

UNLOCKING MARKET POTENTIAL THROUGH NON-TRADITIONAL DISTRIBUTION STRATEGIES

¹P.Madhuri,²Bhavana Prasanthi,³Anuja

¹²³MBA Students

Department of MBA

ABSTRACT

As consumer behaviors shift and digital ecosystems evolve, businesses are increasingly turning to non-traditional distribution strategies to expand market reach and boost sales. This study explores the viability, scalability, and impact of alternative channels such as e-commerce platforms, direct-to-consumer (DTC) models, subscription services, third-party logistics (3PL), and social commerce. The paper assesses how these channels disrupt conventional retail frameworks by enabling personalized engagement, reducing intermediary costs, and accelerating product accessibility. Using case studies and comparative performance metrics, the research highlights key advantages, implementation challenges, and success factors associated with adopting non-traditional distribution models. The findings suggest that companies that effectively integrate these strategies can gain competitive advantage, enhance customer loyalty, and access previously untapped market segments, particularly in post-pandemic and digitally driven economies.

INTRODUCTION

Distribution strategy is a critical component of business success, traditionally dominated by brick-and-mortar retail networks and multi-tiered supply chains. However, with the rise of digital technology, globalization, and evolving consumer preferences, the relevance of non-traditional distribution channels has dramatically increased. These include e-commerce platforms, direct-to-consumer (DTC) sales, third-party logistics (3PL), online marketplaces, social media commerce, and subscription-based models. Such channels allow firms to bypass conventional intermediaries, directly engage with customers, and respond more quickly to market demand.

The push toward alternative channels is further fueled by growing competition, increasing operational costs, and the demand for a frictionless and omnichannel customer experience. Small startups and global enterprises alike are re-evaluating how they deliver products and services—not only to reduce overheads but also to gain real-time insights, offer personalized value propositions, and build direct customer relationships.

This paper seeks to examine the strategic potential and performance outcomes of non-traditional distribution methods. It analyzes various industry case studies and performance indicators to understand how these models affect market reach, sales growth, brand positioning, and operational agility. Furthermore, the study identifies key enablers and barriers to successful implementation, offering a framework for businesses considering distribution diversification in today's hyperconnected and rapidly changing economic environment.

LITERATURE REVIEW

The distribution industry can be considered as one of the fragmented industries whereby no firm has a significant market share and can strongly influence the industry outcome. Porter (1980) wrote that industries are fragmented for a wide variety of reasons with greatly differing implications for competing in them. Some of the underlying economic causes of fragmentation are, low overall entry barrier, absence of economies of scale or experience curve, high transportation costs, high inventory costs or erratic sales fluctuation, etc. Consequently, the industry is usually populated by a large number of small and medium-size firms. Yet, marketing channel

decision is one of the critical decisions for an organization because it will intimately affect all other marketing and overall strategic decisions on how a product is to be offered in the marketplace. Stern and El-Ansary (1988) see distribution channel as a set of independent organizations involved in the process of making a product or service available for use. In most contemporary markets, mass production and consumption have lured intermediaries into the junction between buyer and seller. Alderson (1958) wrote that the goal of marketing is the matching of segments of supply and demand. Alderson argued that intermediaries provide economies of distribution by increasing the efficiency of the process.

Porter's (1985) value chain model describes primary activities such as inbound logistics, operations, outbound logistics, marketing and sales, service, etc., and distribution channel clearly plays an important role in these (safe for operations) where they also could gain competitive advantage. Researchers have credited distribution channels with the following roles: information gathering and distribution of marketing research and intelligence information (Sawhney, 2000; Sarkar et al., 1995; Stern and El-Ansary, 1988); promotion (Sarkar et al., 1995; Stern and El-Ansary, 1988); contact or prospecting (Sawhney, 2000; Shapiro, 1997; Sarkar et al., 1995); matching (A.T. Kearney, 2000a, b; Shapiro, 1997; Bagozzi et al., 1998; Stern and El-Ansary, 1988; Reibstein, 1985); negotiation (Shapiro, 1997); physical distribution (Sawhney, 2000; A.T. Kearney, 2000a, b; Shapiro, 1997; Sarkar et al., 1995; Reibstein, 1985); financing (Shapiro, 1997; Stern and El-Ansary, 1988); and risk-taking (Kearney, 2000a, b; Sarkar et al., 1995; Stern and El-Ansary, 1988).

Bagozzi et al. (1998) categorized the distribution functions into three: functions for customers; functions for producers; and functions for both customers and producers. Two forces underlie the need for intermediaries: the discrepancy of quantity (i.e. difference between the quantity typically demanded by customers and the quantity that

can be produced economically by manufacturers) and the discrepancy of assortment (difference between the varieties of products typically demanded and economically produce-able varieties (Bagozzi et al., 1998). Middlemen fill these needs by carrying out what Reibstein called transactional activities, physical activities, and facilitating activities (for a review, see Reibstein, 1985).

E-commerce (particularly B2B) has revolutionized and fundamentally reshaped business relationships and has caused dramatic shifts in channel power as information and communication imbalances disappear. Online exchanges are infiltrating distribution channels at an outstanding rate. As growth in the use of Internet accelerates, distributors have been warned repeatedly that they risk being cut out of the channel by aggressive Web-savvy, and purely virtual competitors. Gates (in Adelaar, 2000) opined that in recent years, it has been widely accepted that e-commerce signifies the dawn of a friction-free market; structural changes in markets, such as dis-intermediation, would occur due to the impact of electronic trade and electronic information age, albeit, Sarkar et al. (1995) disagrees, stating it is exaggeration because different outcomes are possible such as, cyber-mediation and re-intermediation. Moreover, the high fragmentation of the distribution industry, and the nature of the product sold which differs with respect to need for inspection, personal assistance needed from the expert, etc. has been challenging the view traditional channel replacement by the Internet. Instead, distributors will compete and collaborate with a new type of Internet-based company – the online exchange (OLE). Online exchanges, which are being created in almost every vertical supply chain, bring together buyers and sellers in ways that were not possible before the advent of Internet. It is believed by many that online exchanges (of the many variations of e-commerce) pose the most important strategic challenges to the traditional intermediary, whereas Fein et al. (1999) believe that distributors can retain an important, and enhanced place in the channel as these exchanges mature.

The issue of place retention by traditional channels or its replacement by e-commerce will depend on a number of factors chief among them being the value-added and the cost of each channel. The transaction cost theory by Coase (in Sarkar et al., 1995) is an often-employed framework in the intermediaries context since it focuses on a firm's choice between internalized, vertically integrated structures, and the use of external market agents for carrying out activities that constitute its value system. In the context of channel decisions, it can be used to articulate process whereby firms either "make or buy" an intermediary function; that is, whether the firm decides to internalize the channel activity within its organizational boundaries, or whether it chooses to rely on the market (Sarkar et al., 1995). In the milieu of choice between traditional channels or e-commerce, decision makers have employed the transaction cost perspective. Wigand and Benjamin (1995) examined electronic markets and the industry value chain from a transaction and transaction cost perspective. They argued that transaction cost theory helps to understand how markets and hierarchies are chosen. In free market economies, one can observe two basic mechanisms for coordinating the flow of materials and services through adjacent steps in the value chain: markets and hierarchies. Williamson (1981) further classified transactions into those that support coordination between multiple buyers and sellers (i.e. market transactions), and those supporting coordination within the firm as well as industry value chain (i.e. hierarchy transactions). Hence, the price a product is sold consists of three elements: production costs, coordination costs, and profit margin. Wigand and Benjamin (1995) suggest that the chain of market hierarchies, which bypasses the distributor, will result in a lower purchase price for the customer. Recent research by A.T. Kearney (2000a, b) showed that production costs seem to be under control, but Web-based processes can:

. save another 10-30 per cent from operating costs;

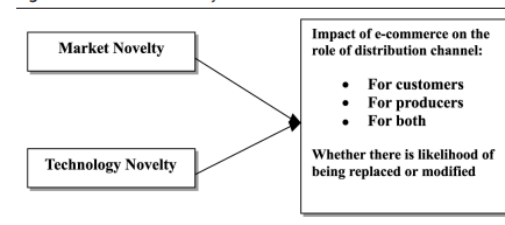
. cut cycle times by anything up to 90 per cent; and

. virtually eliminate the supply and demand mismatches that cause inventory buildups and stock-outs.

RESEARCH FRAMEWORK AND METHOD

This study attempted to investigate the likelihood of market characteristics and technology novelty in impacting the roles of industrial distributors in the e-commerce world (see Figure 1). Based on Tidd et al. (1997) and Bagozzi et al. (1998) the research model was developed. Bagozzi et al.'s (1998)

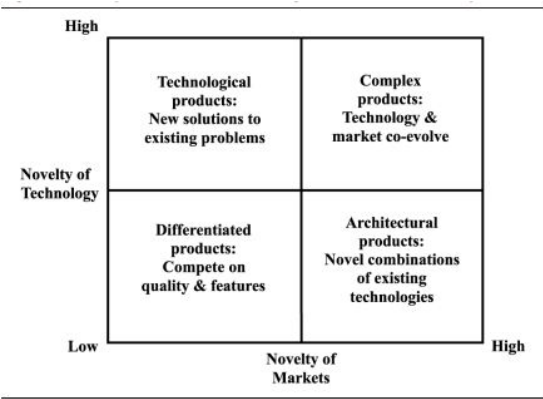
Figure 1 Schema of the study model



model of distribution functions was adapted to categorize distribution functions into three major groups – functions for customers, functions for producers, and functions for both customers and producers. Tidd et al. (1997) developed the two-by-two matrix of technological and market novelties presented in Figure 2. Market innovation includes the identification of market trends and opportunities, the translation of these requirements into new products and services, and the promotion and diffusion of these products. Clearly, understanding the maturity of the technologies and markets will provide organizations an insight of strategic or tactical marketing that the firm might adopt. Since a number of studies (e.g. King and Kang, 2000; Schmitz, 2000) have shown that the nature of the product is important factor in determining whether or not transaction will be done online, an investigation of different product categories in the semiconductor industry is needful as there is currently no known study focusing on this sector. For complex products, both the technologies and markets are novel, and co-evolve. In this case there is no clearly defined

use of a new technology, but over time Figure 1 Schema of the study model

Figure 2 Two-by-two matrix of technological and market maturity



developers work with lead users to create new applications. The development of multimedia products and services is a recent example of such a co-evolution of technologies and markets. Technological products are novel technologies developed to satisfy known customer needs. Such products and services compete on the basis of performance, rather than price or quality. Here, innovation is mainly driven by developers. Architectural products are existing technologies applied or combined to create novel products or services, or new applications. Competition is based on serving specific market niches and on close relations with customers. Innovation typically originates or is in collaboration with potential users.

Differentiated products are those in which both the technologies and markets are mature, and most innovations consist of the improved use of existing technologies to meet a known customer need. Products and services are differentiated on the basis of packaging, pricing and support. Verification of the impact of e-commerce on the roles of physical distributors (for customers, producers, and for both) of four different types of products is important as product nature may have different implications for this industry. Hence, the following hypotheses were verified:

H1. The change in importance of functions for customers is higher for differentiated products,

architectural products, technological products, and then complex products.

H2. The change in importance for functions for producers is higher for differentiated products, architectural products, technological products, and complex products.

H3. The change in importance for functions for both customers and producers is higher for differentiated products, architectural products, technological products, and complex products.

H4. The likelihood of functions for producers being replaced is higher for differentiated products, architectural products, technological products, and then complex products.

H5. The likelihood of functions for customers being replaced is higher for differentiated products, architectural products, technological products, and then complex products

H6. The likelihood of functions for both being replaced is higher for differentiated products, architectural products, technological products, and then complex products.

Method

The population of study includes all multinational industrial distributors in the semiconductor industry in Penang, Malaysia. It is important to mention that Penang is the seat of semiconductor business in Malaysia and East-Asia by extension. A total of 63 distributors of different countries of origin (as shown in Table I) were identified, and respondents were selected based on purposive sampling (non-probabilistic) method targeted at decision makers. Out of this, 54 usable responses were received. All the firms included in this study have a Web site where products are exhibited. They also have portals where customers as well as producers logon to access and give information regarding products, order placement and payment, etc. The distributors have ample experience with both on-line and off-line transactions. Thus, respondents are aware of the changes in importance of e-commerce having experienced the two worlds.

The questionnaire was adapted from Tidd et al. (1997) and Bagozzi et al. (1998). All questions were rated using five-point Likertlike scale. Questions relating to change in importance were measured from greatly decreased (point 1) to greatly increased (point 5), while those relating to likelihood of distributors functions being replaced or modified were measured from highly unlikely (point 1) to highly likely (point 5).

RESULTS AND DISCUSSION

The internal consistency of the measures was ascertained via reliability analysis. The Cronbach's Alpha coefficients for all dimensions show values higher than 0.60 except for likelihood of distributors (for differentiated products) function for producers being replaced, which is 0.50. As observed from Table II, the construct measures are reliable.

Table I Responding organizations by country of origin

Country	America	Asia	AME	Europe	Oceania	Total
Australia					2	2
Belgium				1		1
Finland				1		1
France				2		2
Germany				3		3
Greece				1		1
Hong Kong		6				6
Israel			1			1
Italy				2		2
Japan		5				5
Malaysia		1				1
The Netherlands				2		2
Rep. of Korea						2
Singapore						3
South Africa			2			2
Spain				2		2
Sweden				1		1
Taiwan		5				5
Turkey				1		1
UAE			1			1
UK				3		3
USA	7					7
Total	7	22	4	19	2	54

Notes: AME = Africa and Middle East; UAE = United Arab Emirate

Table II Cronbach's alpha values

Role of distributors	Change in Importance				Likelihood of being replaced or modified			
	S1	S2	S3	S4	S1	S2	S3	S4
Functions for customers	0.88	0.88	0.77	0.80	0.83	0.90	0.89	0.80
Functions for producers	0.74	0.73	0.73	0.72	0.50	0.80	0.81	0.71
Functions for both	0.62	0.73	0.75	0.74	0.65	0.81	0.80	0.83

Notes: S1 = differentiated products; S2 = architectural products; S3 = technological products; S4 = complex products

E-commerce and change in importance of distributors roles

Table III shows the mean and standard deviation for the change in importance of distributors functions for all product categories. E-commerce has convincing impact on the importance of distributors

functions with mean values ranging from 3.06 to 3.96 across product categories.

The perceived impact of e-commerce on the importance of distributors' functions for customers, producers and for both respectively range from 3.60 to 3.74, 3.52 to 3.69, and 3.44 to 3.56 across product categories. The impact of e-commerce on the overall functions of distributors (a combination of functions for customers, producer, and both) is increasing for all categories. Mean and standard deviation of perceived impact on the importance of overall distributors' functions based on product categories are as follows: differentiated products (3.54; 0.62), architectural products (3.62; 0.58), technical products (3.59; 0.58), and complex products (3.50; 0.64). In all, the results show a strong impact of e-commerce on perceived importance of the roles of distributors in the semiconductor industry. The three most important impact of e-commerce on the roles of distributors of complex products going by their mean value is in the area information gathering (3.91), promoting and highlighting new products

Table III Change in importance of distributors' roles

Role of distributors	Mean				SD			
	S1	S2	S3	S4	S1	S2	S3	S4
<i>Functions for customers</i>	3.61	3.74	3.73	3.60	1.10	0.84	0.85	0.95
Right attribute	3.61	3.83	3.94	3.74	1.23	0.91	0.98	1.08
Right quantity	3.61	3.65	3.52	3.46	1.09	0.87	0.91	1.00
<i>Functions for producers</i>	3.69	3.66	3.60	3.52	0.81	0.70	0.73	0.73
Storing	3.59	3.30	3.24	3.06	0.92	0.79	0.75	0.81
Financing	3.64	3.76	3.75	3.59	1.09	0.83	0.85	0.96
Information gathering	3.85	3.93	3.81	3.91	0.98	0.97	1.10	0.96
<i>Functions for both</i>	3.44	3.56	3.53	3.45	0.58	0.55	0.58	0.64
Risk reduction	3.13	3.11	3.26	3.07	0.75	0.77	0.71	0.93
Educating customers and representing producer	3.20	3.76	3.57	3.76	1.14	1.08	1.11	1.16
Transport safely	3.35	3.31	3.30	3.19	0.85	0.58	0.69	0.73
Transport on time	3.57	3.46	3.39	3.20	0.94	0.77	0.74	0.81
Promote/highlight new products	3.74	3.85	3.91	3.89	1.07	0.94	1.00	1.02
Promo. programs for sales force	3.61	3.83	3.78	3.59	1.09	0.86	0.90	1.09
Overall function	3.54	3.62	3.59	3.50	0.62	0.58	0.58	0.64

Notes: S1 = differentiated products; S2 = architectural products; S3 = technological products; S4 = complex products

(3.89), and educating customers and representing producers (3.76). For architectural products, the three most salient functions are information gathering (3.93), promoting and highlighting new products (3.85), and right attribute (3.83), while for technological products, they include providing the right attribute (3.94), promoting and highlighting new products (3.91), and information gathering (3.81). For differentiated products, the most important functions are information gathering (3.85),

promoting and highlighting new products (3.74), and financing (3.64). Clearly, e-commerce has strongly impacted the informational roles of distributors in the semiconductor industry positively as demonstrated in the above results. In all product categories in the industry, perceived impact of e-commerce on the distributors roles is very robust in the area of information gathering and disseminating. One plausible explanation for this finding is found in the very nature of the industry and its products. In the semiconductor industry, adequate product information is vital in order to overcome problems emanating from wrong orders and delivery of incorrect specifications, as it is very common for each spec to have a definite size and use, which cannot be modified or exchanged. The richness and timeliness of product information available on the Internet makes this mode very useful. Table IV presents the ranking in the perceived change in importance for the four product categories using the Friedman twoway ANOVA. The results indicate that there is no definite ranking in the perception of change of importance for the three main functions measured in this study. Nonetheless, mean rank for differentiated products is generally highest (2.17-2.94), followed by architectural products (2.46- 2.71), technological products (2.35-2.71), and complex products (2.14-2.65). This signifies that decrease of change in importance is seen more with complex products as compared to technological, architectural, and differentiated products. Further scrutiny of the data indicates that three functions have definite ranking, namely storing, educating customer and representing producer, and transport on time with Kendall test of concordance at 0.111, 0.055, and 0.049 respectively.

Likelihood of distributors roles being replaced

Table V presents the means and standard deviations for likelihood of traditional distributors being replaced. Mean and standard deviation of likelihood of using the Internet instead of traditional distributors to provide overall distributors functions based on product category are, differentiated products (3.41;

0.59), architectural products (3.24; 0.75), technological products (3.24; 0.71), and complex products (3.09; 0.78). The results show that the likelihood of the

Table IV Friedman two-way ANOVA by rank (change in importance)

Role of distributors	Mean rank				Test statistics		
	S1	S2	S3	S4	Chi-sq.	Sig.	W ^a
<i>Functions for customers</i>	2.43	2.70	2.49	2.38	2.679	0.444	0.017
Right attribute	2.35	2.53	2.71	2.41	3.933	0.269	0.024
Right quantity	2.66	2.62	2.36	2.36	3.994	0.262	0.025
<i>Functions for producers</i>	2.71	2.66	2.35	2.28	5.380	0.146	0.033
Storing	2.94	2.52	2.41	2.14	17.972	0.000**	0.111
Financing	2.46	2.71	2.50	2.32	3.441	0.329	0.021
Information gathering	2.52	2.56	2.41	2.51	0.702	0.873	0.004
<i>Functions for both</i>	2.25	2.68	2.59	2.48	3.860	0.277	0.024
Risk reduction	2.43	2.46	2.68	2.44	3.210	0.360	0.020
Educating customers and representing producer	2.17	2.67	2.52	2.65	7.966	0.047*	0.049
Transport safely	2.61	2.56	2.50	2.33	3.743	0.291	0.023
Transport on time	2.69	2.62	2.48	2.20	8.935	0.030*	0.055
Promote/highlight new products	2.39	2.49	2.56	2.56	1.015	0.798	0.006
Promo. programs for sales force	2.43	2.59	2.56	2.42	1.455	0.693	0.009

Notes: S1= differentiated products; S2 = architectural products; S3 = technological products; S4 = complex products.
* $p < 0.05$; ** $p < 0.001$. ^a Kendall's coefficient of concordance

Table V Likelihood of distributor's roles being replaced

Role of distributors	Mean				SD			
	S1	S2	S3	S4	S1	S2	S3	S4
<i>Functions for customers</i>	3.62	3.24	3.28	3.12	1.02	1.05	1.05	1.06
Right attribute	3.69	3.30	3.41	3.28	1.10	1.16	1.16	1.23
Right quantity	3.56	3.19	3.15	2.96	1.11	1.05	1.05	1.08
<i>Functions for producers</i>	3.50	3.28	3.27	3.15	0.70	0.92	0.87	0.86
Storing	3.22	2.96	3.07	2.94	1.02	1.03	0.91	0.96
Financing	3.60	3.29	3.28	3.11	1.04	1.08	1.08	1.09
Information gathering	3.69	3.59	3.46	3.41	0.95	1.17	1.08	1.16
<i>Functions for both</i>	3.30	3.22	3.16	3.05	0.59	0.69	0.68	0.77
Risk reduction	2.83	2.94	2.85	2.72	0.88	0.76	0.86	0.90
Educating customers and representing producer	3.31	3.26	3.15	3.19	1.04	1.15	1.09	1.27
Transport safely	3.22	3.09	3.08	2.85	0.92	0.83	0.85	0.83
Transport on time	3.30	3.13	3.09	3.04	1.02	0.91	0.83	0.80
Promote/highlight new products	3.54	3.54	3.50	3.24	0.95	1.04	1.15	1.24
Promo. programs for sales force	3.59	3.35	3.31	3.28	1.02	1.07	0.99	1.11
Overall function	3.41	3.24	3.24	3.09	0.59	0.75	0.71	0.78

Notes: S1 = differentiated products; S2 = architectural products; S3 = technological products; S4 = complex products

brick and mortar distributors roles (for customers, producers, and for both) being replaced by e-commerce is higher for differentiated products and least for complex products. This result is probably accounted for by the low level of technology novelty and market novelty of differentiated products. Since market and technology co-evolve in complex product category, the roles of distributors seemingly become more indispensable as demand for their specialized services increase. This finding corroborates that of Schmitz (2000), which reported that high degrees of standardization and low complexity of valuation are prerequisites to distributing goods via e-commerce. In Table VI, the summary of Friedman two-way ANOVA and Kendall test of concordance's test results for likelihood of functions being replaced is provided. There is a definite ranking across all product categories for the

three main functions. Generally, mean rank is highest for differentiated products (2.53-2.94), followed by architectural products (2.40-2.68), technological products (2.27-2.58), and subsequently complex

Table VI Friedman two-way ANOVA by rank (likelihood of being replaced)

Role of distributors	Mean rank				Test statistics		
	S1	S2	S3	S4	Chi-sq.	Sig.	W ^a
<i>Functions for customers</i>	2.94	2.42	2.40	2.25	11.544	0.009**	0.071
Right attribute	2.81	2.40	2.49	2.31	6.845	0.077	0.042
Right quantity	2.94	2.47	2.42	2.18	15.233	0.002	0.094
<i>Functions for producers</i>	2.85	2.54	2.32	2.29	7.359	0.061 ^b	0.045
Storing	2.69	2.41	2.53	2.37	3.179	0.365	0.020
Financing	2.94	2.47	2.39	2.20	12.541	0.006	0.770
Information gathering	2.65	2.61	2.28	2.46	4.239	0.237	0.026
<i>Functions for both</i>	2.80	2.68	2.27	2.26	8.554	0.036*	0.053
Risk reduction	2.53	2.65	2.53	2.30	4.660	0.198	0.029
Educating customers and representing producer	2.56	2.52	2.42	2.51	0.534	0.911	0.003
Transport safely	2.75	2.56	2.48	2.21	9.505	0.023	0.060
Transport on time	2.69	2.51	2.41	2.40	3.456	0.327	0.021
Promote/highlight new products	2.56	2.55	2.58	2.31	2.669	0.446	0.016
Promo. programs for sales force	2.75	2.50	2.40	2.35	5.058	0.168	0.031

Notes: S1—differentiated products; S2—architectural products; S3—technological products; S4—complex products.
* $p < 0.05$; ** $p < 0.01$. ^a Kendall's coefficient of concordance. ^b Moderate

products (2.18-2.51) for all functions. It is therefore conclusive to state that the likelihood of functions of traditional distributors being replaced is highest for differentiated products, followed by architectural products, technological products, and complex products. Detail check shows that right attribute, right quantity, financing, and transport safely, have definite ranking for likelihood of being replaced. The mean rank for the last three is highest for differentiated products, architectural products, technological products, and complex products in order. As for the right attribute function, the order is similar except that architectural and technological products swapped positions.

The findings of the study show that there is increasing impact of e-commerce on the roles of distributors of all product categories, even though there is no definite ranking of respondents' perceptions on changes in importance across the four types of products. Thus, there is no evidence to support the validity of H1-3. However, their perceptions of the likelihood of distributors' functions being replaced show otherwise. As stated in H4-6 respectively, the likelihood of distributors' functions for producers, customers, and for both, being replaced is higher for differentiated products followed by architectural products, technological products, and lastly complex products. With Chi-square (1) of 0.009, 0.036

and 0.061 respectively, there is significant evidence supporting H4 and H6, and marginal evidence supporting H5. This can possibly be explained from three perspectives. Firstly, the advancement in technology enables the shift in roles from distributors to customers and producers. Customers can now source for the right product and the right quantity utilizing the Internet whereby more products information is posted for customers' reference, moving the business setting to a customer centric environment. This is consistent with Frank Lynn & Associates, Inc. (1997) and Fein (1998). Moreover, as basic competition in the marketplace has enabled more comprehensive information to be posted on the Internet and competitors are relatively flexible in products offering, customers could resort to the Internet for such information, which they previously rely on distributors to provide. Next, the emergence of Internet financiers and lenders, increased lending by financial and other institutions, and decreasing need for storage occasioned by computerized stock management systems and JIT, could have impacted the likelihood of the roles of traditional distributors to producers being replaced. Lastly, availability of truck transportation and increased efficiency may have contributed to the likelihood of traditional distributors being replaced in providing safe and timely transportation. Customers and producers may not need to rely on brick and mortar distributors, but depend on forwarders or couriers for reliable shipment. This is consistent with Bagozzi et al.'s (1998) view.

For undifferentiated products (i.e. architectural, technological, and complex products), it is less likely (compared to differentiated products) that disintermediation will occur. The rationale behind this phenomenon could be that the customers and producers are not ready to take over the distributors' roles even though technology advancement is seen from day to day. On the other hand, e-shoppers are less likely to close a transaction using the Internet when the product is somewhat complicated. Thus far, most of the producers are still unprepared, either

technologically or from a business process perspective, to pipe a large portion of their B2B transactions over the Internet to promote complex products that are often difficult to describe. The transaction costs involved may be too high to be absorbed by both the customers and producers. From the producers' standpoint, the extra costs incurred may include the need to provide immediacy, flexible pricing structure, advanced customer support, digital signatures or financial clearing for large-sum transactions. From the customers' perspective, sourcing information from multiple Web sites for a single nonstandardized product may not be cost effective. This may be a carry over effect of single supplier source era. Also, the effectiveness of distributors in getting critical mass could be apparent to producer and cannot be underestimated. On top of that, the efficiency and value added by performing these functions could be one of their concerns. Unless the producers have resources to internalize the channel activities within its organizational boundaries, it may be deemed more cost effective to leave these functions to the hands of distributors.

IMPLICATIONS OF STUDY

Several implications of study are raised based on the findings. The research may provide distributors an idea of which of the functions that can be replaced and which are those that cannot be substituted based on types of products. For those functions that are more likely to be replaced, distributors should collaborate with producers and customers to integrate their operational activities in order to achieve higher efficiency level, which will eventually benefit all parties in the supply chain. For those functions that are less likely to be replaced, distributors may continue to strengthen their competitive edge and further add value to customers and producers, in particular in today's world of solution centric business model. Traditional distributors should deliver solutions instead of just commodities, which is the only way they can retain an important place in the channel. Distributors may need to ensure that massive amount of supply and demand data is well managed and

near-perfect information to buyers and sellers are easily available. The ability of distributors to provide market intelligence to producers will be considered as value added as it is difficult for producers to monitor each and every one of their customers. Furthermore, with the findings, distributors may make some strategic decision as to whether to concentrate on demand fulfillment business or demand creation activities. Apart from the above, it is not likely that Fein et al.'s (1999) belief that distributors can retain an important, and enhanced place in the channel will hold. The current study supports the earlier findings of Schmitz (2000) that the effects of e-commerce on intermediation depend on the characteristics of the goods under consideration, as well as the findings of King and Kang (2000) that product complexity is positively correlated to an e-shopper's propensity to use a vehicle other than the Internet to close a transaction. Therefore, since product simplicity (i.e. noncomplication) is negatively associated to an e-shippers propensity to use a vehicle other than the Internet to close a transaction, brick and mortar distributors may wish to exploit this opportunity created by the inability of e-commerce to begin and complete delivery of complex products or highly technical products by extension. Besides that, the findings may trigger discussion on the possibility of consortia-like electronic marketplace being the next business model for distribution channel since it may help to achieve to a more efficient market. Distributors need to be ready and prepared for the next possible distribution channel evolution. As much as the functions of distributors of undifferentiated products may be less likely to be replaced in near term, however, the Internet will continue to deliver information and options to customers at an exponentially accelerating rate that may change the traditional channel practices in the long run.

LIMITATIONS OF STUDY

Some limitations and opportunities for additional research can be identified from this research. Firstly, this study is purely on understanding the respondents' perceptions

and they are not tracked over time on the change in importance and likelihood of distributors" functions being replaced. Secondly, the sampling of this study is limited to semiconductor industry, hence may not be applicable to other industry sectors. Lastly, this study concentrates only on market and technology novelty as independent variables, which may underestimate the effect of other factors that could potentially influence the changes in importance and likelihood of distributors" functions being replaced.

SUGGESTIONS FOR FUTURE RESEARCH

This study is exploratory in nature and may seem to be oversimplified focusing only on two independent variables. Several recommendations to advance research in this area is put forward. First, the future research should be longitudinal, using actual data of change in importance and likelihood of functions being replaced. This will help to ascertain if the findings based on actual data agree with findings of the current study, which is based on perceptions. Besides, the future research should also cover a wider industry sectors for a more comprehensive findings. Lastly, it is suggested that future research should include other independent factors besides market novelty and technology novelty. The factors suggested are how well verse are customers in using Internet, investment in information technology by producers and customers, readiness of the infrastructure in supporting usage of Internet, and cultural differences in different countries.

CONCLUSION

The shift toward non-traditional distribution strategies reflects a broader transformation in how products and services reach end users. Businesses that successfully integrate alternative channels—whether through DTC e-commerce, digital marketplaces, subscription models, or 3PL partnerships—can significantly expand their market footprint, reduce time-to-market, and strengthen customer engagement.

This study concludes that such strategies are not merely reactive alternatives to traditional

retail, but rather proactive tools for innovation and growth. They offer the flexibility to test new markets, collect consumer data in real-time, and adapt supply chains to evolving demand with greater precision. However, successful adoption depends on technology readiness, logistics capabilities, brand trust, and the ability to maintain consistent product and service quality across touchpoints.

As markets become increasingly digital and consumer expectations continue to rise, non-traditional distribution models will play an essential role in defining competitive advantage. Businesses that embrace these changes strategically are better positioned to thrive in both established and emerging markets, while those that resist may risk losing relevance in the long term.

REFERENCES

1. Adelaar, T. (2000), "Electronic commerce and the implications for market structure: the example of the art and antiques trade", available at: www.ascusc.org/jcmc/vol5/issue3/adelaar.htm (accessed December).
2. Alderson, W. (1958), "The analytical framework for marketing", Proceedings – Conference of Marketing Teachers from Far Western States, University of California Press, Berkeley, CA, pp. 164-73.
3. Amor, D. (2000), The E-Business (R)evolution: Living and Working in an Interconnected World, Prentice-Hall, Englewood Cliffs, NJ.
4. Armstrong, G. and Kotler, P. (2000), Marketing: An Introduction, 5th ed., Prentice-Hall, Englewood Cliffs, NJ.
5. Arthur Andersen & Co. (2000), Converging on an eBusiness Future: eB2B in the Finance Services Industry, Vol. 3, Distribution Research and Education Foundation, Washington, DC, p. 1.
6. A.T. Kearney (2000a), "Consumers, retailers, manufacturers in the e.economy", available at: www.atkearney.com/main.taf (accessed January).

7. A.T. Kearney (2000b), "High-tech B2B exchanges: understanding the key payers, trends, and implications", available at: www.atkearney.com/main.taf (accessed January).
8. Bagozzi, R.P., Rosa, J.A., Celly, K.S. and Coronel, F. (1998), Marketing Management, Prentice-Hall, Englewood Cliffs, NJ.
9. Benjamin, R. and Wigand, R. (1995), "Electronic markets and virtual value chains on the information superhighway", Sloan Management Review, Vol. 36 No. 2, pp. 62-72.
10. Connors, J. (2000), "E-business challenge: keeping sales channels flowing", Electronic Commerce World, Vol. 10 No. 6, pp. 58-60.