Impact of E-commerce on B2B Industrial Customers

A Report on

Cross-Sectional Study to determine the Impact of Digital Marketing and E-commerce on the online purchase behavior of B2B Industrial Customers in Pakistan

Submitted By: Anam Narjis Azhar

Supervisor: Sohail Shahzad
Abstract

The internet has been observed to change the way humans interact with one another in contemporary times. This increase in the use of the internet across the world has allowed e-commerce to boom overall. This paper intends to find a similar impact of the internet and e-commerce on the online purchasing behavior of B2B industrial customers in Pakistan with a cross-sectional study conducted with the help of Atlas Copco Pakistan. The study shows that e-commerce has indeed penetrated in Pakistan with huge opportunities for B2B firms to grow and prosper in Pakistan if digital marketing strategies are efficiently chosen and implemented. B2B buyers in Pakistan have shifted towards more modernized means of purchasing for their business needs, i.e. e-commerce.
# Table of Contents

1. CHAPTER 1 .................................................................................................................. 6
   1.1. Introduction .............................................................................................................. 6
   1.2. Background of the Project .................................................................................... 8
   1.3. Objectives of the Project ...................................................................................... 9
   1.4. Significance of the Project ................................................................................... 10
2. CHAPTER 2 .................................................................................................................. 11
   Literature Review .......................................................................................................... 11
   2.1 B2B Customers and Digital Marketing .................................................................. 11
   2.2 B2B E-commerce Marketplace .............................................................................. 13
   2.3 Achieving Market Excellence by E-commerce ....................................................... 16
   2.4 Internet presence for B2B Marketers ...................................................................... 18
   2.5 Online Channels ...................................................................................................... 19
   2.6 Customer Data Privacy in the Digital Era .............................................................. 22
   2.7 A Shifting Trend and Pakistan ................................................................................. 23
   2.8 Atlas Copco: A Leading B2B E-commerce Player in Pakistan ......................... 26
3. CHAPTER 3 .................................................................................................................. 28
   3.1 Research Methodology .......................................................................................... 29
       3.2 Hypothesis ........................................................................................................... 29
       3.2 Type of Research Study ..................................................................................... 30
       3.3 Methodology ...................................................................................................... 30
       3.4 Data Collection Sources .................................................................................... 30
       3.5 Data Collection Tools ....................................................................................... 31
       3.6 Participants ......................................................................................................... 31
       3.7 Data Processing and Analysis Techniques ......................................................... 32
4. CHAPTER 4 .................................................................................................................. 33
   Data Analysis ................................................................................................................ 33
   Summary ....................................................................................................................... 44
5. CHAPTER 5 .................................................................................................................. 46
   Conclusion ..................................................................................................................... 46
List of Illustration

Figure 1: Sales in billion U.S. dollars – (Clement, 2019) .........................................................14
Figure 2: B2B e-commerce volume in billion U.S. dollars – (Gensen, n.d.) ...............................19
Figure 3: 10 largest e-commerce markets in the world (by billion USD) – (Osman, 2019) .............20
Figure 4: Payment Methods offered to Business Customers – (Gensen, n.d.) ..............................24
Figure 5: Shifting trend from B2C to B2B – (Meghani, 2018) ....................................................27
Figure 6: Online orders from Business Customers – (Gensen, n.d.) ..........................................16
Figure 7: E-Commerce; Value and The Journey - (Sharma, 2002) ..................................................21
Figure 8: Global Digital Population ( Millions) – (Clement, 2019) .............................................17
Figure 9: Number of Social Media Users - (Clement, 2019) .....................................................23
Figure 10: Way to Market and the Sales Process - (Atlas Copco Pakistan) ................................32
Figure 11: Age of B2B Industrial Customers ...........................................................................36
Figure 12: Preference for Purchasing in Pakistan .................................................................37
Figure 13: Type of Purchase in Pakistan ..............................................................................39
Figure 14: Medium of Online Purchase in Pakistan .............................................................39
Figure 15: Buying Power of B2B Industrial Customers in Pakistan ....................................40
Figure 16: Payment Method in Pakistan ...............................................................................42
Figure 17: Behavior of B2B Industrial Customers in Pakistan (1) ..........................................43
Figure 18: Functionalities in Websites for Online Purchase ....................................................44
Figure 19: Behavior of B2B Industrial Customers in Pakistan (2) ..........................................45
1 CHAPTER 1

1.1. Introduction

With the dawn of the technological revolution 4.0, firms have started to focus more on digital marketing strategies as compared to old-fashioned and traditional marketing strategies through print media. This sort of marketing has enabled firms across the globe to attract even more customers than they could imagine because of the ever-growing vast internet community. The increasing trend of digital marketing has also encompassed the B2B industrial sector in it along with the B2C sector. B2B firms have started to use extensive digital marketing campaigns to attract their sophisticated business customers through inbound marketing, e-commerce marketing combined with business analytics. This trend of B2B digital marketing is not limited to developed countries such as the United States of America, China or India but also has started to make its way towards developing countries as well such as Pakistan, Malaysia, and Indonesia. The rise in the internet and smartphone penetration rate in Asia Pacific countries has been remarkable to say the least. Pakistan is one of those countries in the Asia Pacific region which has shown the most response towards this changing trend. As a result, buyer personas are starting to change with their increased reliance on the internet as a medium of information and decision making. It has been observed that B2B firms in Pakistan such as Atlas Copco Pakistan along with Tetra Pack and other companies have started to capitalize on this changing trend as they have changed the focus of their marketing strategies towards e-commerce. This shift in strategy has enabled them to capture the large e-commerce marketplace along with an increase in competition and efficient allocation of resources. The traditional price, promotion, product, and place marketing strategy has now been revolutionized thanks to the rise of e-commerce. This paper attempts to analyze this shift in the
online purchasing behavior of B2B industrial customers in Pakistan with an extensive cross-sectional study.
1.2. Background of the Project

The rising trends towards digitization across the globe, including both developed and under-developed countries, has opened a gate of endless opportunities for business organizations. The penetration of internet and social media platforms in the day-to-day activities of industrial customers across the globe has resulted in tremendous opportunities for B2B firms to increase their customer base. The use of the internet and social media platforms as online channels to run effective marketing campaigns has helped businesses to grow across the globe. This paper aims in assessing the possibility of a similar e-commerce boom in Pakistan with a cross-sectional study. It also identifies, whether the online purchasing behavior of B2B industrial customers has changed in Pakistan with the rapid penetration of the internet and e-commerce.
1.3. Objectives of the Project

The primary objective of this paper is to analyze the impact of e-commerce in the Pakistan’s industrial market and to show that Pakistan is now at an inception period from where it would begin its journey of business to business e-commerce revolution as has happened in more developed countries such as the United States of America and China along with the rest of the world. This paper aims to use a cross-sectional study methodology conducted with the help of Atlas Copco Pakistan’s customer relationship management software. The objectives of this paper include finding out any sign of a shift from traditional buying practices to more e-commerce specific buying practices with the rise of digital marketing strategies among the B2B industrial customer segment of Pakistan. This paper also aims to prove the rising use of the internet and social media platforms in Pakistan while offering a promising opportunity for B2B firms to increase their inflow of leads and mature inquiries through digital marketing.
1.4. Significance of the Project

The significance of this project can be assessed by the fact that in the modern age, 73% of B2B industrial customers search on Google for decision-making purposes regarding their B2B industrial purchases. Besides, 57% of customer’s decisions are already made through viewing and self-analyzing online advertisements and product features. It has been reported that a customer makes 12 unique searches before they contact a company to purchase any online product or service. Hence, the effective use of digital media for lead generation is highly important since the internet has now become a major decision-making factor for B2B industrial customers. A recent study found that millennials B2B buyers are not just coming, they are already here. 41% of millennials are either making purchasing decisions or influencing them. Further, 38% are tasked with researching purchases; however, 82% are part of the buying committee in some capacity. Since the use of the internet and social media platforms are most common by Millennials, hence, there is an increased need for B2B firms to capture this emerging trend, rising with the e-commerce revolution, with the use of effective digital marketing strategies.

Keeping in mind the above-mentioned change in the buying behavior of Millennials with the rise of e-commerce, this paper aims to study the effect of undergoing B2B e-commerce drive in Pakistan which would greatly benefit the industrial market through digital marketing integration.
CHAPTER 2

Literature Review

2.1 B2B Customers and Digital Marketing

B2B or Business-to-Business customers, also known as industrial or business customers, are those customers that buy products and services from other businesses and then use these products or services in their own businesses. B2B firms and customers function across different sectors of the economy including but not limited to manufacturing, fintech, construction, communication, agriculture, and transport. The importance of B2B customers for firms can be gauged by the fact that B2B market size is approximately 4 times the market size of B2C customers with an estimated B2B e-commerce market size of $12.2 trillion in 2019 across the globe. Out of the $12.2 trillion, Asia-Pacific countries have a market share of 80%, which shows the huge potential of countries such as China, Pakistan, and India in the B2B marketplace (Hamke & Mehta, 2019). Compared to this, B2C e-commerce market size across the globe was just $3.535 trillion in 2019 as shown in Figure 1 (Clement, 2019). This huge potential in the B2B marketplace derives firms to invest millions of dollars in their marketing budgets. However, firms need to be careful while the formulation of their marketing strategies based on their target audience, i.e., B2B or B2C customers.
With the advent of technological advancements, the role of the internet and technology in the B2B marketplace has become more important than ever. Businesses have started to use the internet as a medium of marketing to drive more customers and buyers towards their doorstep with different online marketing advertisement campaigns on social media platforms such as Facebook, Twitter, LinkedIn, and Instagram among others. According to the Interactive Advertising Bureau report prepared by PricewaterhouseCoopers, digital revenues coming from internet advertisements for businesses were about $107.5 billion in the fiscal year 2019 with B2B revenues crossing $26.2 billion alone (IAB/PWC, 2019). Therefore, “by bringing companies and customers together, the Internet thus promises to widen markets, increase efficiencies, and lower costs” (Evans and King, 1999). The use of internet using digital channels such as mobile phones, display advertising, social
media marketing, e-commerce marketing, and search engine marketing can be termed as digital marketing, which is being increasingly used by B2B organizations in order to enhance their customer outreach in a cost-efficient manner (Yasmin, Tasneem & Fatema, 2015). This sort of digital presence has its own benefits for businesses such as improved information gathering and feedback, increased knowledge, internal and external relationships, supports decision-making process, increased productivity, and better outcome measures (Tiago & Veríssimo, 2014). An important aspect of digital marketing is e-commerce marketing which will be discussed in the next section of this chapter.

2.1 B2B E-commerce Marketplace

E-commerce or "electronic commerce involves the undertaking of normal commercial, government, or personal activities by means of computers and telecommunications networks; and includes a wide variety of activities involving the exchange of information, data, or value-based exchanges between two or more parties” (Chan & Swatman, 2000). With the advent of the digital era, e-commerce has become an internal part of any firm’s business and marketing strategy. Let’s be clear about one thing, e-commerce is not limited to B2C firms only but also includes a large number of B2B firms that go against the general conception that B2B firms are more dependent on the traditional means of business rather than e-commerce. Contrary to this misconception, around 78% of the B2B retailers reported that they have been using e-commerce as a mean of selling online products and services for the last 2-5 years with only 10% of the retailers digitally active for less than 6 months as shown in Figure 6 (Gensen, n.d.).
Industrial companies such as Atlas Copco, Tetra Pack, Ericsson, General Electric, and Volvo have been on a growth trajectory because of the use of e-commerce, which enables them to manage their sales and costs efficiently. Other major players across the globe include Alibaba, IndiaMart, eWorldTrade, ThomasNet, Global Source, EC21, and Intel. Without a doubt, Alibaba is leading the global B2B e-commerce war having a market value of $140 billion and an estimated IPO value of $15 billion. The ease of attracting new and old customers using digital marketing and e-commerce strategies can be gauged by the fact that on average, 18 million customers visit eWorldTrade every month. Similarly, Global Source, a publicly listed company on NASDAQ, had sales of around $231.7 million in 2012 with the credit going to e-commerce (Ilyas, 2018). Similarly, ABB, a Swedish automation company, has gone the extra mile in e-commerce as it has been selling circuit breakers, dual-power transfer switches, power quality products, industrial control products, building intercom systems, and intelligent construction control systems.
Furthermore, “Ericsson announced that Ericsson Wallet Platform 3.0 has obtained certification for the Payment Card Industry (PCI) Security Standards Council’s Payment Application Data Security Standard (PA-DSS v3.0) (Ericsson Wallet, 2015).” It is estimated that an average sales and customer service representative spends on average 20 minutes on the phone per order, which is a huge drain on company resources. The use of technology and e-commerce marketing strategies by business executives can save such valuable resources which can then be optimally used in some other function of the business. Furthermore, the potential of reaching such a large number of customers across the globe at minimal costs definitely gives an incentive to B2B firms for investing in digital and e-commerce marketing. According to estimates, nearly 4.48 billion people used the internet in one way or another in just October 2019 making up almost 58% of the worldwide population as shown in Figure 8 (Clement, 2019). Out of these 58% worldwide internet users, Asia Pacific countries including China, India, and Pakistan are leading the e-commerce marketplace along with the United States of America.

Figure 8: Global Digital Population (Millions) – (Clement, 2019)
2.3 Achieving Market Excellence by E-commerce

In order to capitalize on the benefits offered by e-commerce, many companies have shifted their business strategies towards e-commerce centric marketing strategies. “E-commerce marketing is the practice of using promotional tactics to drive traffic to your online store, converting that traffic into paying customers, and retaining those customers post-purchase (Wang, 2018).” E-commerce marketing strategies in the digital era involves the promotion (through online channels) of products (content being sold) sold at standard prices at different places (using internet infrastructure and context) (Allen & Fjermestad, 2001). The type of e-commerce strategies for B2B organizations depend on the “pressure from trading partners, pressure from competition, costs, network reliability, data security, scalability, complexity, top management support, trading partner trust, environmental dynamism, environmental complexity, and environmental hostility (Sila & Dobni, 2012)”.

However, it is important for business executives of an organization to comprehend that B2B e-commerce sales may depend on a number of things including but not limited to the user’s web experience, technology trust, trust on the brand, risk, worthiness, market orientation, and site quality (Corbitt, Thanasankit & Yi, 2003).

E-commerce and the never-ending array of virtual companies are today challenging long-accepted economic practices and creating hyper-competition like never before. Online B2B marketing is broadly practiced around the world since the internet standouts amongst the most critical parts in promoting business on the web. According to a recent study, 74% of B2B industrial customers have reported that they conduct a thorough research about the product they are going to purchase online (Gensen, u.d.). Thus, the provision of information to customers with the usage of content and inbound marketing is crucial for B2B organizations in order to stay up to date with the
changing world trade and to achieve e-commerce marketing excellence. A report from Forrester Research “forecasts that US B2B e-commerce will reach $1.8 trillion and account for 17% of all B2B sales in the US by 2023. At the end of 2018, Forrester expects e-commerce to have reached $1.1 trillion and represents 12% of total B2B sales in the United States of America (Bonde, 2019)”. Furthermore, some researchers have also estimated that business-to-business (B2B) e-commerce transactions would reach $1.184 million in the United States by 2021 as shown in Figure 2 (Gensen, n.d.).

![Figure 2: B2B e-commerce volume in billion U.S. dollars – (Gensen, n.d.)](image)

Either way, an increasing trend in world e-commerce trade is observed which should be capitalized by firms for increased profitability. Many countries have shared their vision of expanding their e-commerce and digital presence to meet the rising demand in the online business. These countries include China, the United States of America, the United Kingdom, Japan, Germany, France, South Korea, Canada, Russia, Brazil, and Pakistan. At present, China is leading the world economy with
the highest e-commerce market share of $672 billion followed by the United States of America having a market share of $340 billion as shown in Figure 3 (Osman, 2019).

In addition to this, a survey conducted on more than 500 international merchants shows that most of the B2B orders are placed through websites, emails, and mobile phones. The website won the race in the digital marketing media by attaining 80% followed by email and mobile phones, which stand at 77% and 72% respectively (Gensen, u.d.). Thus, this shows the potential of online marketing for B2B firms which need to optimally use the resources at their disposal in order to achieve market excellence in e-commerce and reap the benefits of the digital world.

2.4 Internet presence for B2B Marketers

The importance of e-commerce cannot be more stressed upon as discussed in the previous sections. However, it is important to understand that for a business who is willing to embark on the journey of e-commerce market competitiveness and excellence, they need to follow a five-

![3: 10 largest e-commerce markets in the world (by billion USD) – (Osman, 2019)](image-url)
stage model including information, communication, transactions, relationship marketing, and e-commerce as shown in Figure 7 (Sharma, 2002). As a business starts to climb this ladder to enhance its digital presence, the complexity of the subsequent stages increases, i.e., providing information to a customer is easier as compared to providing him facilities for online business transactions and to generate trust among customers that is associated with the brand name.

However, as evident in Figure 7, with the increase in complexity across every step of the way, the value of these processes also increases as they continue their journey towards digitization.

Figure 7: E-Commerce; Value and The Journey - (Sharma, 2002)

2.5 Online Channels

The online channels used for digital marketing can be broadly divided into 2 categories. The first category involves one-way online channels such as websites, email newsletters, online directories,
and banner advertising. The second category involves two-way online channels such as company generated blogs and the company’s own communities (Taiminen & Karjaluoto, 2015). Other marketing channels that are used by firms especially B2B companies include email marketing, pay-per-click advertising, search engine optimization, display advertising, social media marketing, content marketing, affiliate marketing, and online public relations. The most common online channel used by B2B e-commerce specialized firms is social media marketing that involves the dissemination of information to customers through the use of audio, text, or visual aids on Facebook, Twitter, LinkedIn, Google+, Instagram, Snapchat, and Pinterest. “Social media usage is one of the most popular online activities.

In 2018, an estimated 2.65 billion people were using social media worldwide, a number projected to increase to almost 3.1 billion in 2021 as shown in Figure 9 (Clement, 2019).”

Figure 9: Number of Social Media Users - (Clement, 2019)
Furthermore, since e-commerce involves online transactions between customers and firms, studies show that in B2B e-commerce, credit cards are preferred for the online channel with 94% of users, though checks, terms, and purchase orders remain vital for B2B buyers 51%, 53%, and 50% respectively. In addition to this, there is a general increasing trend in the use of electronic and mobile wallets such as Amazon Pay and Apple Pay. The growth rates of these mobile wallets are estimated to be 26% as shown in Figure 4 (Gensen, n.d.).

![Figure 4: Payment Methods offered to Business Customers – (Gensen, n.d.)](image)

With the increasing trend towards marketing automation across the globe, voice technology is finding its way as well with services like Chatbots, AR and VR. It helps businesses simplify their selling process and improve customers' buying experience by digitally transforming product configuration using software that integrates other enterprise platforms. The use of Chatbots, AR, and VR by almost every well-established multinational conglomerate provides them an edge over
their competitors thus allowing them to retain their market competitive position in the e-commerce marketplace.

2.6 Customer Data Privacy in the Digital Era

“Despite the much-heralded recent successes in utilizing the internet marketplace, one of the major impediments against full-scale integration of the internet marketplace with modern business is the lack of confidence internet consumers have in the newly developed marketing machinery (Wang, Lee & Wang, 1998).” This lack of confidence in online customers is primarily because of data or information privacy concerns. “Data privacy, also called information privacy, is the aspect of information technology that deals with the ability an organization or individual has to determine what data in a computer system can be shared with third parties (Rouse, n.d.).” Unfortunately, firms are not able to protect the data of their customers that they gather through different means. The problem is that this data is just simply encrypted and then stored in the firm’s database; however, these databases are susceptible to hacks that result in data breaches. These “naïve approaches of de-identifying micro-data by organizations are prone to attacks that combine the data with other publicly available information to re-identify represented individuals by hackers (Bayardo & Agrawal, 2005)”.

A huge number of the world population has been fallen prey to data breaches in one way or another. Some examples of famous data breaches in the history of the world include Aadhar’s data breach of 1.1 billion people, Quora’s data breach of 100 million, and Cambridge Analytica’s data breach of around 87 million people worldwide (Leskin, 2018). The Cambridge Analytica’s data breach is one of the most notorious data breaches in the history of the digital world that used data from Facebook for political campaigns during the American presidential elections.
This shows that data has the power of making up governments and breaking them. Hence, it is imperative for firms especially those involved with B2B industrial customers through e-commerce to protect sensitive information of their customers such as their credit card numbers and national identification numbers.

### 2.7 A Shifting Trend and Pakistan

The days of traditional marketing using billboards, posters, and standees are now gone. With the advent of the technological revolution and the ease provided by the digital and social media, business executives and marketers have changed their focus towards digital marketing and e-commerce. According to a report published by McKinsey and Company in 2019, the global consumption and trade opportunities (intraregional or interregional) have increased in Asian countries such as China, India, Indonesia, Malaysia, and Pakistan more as compared to countries that are located in Latin America or Euro because of increased digital innovation and the rise of digital and e-commerce marketing and trade (McKinsey and Company, 2019). Although the first online transaction can be dated back to 1972 conducted between Stanford and MIT students, the world has had almost half a century to develop and revolutionize digital transactions and payment methods (Miva, 2011).

“In 2018, an estimated 1.8 billion people worldwide purchase goods online. During the same year, global e-retail sales amounted to $2.8 trillion and projections show a growth of up to $4.8 trillion by 2021 (Clement, 2019)”. It has been revealed by statistics that B2B e-commerce is estimated to grow more by $2.3 trillion and along with a predicted growth in B2B by $7.7 trillion with a difference of 234.78%. Surprisingly social media also plays an important role – highlighting again the shift in B2B buyer behavior and its move towards a more B2C behavior path (Meghani, 2018). The reason behind the shifting trend is that “61% of customers always choose to go for purchases
only after a good customer service experience and 67% of the B2B customers demand a prompt response on their services within 24 hours as shown in Figure 5” (Meghani, 2018). Furthermore, vendor reputation and price were considered as the driving factors for lead conversion by 53% and 47% respectively.

![Figure 5: Shifting trend from B2C to B2B – (Meghani, 2018)](image)

Since all this period of the technological and digital revolution, Pakistan has been lagging far behind. Recently, Pakistan’s digital endeavors have started to begin with the focus of the government towards a digital Pakistan. The Prime Minister of Pakistan, Imran Khan Niazi, launched the digital Pakistan ambition recently in 2019. “The initiative sets Pakistan’s digital ambition and is designed both for the government and private sector to work towards a digitally progressive and inclusive Pakistan by enhancing connectivity, improving digital infrastructure, investing in digital skills and literacy, and promoting innovation and entrepreneurship ("Digital Pakistan", 2019). This initiative of the state of Pakistan would also attract private firms to invest in the digital technology of Pakistan thus leading to an enormous potential for businesses especially B2B organizations.
Almost 44.6 million people in Pakistan are active internet users with a growth rate of 22% per year. Pakistan has 32 million active users of Facebook. The smartphone penetration rate in Pakistan is 34%, which is one of the highest in the South Asia region. In Pakistan, Facebook is leading the “social media with more than three billion connections per day and more than 17.2 million user accounts. Twitter is also fast becoming the preferred social media portal with more than 280 million connections per day. Google, YouTube, and Instagram are also popular (“Pakistan – e-commerce”, 2019”). In addition, “Pakistan being on the shortlist of 5G ready countries with Zong’s successful trial” shows huge potential for growth in mobile e-commerce in Pakistan in the coming years (Hussain, 2019).

Among the leading B2B e-commerce, players in Pakistan include Atlas Copco and Tetra Pak with most of the other conglomerates operating under the B2C umbrella. Atlas Copco Pakistan has proved to be a pioneer in Pakistan’s e-commerce industry and a special section of this chapter is dedicated to the company because of its innovative practices in digital marketing and e-commerce. Thus, the above information shows that there are great opportunities present in Pakistan without any barriers to entry for B2B firms with e-commerce and digital marketing. Hence, an early mover advantage would definitely advantage firms.

The cross-sectional case study of B2B industrial consumers that will be discussed in the remaining chapters has been possible only because of the resources provided by Atlas Copco Pakistan in terms of its customer relationship management tool, i.e., C4C which helped in conducting an online survey filled by B2B industrial customers operating under different sectors of the economy in Pakistan.
2.8 Atlas Copco: A Leading B2B E-commerce Player in Pakistan

Atlas Copco is one of the leading B2B players in Pakistan and takes pride in being the only Original Equipment Manufacturer (OEM) having its direct operations in Pakistan. It has been able to attain a leading position in the sales, service, and marketing of air and compressors, portable compressors, generators, construction equipment, and assembly systems. Being motivated and inspired by the vision of Mats Rahmstrom, the global CEO of Atlas Copco group, of turning Atlas Copco into a digital leader through the use of technological advancements and e-commerce, Atlas Copco Pakistan puts a strong emphasis on its digital marketing strategies and footprint. The company knows the importance and potential of the World Wide Web in Pakistan and is continuously trying to revamp its business model to become a leader in Pakistan’s e-commerce marketplace. Atlas Copco Pakistan has used several B2B e-commerce and digital marketing strategies to attract new customers and to retain existing customers by running goal-oriented campaigns on social media including Twitter, LinkedIn, and Facebook in addition to regular email and mobile marketing campaigns. The company has been able to increase the number of online generated leads every month and decrease its cost per click rate with its effective customer relationship management software C4C, i.e., Cloud for Customer. This has been possible only because of the strong emphasis Atlas Copco Pakistan puts in content marketing that attracts new buyers and helps them during their buying journey. Atlas Copco Pakistan also has an online e-commerce store where customers can purchase a variety of Atlas Copco compressors, including compressors up to 50 horsepower and airflows of 250 cfm. This online store is fully integrated with digital marketing aid, which helps in smoothing out the buying process for the customer. The use of the C4C customer relationship management software of Atlas Copco Pakistan has helped us in conducting a cross-sectional study of B2B industrial customers in Pakistan in order
to assess their buying behavior as discussed in detail in the next section along with the results and methodology of the study.
CHAPTER 3

Historically, different forms of marketing practices have been used by business executives and firms, in one way or another, to sell their products and services to customers along with a focus on retaining and establishing a new customer base. However, the traditional approaches of marketing have now turned obsolete due to the inflow of modern marketing techniques with the internet. These digital marketing techniques are deemed to be more efficient than traditional marketing techniques since they are not only cost-effective but also allow extends the reach of marketing executives by targeting billions of consumers across the globe through the use of the modern worldwide web and social media platforms such as Facebook, LinkedIn, and Twitter along with mobile and desktop e-commerce (Paul, Bhuimali & Aithal, 2018). The modern marketing practice can now be summarized into brand management, territory management, market segmentation, channel management, and lead generation. This form of marketing then supplements the sales strategy of a business by attracting new and existing customers with minimal expenses.

A big part of the modern marketing strategy is channel management, which comprises of Original Equipment Manufacturing (OEM) and then selling it via e-commerce either directly or indirectly as shown in Figure 10, courtesy of Atlas Copco Pakistan. Since this paper attempts to explain the impact of e-commerce on B2B industrial customers in Pakistan, we will be focusing only on the e-commerce segment of the channel management strategy in the “Way to Market” section of Figure 10. This chapter of the paper comprises of the research methodology used to analyze the impact of e-commerce on B2B industrial customers along with the different data collection tools and sources used in this paper.
3.1 Research Methodology

The research methodology section of this paper encompasses the hypothesis, methodology, and type of the research study, data collection sources, data collection tools, information on participants (demographics), data processing, and analysis techniques.

3.2 Hypothesis

This paper hypothesizes that there is a general shift in the trend of B2B industrial customers buying preferences from traditional buying towards more e-commerce and internet-centric buying in Pakistan. This hypothesis would later be proved by the end of this study using both primary data collected from a questionnaire as shown in Appendix and secondary data including but not limited to the literature review of this study.
3.3 Type of Research Study

This paper can be characterized as an observational or cross-sectional research study since the primary focus of the research study is to analyze the impact of e-commerce on the buying behavior of B2B industrial customers in Pakistan through empirical data collected through a thorough research questionnaire. Furthermore, this paper would also take help from existing literature in establishing an argument that e-commerce had a significant impact on Pakistan’s industrial customers buying behavior which is in line with the whole world’s response to digitization and e-commerce.

3.4 Methodology

This study is designed to gather information using Atlas Copco Pakistan’s CRM software, i.e., C4C and google forms to roll out a research questionnaire which is to be filled by different members of organizations throughout Pakistan that are involved in technical or executive decision making in one way or another. The empirical data collected through this questionnaire would then be analyzed using different business analytics tools in order to paint a general picture of the changing buying behavior of B2B industrial customers in Pakistan due to e-commerce.

3.5 Data Collection Sources

In order to ensure the reliability of data collected for this quantitative study, a questionnaire was used to collect information from business executives and technicians working in different organizations belonging to almost every sector of Pakistan’s economy. The questionnaire was carefully designed with due diligence after consultation from e-commerce specialists in order to assess the impact alongside its magnitude of e-commerce on the buying behavior of B2B industrial
customers in Pakistan. The questionnaire comprised of both fixed-alternative and open-ended questions to gain maximum input from the respondent’s participation in the study. Most of the questions have a Likert scale, which helped in the psychometric analysis of the respondent especially concerning the topic of e-commerce.

3.6 Data Collection Tools

The primary data collection tool that was used for this research study was the customer relationship management software of Atlas Copco Pakistan, i.e., C4C and Google Forms. The data collected from online portals are considered highly accurate and reliable Furthermore, C4C and google forms helped in reaching more than a thousand B2B industrial customers in Pakistan that operating in different regions and sectors thus assisting in making the generalization of the results of this cross-sectional empirical study. In order to collect data, a self-administered online questionnaire form template was sent to all the B2B industrial customers in Atlas Copco Pakistan’s C4C database to get actionable trends and measurable responses. A telephonic follow-up was also done after 15 days since the collection of the data in order to remove any ambiguity from the data.

In addition to this, secondary research was also used as a tool to collect data for this paper. The secondary research was not limited to the existing literature on e-commerce but also consisted of industry research reports and statistics provided by renowned and credible institutions across the globe.

3.7 Participants

The participants of this research study are those business practitioners that are actively involved in the technical or the purchasing department of their respective organization. The sample frame
of this research study comprises of purchase managers, technical committee members, production managers, technical managers, and even the general managers who are actively involved in technical buying for their organization from other firms. Out of the total questionnaire respondents, a random sample of responses from the B2B industry were selected to remove the potential influence of external variables and to ensure the generalization of results, i.e., the true population.

3.8 Data Processing and Analysis Techniques

The raw information collected from Atlas Copco’s C4C questionnaire responses was converted into meaningful data through the use of different data cleaning techniques alongside rational and critical thinking. The analysis of the data was done on Microsoft Excel and STATA, a powerful general-purpose statistical software. The use of Microsoft Excel was limited to data entry while the analysis of the responses was also done on STATA. The analysis of the data involved manipulation of variables, both strings, and integers, in STATA using different statistical and mathematical techniques. Furthermore, data was converted into useful tables and graphs to get a pictorial representation of the data and the general trend of a shift towards e-commerce in Pakistan’s digital arena.
CHAPTER 4

This section of the study comprises the analysis of the questionnaire data collected using Atlas Copco Pakistan’s C4C platform and Google forms using STATA.

4.1 Data Analysis

Out of the total 373 responses filled by the thousands of B2B industrial customers of Atlas Copco in Pakistan, a random sample of 108 responses was chosen. This random sample helps us in determining the true characteristics of the population without any sample selection bias. Our random sample comprises of a diverse range of B2B industrial customers depending upon their age and the specific industry sector. Out of the 108 respondents, 12% of the respondents were aged between 20 and 30, 61.1% of the respondents between 30 and 45, 25% of the respondents between 46 and 64, while the remaining 1.9% of the sample population falling in the other age category as evident in Figure 11.

![Figure 11: Age of B2B Industrial Customers](image_url)
We can safely assume that our sample population represents the true characteristics of the population since it includes diverse B2B industrial customers representing different businesses operating in the Energy, Textile, Fast Moving Consumer Goods (FMCG), Chemical, Petrochemical, Services, Agriculture, Healthcare, Packaging, Manufacturing, Machinery, Automobile, Cable, Construction, Cement, Retail, Information Technology (IT), Banking, Telecommunication, Engineering, Plastic, Education, Hotel, Steel, and the Aviation industry of Pakistan. In addition, the sample population of our research also comprises of public officials thus making this a well-rounded and diverse survey.

Our questionnaire included various questions that were intended to analyze the current online purchase behavior of B2B industrial customers in Pakistan. Upon analysis, it has been observed that only 16.7% of the respondents would prefer to purchase online for their business. On the other hand, 42.6% of the respondents said that they prefer to purchase from a sales representative, 15.7% of the respondents would prefer to buy via filling inquiry form online, and 25% of the respondents preferred self-purchase for their business needs as shown in Figure 12.

![Figure 12: Preference for Purchasing in Pakistan](image-url)
The relatively small proportion of B2B industrial customers (16.7%) interested in purchasing online for their business shows us that e-commerce has not yet penetrated in Pakistan. This shows that the traditional means of buying in Pakistan are still predominant as compared to e-commerce among B2B industrial customers. The small proportion of B2B industrial customers in Pakistan can be justified by the fact that only 12% of the sample population are Millennials (aged between 20 and 30) and since internet usage is most common among Millennials, they are the only ones involved in buying online along with some other people falling in other age groups. This shows that upon the rise of Millennials, there is a huge potential for e-commerce B2B sales growth in Pakistan. Furthermore, our research also shows that around 36.1% of our sample population was interested in buying online, in general, if they were given proper guidance. Also, 40.2% of our sample population stated that they are likely to buy online for their specific business needs in the future. Additionally, our research shows that 30.1% of the B2B industrial customers in Pakistan who have never purchased online are likely to purchase online in the near future. Thus, this further strengthens our claim that with the rise of Millennials and with improved knowledge and guidance regarding the use of internet and e-commerce, most of the B2B industrial customers in Pakistan would be purchasing online and hence abrogating the traditional means of purchasing.

Furthermore, our research also gives us information on other online buying trends of B2B industrial customers in Pakistan. 48.5% of the respondents stated that they are more likely to purchase hardware products online than other types of products along with 32% of the population purchasing online services, and 19.4% of the population using internet and e-commerce as a medium to purchase different types of software products in Pakistan as shown in Figure 13.
In addition to this, 59.8% of the B2B industrial customers of Pakistan in our sample stated that they are more likely to use a laptop or a personal computer to put an online order for their business as compared to 39.2% of the respondents who prefer mobile devices to purchase online for their business needs as evident in Figure 14.

This shows that mobile e-commerce or m-commerce is also rising in Pakistan and especially in B2B industrial customers thus making it a promising opportunity for both new and old players in
Pakistan’s economy. Furthermore, this information also shows that the rate of mobile phone and laptop penetration in B2B industrial customers of Pakistan is almost 100%. Leading industrial firms such as Atlas Copco Pakistan, knowing this information, can and should capitalize on the huge e-commerce B2B marketplace present in Pakistan.

Since Pakistan is a developing country having a poverty rate of 24.3% according to the Asian Development Bank, the price factor plays an important part in determining the purchasing behavior of B2B industrial customers in Pakistan. For this, we have tried to design our questionnaire in such a way that it captures the effect of price on the online purchasing decisions of B2B industrial customers in Pakistan. Our analysis showed that a statistically significant number of B2B industrial customers, i.e., 50.5% stated that the maximum amount they could pay for online business purchases is $500-$1000. Similarly, 28.7% of the B2B industrial customers in Pakistan stated that the maximum amount they could pay for online business purchases is $1100-$5000. 16.8% of the respondents stated that the maximum amount they could pay for an online purchase is $6000-$15000 whereas only 4% of the respondents stated that the maximum amount they could pay for online business purchases is $20000 or more as shown in Figure 15.

Figure 15: Buying Power of B2B Industrial Customers in Pakistan
Although the price range of $500-$1000 may seem to be small, however, when converted to Pakistani Rupees, these prices do not remain so small considering the fact that Pakistan is still a developing country. Since more than 50% of the sample population stated they can afford between $500-$1000 in online purchases, this shows that there is a huge potential for firms in Pakistan’s B2B e-commerce marketplace to capitalize on this by increasing their sales through efficient digital and e-commerce marketing. Although the price of a service or a product may vary depending on the customer buying it via self-purchase or e-commerce, our analysis shows that if the prices were kept constant across all modes of purchasing for a specific service or product, effective e-commerce strategies can help in increasing the sales of such services and products especially among B2B industrial customers in Pakistan. In our study of the questionnaire data, it was observed that 55.4% of the respondents are more likely to order a service online if the price was fixed and 53.4% of the respondents are more likely to order spare parts or hardware online given that the price was kept constant. This shows that price is a major determinant in the online purchasing trend or behavior of B2B industrial customers in Pakistan. Hence, B2B firms can capitalize on this online customer purchase behavior in Pakistan by controlling their prices through efficient managerial and e-commerce practices without compromising on the quality of the service or the product. This would help B2B firms in Pakistan to grow in the long run along with simultaneously increasing their customer base.

Since B2B purchases, generally, involve a huge amount of money, the traditional practice in Pakistan among B2B industrial customers have been limited to cash on delivery, cheque, ILOC, CAD, or TT after shipment, and letter of credit or bank contract. But, with the rise of e-commerce in Pakistan, this trend has been observed to be changing. Our research showed that 66.7% of the B2B industrial customers in Pakistan prefer to use bank e-payment solutions as the primary
payment method to pay online for their business product or service purchase. Furthermore, it was observed that credit cards were the second most preferred payment method among B2B industrial customers in Pakistan with 21.2% of our sample population using credit cards to pay online for their business product or service purchase as shown in Figure 16.

![Figure 16: Payment Method in Pakistan](image)

Our survey also accounted for some psychometric questions that helped in assessing the change in behavior of B2B industrial customers in Pakistan with the advent and rising shift towards e-commerce. During the response collection period, 85 out of the 108 respondents or 78.7% reported that they do know how to use the internet properly and navigate across different websites and social media pages. This shows that the so-called internet literacy rate is high in Pakistan so the shift towards e-commerce buying from traditional buying practices is not a problem. Furthermore, 67 respondents or 62.04% of the sample population reported that they think internet shopping offers better quality for small purchases. Thus, it can be seen that B2B industrial customers are inclined towards online purchases, which might act as a catalyst in the rise of e-commerce in Pakistan if B2B companies start on focusing effective and targeted marketing campaigns with
strategic and quantifiable goals. Similarly, a swooping 100 respondents or 92.59% reported that they often go to the internet to preview products. This shows that the use of the internet to make purchasing decisions is common among B2B industrial customers. Firms would be able to capitalize on a better chunk of this market if they start focusing on their online product review pages and their websites as a whole by making them user-friendly and putting in effective marketing content. In addition, our analysis shows that 67 of the respondents or 62.04% stated they do not feel comfortable while sharing their credit card details on the internet. This shows that although B2B industrial customers are inclined towards e-commerce, however, data privacy concerns hinder their online purchasing decisions since they are very conscious regarding online thefts and have trust issues as shown in Figure 17.

Figure 17: Behavior of B2B Industrial Customers in Pakistan (1)

In addition to the above behavioral findings, 79.2% of the respondents reported that channel conflict does not hinder their buying intention or decision. “Channel conflict occurs when a business sells products or services to the same set of customers through a variety of distribution channels that conflict with each other (Fiore, 2005)”. In the case of this research paper, channel conflict refers to the use of online e-commerce as a new channel for purchasing by B2B industrial
customers as compared to the traditional channel of purchasing through sales representatives. Similarly, the use of websites is an integral part of the buying journey of B2B industrial customers. So, we decided to assess what functionalities B2B industrial customers prefer on the seller’s business website. Our research showed that 40.2% of the respondents preferred Live Chat, 32.4% preferred shopping cart, 64.7% preferred product recommendations, 43.1% preferred Inquiry Forms, and 53.9% of the respondents preferred personalized local product content on the website as shown in Figure 18.

![Figure 18: Functionalities in Websites for Online Purchase](image)

Besides, the respondent’s data also show that 63.8% of the sample population reported that they do not find the internet ordering process hard to understand and use. Other behavioral questions in our survey showed that 86 respondents or 79.63% of the sample population think that online buying is (or would be) an efficient way to purchase B2B industrial products. Also, 76 respondents or 70.37% of the sample population reported that “I like the help and friendliness I get by local suppliers” whereas only 8.3% of the sample population reported that they do not like the help and friendliness they get by local suppliers. Furthermore, 52 respondents
or 48.14% of the sample population reported that they think web purchases would avoid the hassle of purchase but offer less quality. On the other hand, 11 respondents or 10.18% of the sample population reported that they do not think web purchases would avoid the hassle of purchase with less quality of B2B products.

Our data shows that 62 respondents or 57.41% of the sample population stated that local suppliers have better prices and promotional offers than web stores. On the contrary, 14 respondents or 12.96% of the sample population reported that local suppliers do not have better prices and promotional offers than web stores as shown in Figure 19.

Furthermore, our analysis shows that more than 50% of the B2B industrial customers prefer purchasing home country products online as compared to importing products from other countries. Our survey results show that quality, purchase security, credit card payment, authenticity of the company or product, trust level, reliability, payment issues, price negotiation, product warrantee, data vulnerability, fake promotional prices and discounts, false and unclear description of the product, return policy, credit terms, delivery charges, delayed delivery, fraudulent sites, hackers eyes, bank scam, product information, live chat, complicated and complex process, delayed

![Figure 19: Behavior of B2B Industrial Customers in Pakistan (2)](image-url)
responses and overcharging are the main factors which create difficulty in online purchasing for B2B industrial customers in Pakistan. Out of these factors, it can be seen that the data privacy concerns and credit card related thefts are the predominant factors that cause problems of B2B e-commerce customers.

Our survey showed that out of the 108 randomly chosen company B2B customers, 44.6% of the customers would like to purchase Atlas Copco Pakistan’s products and services online in the future again. This shows that Atlas Copco Pakistan is performing fairly well as compared to its competitors in Pakistan’s e-commerce marketplace with opportunities for further growth in the future, if company resources are properly used through efficient digital marketing strategies.
Summary

The above data analysis can be summarized that there is a rising trend towards the use of e-commerce platforms for B2B industrial purchases in Pakistan. Our analysis showed results gathered from a diverse range of individuals working in different sectors of the economy across Pakistan. Furthermore, the data collected was from individuals who belonged to all age groups thus effectively grabbing the purchasing behavior and buying decisions of Millennials as well as other age groups. The data showed that a rising proportion of Pakistan’s B2B industrial customers prefer to shop online for their different types of business needs (software, hardware, or services). The data also showed that those industrial B2B customers who have been using traditional means to purchase products and services for their business have, now, started to shift towards using digitally advanced methods such as e-commerce for their buying needs.

Our survey further shows that if the prices are kept constant on e-commerce platforms, B2B buyers tend to buy more services and products including spare parts for their business. Our data also displays that B2B industrial customers in Pakistan are starting to prefer credit cards and bank e-payment solutions as payment methods to buy for their day-to-day business needs. Furthermore, channel conflict does not hinder the buying decisions of industrial customers in Pakistan. Other behavioral questions in our survey showed that the use of the internet and social media platforms has been increasing in Pakistan with customers using the internet as a reference to make purchasing decisions for their business in terms of prices and quality.

Our analysis shows that Live Chat, Shopping Cart, Product Recommendation, Inquiry Form, and personalized local Product Content are the most important website features, which industrial firms should have if they want to attract more B2B industrial customers. In addition to this, B2B industrial customers in Pakistan do not find the internet or e-commerce ordering process hard to
comprehend. Our research shows that credit card related security and theft issues are the major concerns for B2B industrial customers in Pakistan, which can be proved from a significantly low number of people willing to share their credit card details online.

Our study has remarkable implications for B2B firms in Pakistan, which would be discussed in the next chapter of this research paper.
CHAPTER 5

Conclusion

In a conclusion, it can be seen that the penetration of e-commerce in both the developing world and the developed world has started to make its presence felt especially in the B2B industry sector. With the rising trend across the world towards digitization and the lagged follow-up of the developing world in this trend, there are increased e-commerce opportunities for B2B firms in these developing countries. Among these countries, Pakistan is also coming into the landscape of e-commerce countries. E-commerce has started to penetrate across different sectors of Pakistan and especially in the B2B industrial sector. The government of Pakistan has also started to promote e-commerce in Pakistan. This showed the changing behavior of B2B industrial buyers towards buying online as compared to the traditional ways of buying through sales representatives. The behavior shows that such buyers in Pakistan have extensively started to use the internet and social media platforms as a means to purchase and review products. Furthermore, the rapid increase in the number of active internet and social media users in Pakistan also opens a vast array of opportunities for B2B firms, which should be captured through effective marketing campaigns and social media strategies.

Thus, the hypothesis of this paper turns out to be true that B2B industrial customers in Pakistan have started to shift towards using e-commerce as a means of purchasing thus abolishing the traditional methods of business purchases.
Recommendations

Here, we would like to offer very simple and realistic policy recommendations so that the true potential for e-commerce in Pakistan can be realized. The government of Pakistan has already been doing a remarkable job regarding the promotion of e-commerce in Pakistan through different nation-wide campaigns such as the recently launched Digital Pakistan campaign. However, the government of Pakistan should also start on working with the private sector through Public-Private Partnership (PPP) projects since the B2B industrial firms in Pakistan that are operating on a multi-national level already have the required technical and human capital which can be used to harness the potential of e-commerce in Pakistan. The government of Pakistan should also focus on increasing the so-called internet literacy rate in Pakistan so that B2B industrial and other generic customers can benefit from the internet equally through increased information availability. In addition, under the PPP projects, the government of Pakistan should also focus on solving the data privacy and management concerns of B2B industrial customers since the information is highly sensitive.

Furthermore, B2B firms should start focusing on changing behavior of B2B industrial customers in Pakistan with efficient marketing campaigns. Also, these campaigns should be highly targeted and qualitative so that their impact can be timely measured and proper steps can be taken if need be. Firms in Pakistan can especially take motivation from Atlas Copco Pakistan and its brilliant B2B online marketing campaigns on social media platforms.
Limitations

Although this study is well thought out, however, it might be limited in some ways. The fact that this study relies only on the data collected from Atlas Copco Pakistan’s customer relationship management software and Google Forms, which is though highly precise, there might be some sample selection biases as the respondents include only the B2B industrial customers of Atlas Copco Pakistan. However, if this study would be conducted using some other company’s resources and B2B industrial customers, the results might have turned out to be different. The fact that this study relies on only one data source might be problematic.

Other forms of limitations for this study might be that although this paper uses significant empirical data collected through primary research along with a secondary research literature review, this paper was unsuccessful to use any mathematically or statistically complex techniques to derive insightful conclusions from the data collected. This study miss the mark to use any ordinary least square or maximum likelihood estimation techniques that use multilinear regressions along with other mathematical models. This might affect the accuracy of the data and findings published in this paper.
References


Appendix

Survey Questionnaire
Atlas Copco Pakistan

1. Type of industry *

2. In which age range you fall
   - 20 to 30
   - 30 to 45
   - 46 to 64
   - 65 or older

3. What way would you prefer for your purchase?
   - By Sales Representative
   - By filling inquiry form online
   - Self-purchase
   - Online purchase

4. Do you prefer to shop online? (Choose 1 for least-likely to 5 most-likely)

5. What type of purchase do you make online?
   - Software
   - Hardware
   - Services
6. Would you like to buy online for your industry (business) needs? (Choose 1 for least likely to 5 most likely)

1 2 3 4 5

7. Do you prefer to use a mobile device or laptop for making an online purchase?

☐ Mobile
☐ Laptop

8. How likely you purchase online for your business.

1 2 3 4 5

9. What is the maximum amount you could pay for an online business purchase?

☐ $500 - $1000
☐ $1100 - $5000
☐ $6000 - $15,000
☐ $20,000 - or above

10. How likely you will order a service online if the price is fixed.

1 2 3 4 5

11. How likely you will buy spare parts online if the price is fixed?

1 2 3 4 5

12. What payment method you prefer to pay online for your business product or services?

☐ Credit Card
☐ Banks e-payment solution
☐ Other:

____________________________________________________________________
13. How well does each statement describe you? *

<table>
<thead>
<tr>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rare</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don't want to give out my credit card number to a computer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I think Internet shopping offers better quality for small purchases.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don't know much about using the Internet.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I often go to the Internet to preview products.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. On a scale of strongly disagree to strongly agree, to what extent does channel conflict hinder your buying intention? (i.e., shifting from one traditional purchase channel to e-channel)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. Select the top three website features/functionality you prefer while making an online purchase decision?

- [ ] Live Chat
- [ ] Shopping Cart
- [ ] Product recommendation
- [ ] Inquiry form
- [ ] Personalized local product content on the website

16. Below are some statements of people. Where do you stand in each category?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>About half the time</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think on-line buying is (or would be) an efficient way to purchase.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like the help &amp; friendliness I get by local suppliers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I think web purchases would avoid the hassle of purchases with less quantity.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local suppliers have better prices &amp; promotional offers than web stores.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17. I find the internet “ordering process” hard to understand and use?

- Most of the time, yes
- Most of the time, no
- Never

18. State 2 factors which create difficulty for you in online purchase.

19. Do you prefer to purchase your home country products online?

20. Would you like to purchase Atlas Copco Pakistan products/services online in the future?

| 1 | 2 | 3 | 4 | 5 |