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ABSTRACT

A distribution channel consists of chain of intermediaries which transfers the goods and services from producer to end customers, henceforth bridges the gap between producer and consumer. It helps companies in reaching their target market and delivering superior value proposition to customers. Researchers have tried to understand the channel satisfaction Index for Videocon mobile services and its competitor in Punjab and to find out the limitations and scope for improvement in its present business scenario. Researchers want to gain insights into the efficiency and effectiveness of the channel, especially at the dealer & the retailer level and need to retain & motivate channel participants. Besides, it seeks to find out and study the challenges being posed by organization in its document management supply chain and claim settlement.

JEL CLASSIFICATION

M31

KEYWORDS

Channel partners, Claim settlement, Document handling, Factor analysis, Satisfaction.

INTRODUCTION

Videocon Telecommunications Limited (VTL), a Videocon Group company is a GSM based cellular operator in India based in Gurgaon, Northern Capital Region. With 1.9 million subscribers and a market share of 0.31 percent¹, VTL offers GSM mobile services under the brand name Videocon. The services are already running in Tamil Nadu, Punjab, Haryana, Mumbai, Gujarat, Kerala, Madhya Pradesh, UP East, UP West, Himachal Pradesh and soon will be present across the country. Because of the late entry of Videocon in Telecom market in India it is facing high competition from major players like Airtel, Idea, Reliance Communications, Vodafone, Tata Indicom, BSNL etc.

A distribution channel consists of chain of intermediaries which transfers the goods and services from producer to end customers, henceforth bridges the gap between producer and consumer. It helps companies in reaching their target market and delivering superior value proposition to customers. The channel partners (such as dealers, distributors, resellers) play a crucial role in the effective functioning of the channel. Their needs and goals may not always be aligned to those of the producers or the consumers. Companies need to design an effective distribution channel and work in collaboration with the channel partners, taking any corrective actions based on periodic assessment and monitoring.

Telecom distribution channel in India basically comprises of three actors or entities - a distributor who is given a territory to service, a DSR (District Sales Representative) present on payroll of the distributor, who is appointed by the distributor to service a portion of his overall territory and a retailer who is an entity who purchases stock from the distributors (from the servicing DSR) and sells it to the end consumer. Of course, other conventional channels like direct sales/online sales or branded retailer are also used. Distribution channel is generally seen to be contributing to around 65-75% of a telecom company's subscriber base as well as revenues.

The channel partners are the important elements for any of the service based company. Their efficiency and effectiveness leads to the proper application of the strategies adopted by the company. Leading mobile telecom providers have two separate channels for prepaid and post-paid connections. Within the prepaid segment, there are different channel structures for the urban and rural areas. In urban areas, the company supplies to distributor who in turn supplies to the retailer. There is a Distribution Sales Executive (DSE) attached to the distributor whose salary is sometimes reimbursed by the service provider. On the service provider end, there is a channel manager who overlooks the functioning of the channel. In the rural segment, the channel structure is similar to the urban with the addition of a sub distributor between the distributor and retailer.

REVIEW OF LITERATURE

There has been conducted a lot of studies and researches to understand the channel performance and satisfaction of various service based industries including the telecom industry. The channel satisfaction level has always been found to be affected by a variety of the factors. These factors are related to the service operator's efficiency of service and the supply chain management system of service provider. (Choudhury & Alam, 2012) in their research found out the various factors influencing the retailer's perception and ultimately the satisfaction towards the mobile operators. The main factors of the study were commission, convenience, promotion, after-sale service, consumer demand and earned profit. It was found out that the factors that influence most is promotion and earned profit followed by consumer demand. (Heggde & Kumar, 2011) studied the sustainable channel relations that the channel members like the company executives at the distributors and the retailer ends tend to be crucial in framing the channel relations. The study resulted that the efficiency of a distribution system is increased by following a proper audit process for monitoring the pricing policies, margins, nature of product line, new products launch, servicing policies,

¹ As per TRAI data March 2012

territory of operation and sales force. The research study suggested to focus on the retailers separately on the basis of the high performer and low performers. (Srivastava, Akhter, & Shashank, 2011) analyzed the retailer satisfaction of BSNL in Kanpur zone of India and found out that more than one third of the retailers were not satisfied by the company's services. It was found out that the distribution department was maximum times at fault. Moreover the study concluded that the behavior of the officials and agents was not appreciable towards the retailer side. (J. Csapak James, 1995) undertook a research to find out the relationship of the channel structure, the service quality and the distribution system of the organization. In this study the researcher found out that the indirect channels of distribution for service were perceived as providing superior service quality when compared to the direct channel but short direct channels permit greater control of service quality. (Shoham, Brencic, Virant, & Ruvio, 2008) studied the effect of standardization in various processes regarding the channel management on the basis of the characteristics like coordination, support, autonomy, communications, and control of firm and suggests that the standardization of processes affects the behavioral outcomes and the international performance positively. (Kabadayi, Eyuboglu, & P. Thomas, 2007) studied the performance of the multiple-channels with respect to the various environment variables and specifically the channel's contribution to overall firm performance and concluded that a proper alignment of the multiple channels with the business strategy and environment conditions tends to improve the performance of the channel. (Arcelus, Srinivasan, & Kumar, 2005) evaluated the role of trade incentives specifically designed to prevent the retailer's forward-buying practices by examining the use of scan backs and direct rebates. It has highlighted the importance of cohesiveness of the retailer's pricing policy and the discount policy using scanner data. The performance has also been studied in terms of the relationship between the various points of the channel. (Samaha, Palmatier, & Dant, 2011) studied the effect of the perceived unfairness on the channel relationship by taking into consideration various relationship destroying factors like opportunism, conflict, control, etc. The study concluded that the perceived unfairness aggravates the negative effects of both channel member conflict and seller opportunism and acts as a relationship poison which directly damages the channel relationship. (Kadiyali, Chintagunta, & Vilcassim, 2000) conducted a study to measure the power of the channel members and reasons for this power by taking the parameters like demand and cost factors into consideration and found that retailer's market power is significant and the demand factors tend to be consistent with the conduct between the manufacturers and the retailers. (Christian, 2007) evaluated the performance of the channel with respect to the standardisation of various processes and found out that the factors like coordination, autonomy and communication are some of the key characteristics towards the satisfaction of the channel members. (Chen & Chang, 2010) assessed the effects of the different distribution channel strategies on the productive efficiency and satisfaction by studying various channel types and concluded that the channel strategies mostly work effectively in customisation with the various variables like direct and indirect channels, regulations, laws and others. (Vinhas, et al., 2010) studied the effective design and management of the channels of the distribution by assessing the variables like the direct marketing efforts, the retail outlets and the sales agents with the company and concluded that the customers and retailers' performance are very important for the channel satisfaction. In this study, the various variables and factors are taken from the above specified researches to study satisfaction of the channel members, mainly the retailers and the dealers, and their various behavioral characteristics.

NEED AND SCOPE OF STUDY

A distribution channel is a chain of intermediaries; each passing a product down the chain, before it finally reaches the consumer. It bridges the gap between the producer or service provider and the consumer. Effective channels serve targeted market segments, maximize sales, minimize cost, and help producer companies gain a sustainable competitive advantage in delivering superior value to their customers. The channel partners (such as dealers, distributors, retailers) play a crucial role in the effective functioning of the channel. Their needs and goals may not always be aligned to those of the producers or the consumers. Companies need to design an effective distribution channel and work in collaboration with the channel partners. They should take corrective actions based on periodic assessment and monitoring.

The scope of this study is broader in nature. Its main emphasis would be on the assessment of the satisfaction level of the retailers and dealers with the channel management of the company. In addition to this, the study would be focusing on the document management process adopted by the company. Moreover, the VTL also wants to know the retailer's perception regarding their claim settlement policy. This broadens the scope of this study. This study has been conducted in the period of October to November 2012 in the 2 zones (5 cities) in which VTL is operating.

OBJECTIVES OF THE STUDY

Considering the above discussed management research problem, the researcher is proposing following objectives for this research:

- To identify the factors affecting retailer's satisfaction level towards various mobile service operators.
- To evaluate the satisfaction level of the retailers towards the claim management and document management process of the various operators.
- To rank the various mobile service providers on the basis of the satisfaction level among the retailers.

RESEARCH METHODOLOGY

RESEARCH DESIGN

This research study has components of descriptive as well as exploratory research design. So, research design adopted for the present study would be both descriptive and exploratory in nature. The descriptive research is the exploration of certain existing phenomena and to obtain information concerning the current status of the phenomena in order to describe "what exists" with respect to variables or conditions in a situation. The idea behind this research is to study frequencies, averages, correlation and other statistical calculations. This study would identify and evaluate the channel performance and satisfaction in case of the mobile telecom companies in Punjab. In addition to the factors affecting the retailers' satisfaction level, the study would also be examining the document management process adopted by the company which would mainly comprise of the qualitative data; as such the exploratory component comes into picture. So, descriptive and exploratory, both research designs would be used in this study.

TARGET POPULATION

Retailers and dealers involved in the distribution channel of the mobile service providers in Punjab. The study has been conducted on retailers, dealers and distributors who are operating in 2 zones (5 cities) of Punjab.

SAMPLING TECHNIQUE

Here, researcher is proposing to follow 'convenience sampling' which will be performed purposefully. It is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques where the units that are investigated are based on the judgment of the researcher. As this study is broadly on the 'Assessment of the satisfaction level of retailers associated with telecom industry'. So, the researcher has chosen this sampling design due to convenience and with the purpose of fulfilling the objectives of this proposed study.

SAMPLE SIZE

The data is collected from 300 retailers in Punjab. The complete breakdown of the sample size from various areas is given in the table as follows:

TABLE 1: SAMPLE DISTRIBUTION

ZONE	Town	No of Retailers
Jalandhar	Hoshiarpur	50
	Jalandhar	75
	Nawashahr	50
Amritsar	Amritsar	75
	Batala	50
Total	5 Areas	300

Source: Researcher's Survey

TYPE OF DATA

For this proposed research study, researcher will use both the primary and secondary data. Primary data will be collected from defined target population with the help of questionnaire and secondary data will be collected from different sources like Internet, books, journals and periodicals.

DATA COLLECTION TOOLS AND SOURCE OF DATA

Major data for proposed study will be collected by means of structured questionnaires. To fulfil the objectives of proposed study a 'Likert scale' of five points will be used as a survey instrument to record the preferences of retailers. Few dichotomous questions will also be put into the questionnaire for measuring the document management process. The secondary data will be collected from the company's annual reports, various magazines, newspapers, internet, journals etc.

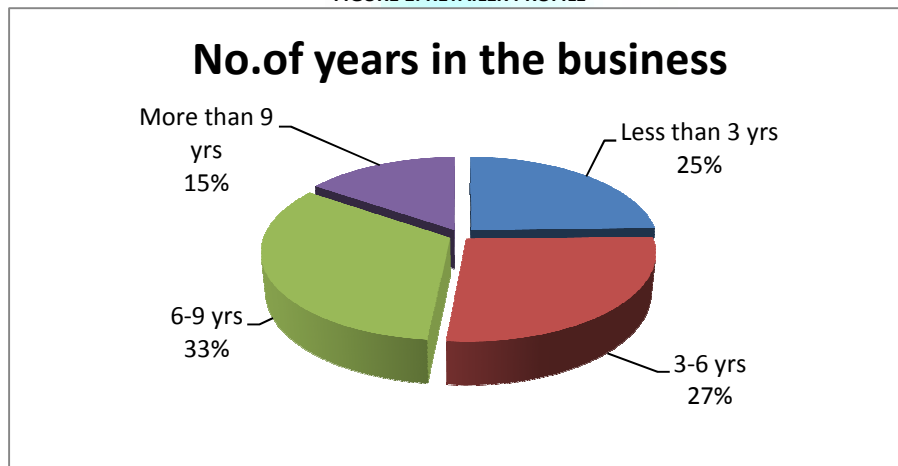
DATA ANALYSIS

The data collected is regarding two categories – first, the satisfaction assessment and second, the document management process and claim settlement. To begin with, the descriptive of the data are highlighted. The factor analysis is used to find out the main factors governing the satisfaction level of retailers with the various service providers. This would give the factors associated with each network affecting the satisfaction level of retailers for that network. Friedman's rank test has been used to understand the position of a various mobile service providers on the basis of the factors like the complaint handling process, efficiency in claim settlement, minimum problems faced by the retailers and efficiency in document management process. The mean plots from the test are used to assess the satisfaction level of the retailers from the various cities for each of the network service providers.

FREQUENCY DISTRIBUTION OF DATA

Retailer's Profile: Number of years the retailers have been associated with telecom industry

FIGURE 1: RETAILER PROFILE



Source: Researcher's output

The chart shows that the retailers covered in this study include both the naive and the decade old retailers in the telecom industry with 60% of the retailers having been in business for 3-9 years.

FACTOR ANALYSIS

The data regarding the different network service providers is subjected to factor analysis for identification of the main factors affecting the satisfaction level of the retailers for various network service providers.

TABLE 2: KMO AND BARLETT'S TEST

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	599.813
	df	66
	Sig.	.000

Source: SPSS Output

To check the adequacy of data, we have applied Kaiser-Meyer-Olkin and Bartlett's Test and we find that the KMO value is 0.652 which is more than ideal value of 0.6. Hence, the data under study is adequate in nature and the significance level is 0.000 which is less than 0.05 confirming the validity of the test so that we can proceed to next step.

TABLE 3: ROTATED COMPONENT MATRIX^a

	Component			
	1	2	3	4
Credit Policy	.840			
Discount & Offer	.773			
Terms & Conditions of the Company	.686			
Behaviour of Comp. Representative		.780		
Availability of SIM		.736		
Visit Frequency of sales representative		.640		
Relationship with distributor			.836	
Brand Image			.779	
Advertisement Support				.874
Margin				.627

Source: SPSS output

A Rotated Component Matrix Table is generated and four factors were derived. Varimax rotation with Kaiser Normalization was chosen to get the percentage of variance for 12 statements in the questionnaire and the factor loadings of more than 0.5 were considered in the above case.

TABLE 4: FACTORS FOR RETAILER’S PREFERENCE

Terms of Selling and offers	Company Representatives and SIM	Relationship and Brand Image	Margins and Advertising
Factor 1	Factor 2	Factor 3	Factor 4
Credit Policy	Behaviour of Company Representatives	Brand Image	Advertising Support
Discount and Offers	Availability of SIM	Relationship with distributor	Margins/Incentives
Terms and Conditions associated with selling of products	Frequency of visit/ interaction by company’s sales representative		

Source: SPSS output

DESCRIPTION OF THE FACTORS

- Factor 1, refers to ‘Terms of Selling and offers and contributes to 22.996% variance. This factor is described in terms of Credit Policy, Discount and Offers, Terms and Conditions associated with selling of products.
- Factor 2, describes the ‘Company Representatives and SIM’ and contributes to 19.367% variance. This factor refers to Behaviour of Company Representatives, Availability of SIM and Frequency of visit/ interaction by company’s sales representative.
- Factor 3, focuses on ‘Relationship and Brand Image’ and contributes to 9.683% variance. This factor includes Brand Image and Relationship with distributor.
- Factor 4, explains the ‘Margins and Advertising’ and contributes to 8.961% variance. This factor includes Advertising Support and Margins/Incentives.

FRIEDMAN TEST

Ranking on the basis of the least problems faced with the dealers.

TABLE 5: MEAN RANK - COMBINED Ranks

	Mean Rank
Airtel	1.48
MPF Vodafone	2.47
Idea	2.80
Reliance	5.95
Videocon	5.24
Docomo	4.34
Aircel	6.63
BSNL	7.09

Source: SPSS Output

The mean rank is arranged on the basis of the ascending order of mean ranks to get the ranking of the various mobile service providers on the basis of the least problems faced with the dealers for all the cities. The ranking is given as below:

TABLE 6: RANK - COMBINED

Network	Mean Rank	Rank	Network	Mean Rank	Rank
Airtel	1.48	1	Videocon	5.24	5
Vodafone	2.47	2	Reliance	5.95	6
Idea	2.80	3	Aircel	6.63	7
Docomo	4.34	4	BSNL	7.09	8

Source: SPSS Output

RANKING ON THE BASIS OF MINIMUM NUMBER OF COMPLAINTS COMBINED DATA

The data regarding the ranking of the networks on the basis of the minimum number of complaints from customers regarding a service provider was used to find out the combined for the ranks given to various service providers using Friedman Test in SPSS. The results of the test are given as below:

TABLE 7: MEAN RANK - COMBINED Ranks

	Mean Rank
Rnk MNC_Airtel	1.74
Rnk MNC_Vodafone	2.51
Rnk MNC_Idea	2.64
Rnk MNC_Reliance	5.20
Rnk MNC_Videocon	5.26
Rnk MNC_Docomo	4.66
Rnk MNC_Aircel	6.57
Rnk MNC_BSNL	7.41

Source: SPSS Output

The mean rank is arranged on the basis of the ascending order of mean ranks to get the ranking of the various mobile service providers on the basis of the minimum number of complaints from customers regarding a service provider for all the cities. The ranking is given as below:

TABLE 8: RANK - COMBINED

Network	Mean Rank	Rank	Network	Mean Rank	Rank
Airtel	1.74	1	Reliance	5.20	5
Vodafone	2.51	2	Videocon	5.26	6
Idea	2.64	3	Aircel	6.57	7
Docomo	4.66	4	BSNL	7.41	8

Source: SPSS output

**RANKING ON THE BASIS OF THE EFFICIENCY IN CLAIM SETTLEMENT
COMBINED DATA**

The data regarding the ranking of the networks on the basis of the efficiency in claim settlement by a service provider was used to find out the combined for the ranks given to various service providers using Friedman Test in SPSS. The results of the test are given as below:

TABLE 9: MEAN RANK - COMBINED
Ranks

	Mean Rank
ECS Rnk_Airtel	2.24
ECS Rnk_Vodafone	2.20
ECS Rnk_Idea	2.91
ECS Rnk_Reliance	4.69
ECS Rnk_Videocon	4.89
ECS Rnk_Docomo	4.73
ECS Rnk_Aircel	6.65
ECS Rnk_BSNL	7.69

Source: SPSS Output

The mean rank is arranged on the basis of the ascending order of mean ranks to get the ranking of the various mobile service providers on the basis of the efficiency in claim settlement by a service provider for all the cities. The ranking is given as below:

TABLE 10: RANK - COMBINED

Network	Mean Rank	Rank	Network	Mean Rank	Rank
Vodafone	2.20	1	Docomo	4.73	5
Airtel	2.24	2	Videocon	4.89	6
Idea	2.91	3	Aircel	6.65	7
Reliance	4.69	4	BSNL	7.69	8

Source: SPSS output

**RANKING ON THE BASIS OF BETTER DOCUMENT MANAGEMENT PROCESS
COMBINED DATA**

The data regarding the ranking of the networks on the basis of the better document management process of a service provider when subjected to Friedman Test in SPSS gave following results:

TABLE 11: MEAN RANK - COMBINED
Ranks

	Mean Rank
Rnk DMP_Airtel	1.63
Rnk DMP_Vodafone	2.57
Rnk DMP_Idea	2.61
Rnk DMP_Reliance	4.75
Rnk DMP_Videocon	4.94
Rnk DMP_Docomo	5.21
Rnk DMP_Aircel	6.91
Rnk DMP_BSNL	7.37

Source: SPSS Output

The mean rank is arranged on the basis of the ascending order of mean ranks to get the ranking of the various mobile service providers on the basis of the better document management process of a service provider for all the cities. The ranking is given as below:

TABLE 12: RANK - COMBINED

Network	Mean Rank	Rank	Network	Mean Rank	Rank
Airtel	1.63	1	Videocon	4.94	5
Vodafone	2.57	2	Docomo	5.21	6
Idea	2.61	3	Aircel	6.91	7
Reliance	4.75	4	BSNL	7.37	8

Source: SPSS output

RANKING OF NETWORK SERVICE PROVIDERS ON THE BASIS OF COMBINING ALL FACTORS

The weighted ranks of various mobile service providers obtained by the Friedman Test are evaluated by analyzing the ranking modes for various mobile service providers. The weighted mode ranking obtained for various service providers are given as below:

TABLE13: COMBINED WEIGHTED RANKING

Network	Rank
Airtel	1
Vodafone	2
Idea	3
Reliance	4
Docomo	5
Videocon	6
Aircel	7
BSNL	8

Source: Researcher's evaluation

The ranking clearly shows that the retailers of the telecom service providers are most satisfied with Airtel in terms of the problems faced with dealers, customer complaints, claim settlement and document management process. The second network following Airtel in terms of the satisfaction among retailers is Vodafone, with Idea, Reliance and Docomo in the race of top five companies with which the retailers are satisfied. Videocon falls at number six only preceding a single private network service provider Aircel. BSNL is at the far end in terms of the retailer satisfaction with them.

DISCUSSION ON FINDING OF THE STUDY

- The main factors that the retailers look into for a telecom service provider are Brand Image, which is defined by the awareness, connectivity and advertising efforts by the company; Relationship with distributor is another main factor which depicts the satisfaction level of the retailer as the distributor is the link between the company and the retailer, the more transparent the relation between the two is, more is the satisfaction level of the retailer.
- In case of the complaint handling approach adopted by a company, the network service providers Airtel, Vodafone, Reliance, Videocon, Docomo and Aircel are having the satisfaction level which significantly varies from one city to another.
- On the basis of the complaint handling process, the most and least satisfied retailers in a city for the various network providers is given as below:
 - Airtel & Vodafone are having most satisfied retailers in Amritsar and the weakest satisfaction levels in Hoshiarpur.
 - Idea is having maximum and minimum satisfaction level in Amritsar and Batala, respectively.
 - Reliance is having the most satisfied retailers in Nawanshahr and Amritsar.
 - Amritsar is having the most satisfied retailer for Videocon out of four cities and the least satisfied are in Nawanshahr and Jalandhar.
 - Docomo is also having its maximum satisfied retailers in Amritsar while the least satisfied belong to Batala and Hoshiarpur.
 - Aircel have Amritsar and Nawanshahr at the two extremes of the satisfaction level with Amritsar having most satisfied retailers and Nawanshahr having least satisfied retailers.
 - The least satisfied retailers for BSNL are in Jalandhar and Hoshiarpur.
- There is a significant difference in the satisfaction level among retailers of various cities regarding the claim settlement process adopted by the company.
- On the basis of the claim settlement process, the most and least satisfied retailers in a city for the various network providers is given as below:
 - Airtel – Amritsar (Most) and Nawanshahr (Least)
 - Vodafone – Amritsar (Most) and Hoshiarpur (Least)
 - Idea - Amritsar (Most) and Hoshiarpur (Least)
 - Reliance – Batala (Most) and Hoshiarpur (Least)
 - Videocon – Amritsar (Most) and Nawanshahr (Least)
 - Docomo – Amritsar (Most) and Hoshiarpur (Least)
 - Aircel – Batala (Most) and Nawanshahr (Least)
 - BSNL – Batala (Most) and Hoshiarpur (Least)
- On the basis of the least problems faced by the retailers with the distributors of the various companies the ranking of Airtel is at top and Videocon is at fifth, so improvement is required in this context from Videocon.
- On the basis of the minimum number of complaints received from customers, the ranking given to the various service providers by retailers, Airtel is again fared better than their counterparts including Videocon.
- On the basis of the ease of claim settlement, the retailers have ranked the various service providers in which Vodafone is at the top and followed by Airtel.
- On the basis of the document management process adopted by a network service provider Airtel has got top rank followed by Vodafone.
- The overall weighted ranking for all the factors combined together, Airtel is at the top, followed by Vodafone and Videocon is at 6th.
- The study shows that the retailers from Amritsar are most satisfied out of all the cities taken into consideration and the retailers from the cities of Nawanshahr and Hoshiarpur are the least satisfied channel partners for the mobile telecom service providers in these areas.
- Airtel is the leading network service provider which is having maximum satisfaction level for retailers out of all the network service providers; and is followed by Vodafone and Idea. BSNL and Aircel are the network service providers who are at the bottom of the satisfaction level table. Reliance and Docomo are having almost similar satisfaction levels with Reliance having a slight edge over Docomo. Videocon is lagging in the race with only one private network service provider, Aircel, behind it.

CONCLUSION

- The retailers from the cities of Nawanshahr and Hoshiarpur are least satisfied so they need to be paid more attention as compared to other cities in consideration.
- The retailers are the channel partners for the telecom service providers and each channel partner has ultimately one goal i.e. to pass down as much quantity through them as possible with proper compensation and commission. The more the sales of a network service provider in terms of the SIM or the recharges, more is the benefit to the retailer. So, the main factor that the company can focus upon is to increase the demand for their product in the market so as to help the retailer to maximize his benefits at a given margin.
- The main factors that the retailers look into for a telecom service provider is Brand Image, which is defined by the popularity, connectivity and advertising efforts done by the company. So, the network service providers need to have their primitives like connectivity strong enough to keep the retailer as satisfied as possible.
- Relationship with distributor is another main factor which depicts the satisfaction level of the retailer as the distributor is the link between the company and the retailer, the more transparent the relation between the two is, more is the satisfaction level of the retailer. So, there should be some efforts done to make the relationship between the retailers and distributors very cordial, supportive and friendly.
- The main reason cited for not keeping the mobile connection of a service provider is less customer demand. So, the demand should be surged through the mass campaigns as done by Idea which is having an almost similar satisfaction level in all of the cities taken into consideration.

- The terms and conditions associated with the selling of the products of a service provider also have come up as a main factor. So, increased transparency and clarity in the terms and conditions can help in improving the satisfaction level of the retailers.
- The claim settlement process should be as easier and transparent as possible. Most of the retailers do not take part in schemes due to the claim settlement process adopted by the service provider being inefficient and not transparent.
- Advertising support is also one of the factors on which the satisfaction level of the retailers is dependent. So, the advertising support can be used to tune the satisfaction level of retailers.
- Document management process of the network service provider does not have a very significant effect on the satisfaction of the retailers.
- The complaint handling process of the network service provider also has an effect on the satisfaction level of the retailers. The more efficient and effective the complaint handling process of a service providers is, more favorable is the effect on their satisfaction level.

LIMITATIONS OF THE STUDY

- The Friedman test is used to analyze the ranking of the various network service providers which is based on the mean which has some inherent limitations which are applicable in our case also.
- The sampling technique used in this study is convenience sampling which gives researcher the discretion to choose the sample as per the convenience. So, the sample collected may not be the true representative of the whole population.
- The city size was used as a parameter to define the sample size for each of the cities which may not be the true variable to define the sample size or selection of sample from the various cities.

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