI diffusion: A Case of the Australian automotive industry," *International Journal of Physical Distribution & Logistics Management*, volume 26, number 10, pp. 60-78.
25. Mason-Jones *et al.* (2000), "Engineering the leagile supply chain," *International Journal of Agile Management Systems*, volume 2, number 1, pp. 54-61.
26. McGaughey (1999), "Internet technology: Contributing to agility in the twenty-first century," *International Journal of Agile Management Systems*, volume 1, number 1, pp. 7-13.
27. McIvor *et al.* (2000), "Electronic commerce: Re-engineering the buyer-supplier interface," *Business Process Management Journal*, volume 6, number 2, pp. 122-138.
28. Min and W.P. Galle (1999), "Electronic commerce usage in business-to-business purchasing," *International Journal of Operations & Production Management*, volume 19, number 9.
29. Ng *et al.* (1997), "The Role of purchasing/transportation in cycle time reduction," *International Journal of Operations & Production Management*, volume 17, number 6, pp. 574-591.
30. Olumolade and D. Norrie (1996), "A decision-support system for scheduling in a customer-oriented manufacturing environment," *Integrated Manufacturing Systems*, volume 7, number 3, pp. 38-46.
31. Prasad and J. Tata (2000), "Information investment in supply chain management," *Logistics Information Management*, volume 13, number 1, pp 33-38.
32. Ramaseshan (1997), "Attitudes towards the use of electronic data interchange in industrial buying: some Australian evidence," *Supply Chain Management*, volume 2, number 4, pp 149-157.
33. Sahoo, Chandrakanta (2017), "Succession Management: Issues and Perspectives", *MERC Global's International Journal of Management*, Vol. 5, Issue 4, pp. 115-120.
34. Scribbins (1994), "The Logistics response," *Logistics Information Management*, volume 7, number 5, pp 5-9.
35. Skjoett-Larsen (2000), "European logistics beyond 2000," *International Journal of Physical Distribution & Logistics Management*, volume 30, number 5, pp. 377-387.
36. Spekman *et al.* (1998), "An Empirical investigation into supply chain management: A Perspective on partnerships," *International Journal of Physical Distribution & Logistics Management*, volume 28, number 8, pp. 53-67.

37. Swan *et al.* (2000), "The Diffusion, design and social shaping of production management information systems in Europe," *Information Technology & People*, volume 13, number 1, pp. 27-45.
38. Trappey and R.J.C. Trappey (1998), "A Chain store marketing information system: Realising Internet-based enterprise integration and electronic commerce," *Industrial Management & Data Systems*, volume 98, number 5, pp. 205-213.
39. Trivedi, Bhumit (2015), "Successful NGO Management through Effective HR Practices", *MERC Global's International Journal of Management*, Vol. 3, Issue 2, pp. 27-38.
40. Trivedi, Bhumit (2017), "HR Challenges of Development Sector Organisations in India", *MERC Global's International Journal of Management*, Vol. 5, Issue 2, pp. 56-64.
41. Tucker and L. Jones (2000), "Leveraging the power of the Internet for optimal supplier sourcing," *International Journal of Physical Distribution & Logistics Management*, volume 30, numbers 3/4, pp. 255-267.
42. Walters and G. Lancaster (1999), "Using the Internet as a channel for commerce," *Management Decision*, volume 37, number 10, pp. 800-816.
43. Warren and W. Hutchinson (2000), "Cyber-attacks against supply chain management systems: A Short note," *International Journal of Physical Distribution & Logistics Management*, volume 30, numbers 7/8, pp. 710-716.
44. Wilding and J.M. Newton (1996), "Enabling time-based strategy through logistics - using the time to competitive advantage," *Logistics Information Management*, volume 9, number 1, pp. 32-38.
45. Wilson and R.P. Vlosky (1998), "Inter-organisational information system technology and buyer-seller relationships," *Journal of Business & Industrial Marketing*, volume 13, number 3, pp. 215-234.
46. Yasin and M.A. Wafa (1996), "An Empirical examination of factors influencing JIT success," *International Journal of Operations & Production Management*, volume 16, number 1, pp. 19-26.
47. Yau (2001), "Business-to-business electronic commerce (B2B e-commerce) and its potential applications in the manufacturing industries (a review of literature)," eCommerce Research Forum, Sloan School of Management, Massachusetts Institute of Technology as a working paper and published on their Web site at <http://e-commerce.mit.edu/cgi-bin/viewpaper?id=145>.

#### ABOUT THE AUTHOR (S)



**Mr. Rambabu Pentyala** is working as Vice President-Offshore Operations in Kastech Software Solutions Pvt Ltd, Hyderabad. He is post graduate in English Literature from Acharya Nagarjuna University and Business Management from Osmania University from campus colleges in both the Universities. Presently he is pursuing his doctorate degree from Telangana University in Business Management faculty in the area of Strategic Human Resource Management (SHRM). He is a Six Sigma Black Belt Professional from American Society for Quality (ASQ). He presented and published 14 [(4 papers and published (7)]

papers in national and international conferences attended 19 workshops for contemporary global business conclaves/seminars/workshops and published 40 empirical studies in national and international journals, i.e., in India and overseas and has 3 invited presentations to his credit. Mr. Rambabu is also life member of National HRD Network, Hyderabad chapter. His research interests include Strategic Human Resource Management (SHRM), High Performance Work Practices/Systems (HPWP/Ss), Total Quality Management (TQM), Balance Score Card (BSC) Quantum Leadership and Market Research. He is a corresponding author and can be reached at [rambabupentyala@gmail.com](mailto:rambabupentyala@gmail.com).



**Prof. Badiuddin Ahmed** is Dean, School of Commerce and Business Management & Head, Department of Commerce, Maulana Azad National Urdu University. He is Ph.D. in Commerce and Business Management from Kakatiya University Awarded in February 2003, MBA from Madurai Kamaraj University, Madurai, Tamilnadu, M. Phil, M. Com and B.Com from Kakatiya University, Warangal, Telangana State. He has over 25 years of experience in the education line, as Faculty for Graduate and Post – Graduate Courses teaching courses viz, M.B.A., M. Com, and M.F.A also held the post of Head during 2010-

2013. He has 68 International Publications, 45 National Publications 45 and 12 Book Articles. He is Research Guide. He has received Asia Pacific International Award for outstanding achievement and remarkable role in the field of Education Excellence on 18th August, 2017 Bangkok, Thailand, International Gold Star Award for Education Excellence, by Indian Organisation for Commerce and Industry on 24th July, 2017 at Mauritius, "American Medal of Honor" for significant accomplishment in the field of Commerce and Management by The American Biographical Institute, Raleigh, USA. He is Member of various Academic Bodies of Different Universities. He has Membership of Professional Bodies: Member of various International and National Professional Bodies.