

FOR MANUFACTURERS WHO SELL THROUGH DEALERS

GROW through DEALERS

What your website should do for your dealers, their customers and the dealers you have not met yet

🔍 PVC pipe dealers in Indore |



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The people and companies in the examples are invented, and any resemblance to real people or companies is coincidental. Scenes that show dealers, buyers and others at work are imagined and are not reports of interviews. The 30 websites in the check reported in this book are not named.

This book offers general information, not legal, tax, financial or engineering advice.

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Before You Start

This book is for the owner or director of an Indian manufacturing company whose products reach the buyer through distributors, dealers and shops: plywood, pipes, TMT bars, tiles, paints, wires, locks, pumps, fans or solar water heaters. Your area sales managers appoint dealers face to face.

If you supply industry and projects directly, my book *Before the Buyer Calls* is the one written for you.

Your dealers are appointed by your sales team, on your terms. A dealer takes a brand on margin, credit, schemes, service and what other dealers tell him, and a website decides none of those. I build websites and software. I am not a manufacturer and I have never run a dealer network, and this book does not tell you how to run yours.

What the book covers is the moments when your salesman is not in the room. A buyer given your brand name by her carpenter checks it on her phone. A dealer needs a certificate to forward. An enquiry or a complaint reaches the company. A distributor in a state where nobody knows you looks you up. In each of these, the website is what they read.

I have worked in IT since 1986, building software and later websites, for manufacturers among others. What I know is what happens to an enquiry, a product fact or a dealer list once it enters a company's systems. The rest is on the author page.

How to use this book

If you are short of time, start with Chapter 3: ten statements about your own website that you can check on your phone in ten

minutes, each pointing to the chapter that deals with it.

Most chapters end with three first steps for the week, most of which you can hand to your sales head or an assistant. None needs a web team. At the back is a brief for your web team, which you may copy and hand over as it stands.

If you take the work up one piece at a time, do it in this order: the enquiry route (Chapter 4), product pages and sheets (Chapter 6), the complaint route (Chapter 8), and where to buy (Chapter 5). The rest can wait a quarter.

Figures come from the check of 30 websites described at the back, made on 6 October 2026, and nothing beyond those 30 sites is claimed from them. Where a chapter pictures someone at work, the scene is imagined, and so is the name.

Who Really Looks You Up

Before a shop stocks a new brand or a buyer pays for it, someone often looks the brand up, and the company never hears of it. The dealer your salesman is talking to is only one of the people who look.

Picture a hardware shop in a district town. The scene is imagined. The owner, call him Ramesh, has stocked the same three brands of pipes and fittings for twelve years. This afternoon a salesman from a company he has never dealt with sat across his counter for forty minutes, left a catalogue and a scheme sheet, and offered him a better margin than he gets now.

Once the salesman has gone, Ramesh does what a dealer would be expected to do. He phones a dealer he trusts in the next town, who already stocks the brand, and asks whether the company settles claims on time and takes back damaged stock. That call will weigh more than anything else he hears this week.

Then, while a customer waits for a bag of fittings, he types the brand name into his phone. He wants to see that the company is real: a factory somewhere, a range that matches the catalogue, a number to call that is not the salesman's own mobile. That evening his son, who handles the shop's GST filings and its Google listing, looks more carefully. He searches the brand with the name of their town to see whether anyone nearby already sells it, and he asks an AI assistant on his phone what it knows about the company.

Neither of them will tell your salesman what they found. If the site was thin, the salesman will hear only that Ramesh wants to think it over.

What the look-up decides, and what it does not

Ramesh decides on the margin, the credit, the scheme and what the dealer in the next town told him. Your sales team settles those on your terms. What the website can do is bear out what the salesman said, or cast doubt on it.

In your home market the website will not win or lose you a dealer. It does other work there. Your existing dealers forward facts from it to their customers every day. Buyers in your own districts send enquiries through it and check the brand their plumber or carpenter named. A buyer whose product has gone wrong looks on it for somewhere to complain. In a town where nobody knows you, it also becomes the only thing that speaks for you once the salesman has left.

The others who look

Ramesh and his son are two of several. Each of the people below arrives with a different question, and most of them will never contact you.

- **The dealer you already have.** He needs a size, a certificate or a product sheet to forward to a customer on WhatsApp, now, while the customer is standing at his counter. Chapter 6 covers what he forwards.
- **The buyer who was given a name.** She is building a house, and her carpenter has told her which plywood to buy, or the dealer has offered a brand she has not heard of. Before she pays, she checks it on her phone. Chapter 9 is about her.
- **The buyer who writes or complains.** The stranger who filled in your contact form and is waiting for a reply, and the buyer whose product has gone wrong under warranty. Chapters 4 and 8 deal with them.

- **The tradesman.** A plumber or an electrician wants a size, a fitting detail or the nearest dealer. He is far more likely to ask the dealer or your salesman, and if he does open the site, it is on a phone at the job.
- **The architect or engineer.** He has to accept or reject the brand a contractor proposes, and he wants a technical sheet and a standard he can put in his file. Chapter 10 deals with him.
- **The distributor from another state.** She is weighing whether to put a large sum of her own money into stock of a brand nobody in her state knows. She will meet your people before she signs anything, but she looks first, and her banker and her CA may look too. Chapter 11 is about her.

The first three are everywhere you already sell. The last matters most where your salesmen do not yet go.

What nobody has counted

No reliable Indian figures exist on how many dealers, buyers and distributors look a brand up before they deal in it, or how many decide against it because of what they find. What follows rests on how a dealer business works, which you can test against your own, and on what manufacturers' websites say, which anyone can check.

The look-up also sits beside the oldest check of all, the phone call to someone the dealer or buyer trusts. You cannot write that call, but you do write the website.

What 30 websites showed

For this book I had the websites of 30 Indian manufacturers checked: regional or mid-sized brands in ten trades, each selling under its own name. The check is described at the back. Up to five pages of each site were read as text, much as a search engine reads

them. Where we did not find something, it means only that it was not on the pages read.¹

- **Dealer counts with no dealer to be found.** We found a stated number of dealers, partners or cities with dealers on 7 of 30, the largest claims being 2,000 or more. On 6 of those 7 we found no named dealer a buyer could go to. The seventh has a search box whose results could not be seen.
- **A dealer a buyer can find.** We found at least one named dealer or outlet that a buyer could reach on 3 of 30, and the answer was unclear on 5. None of those 3 sites states a dealer count.

Of the 30, 2 are makers of roofing sheets who sell direct to projects and have no dealers to show, which is how much of that trade works at their size.

These companies may have every dealer they claim. A buyer who reads a count of 800 dealers and cannot find one near him is left where he started. The rest of the check, on enquiries, where to buy, product facts, warranty and dealer recruitment, is reported in the chapter each belongs to.

WHAT TO DO THIS WEEK

- 1 Ask three new dealers how they checked you.** On your next market visit, with the area sales manager present, ask three dealers appointed in the last year whether they or anyone in the family looked the company up, and what they found.
- 2 Read your first screen aloud.** Open your home page on your phone and read the first heading to someone outside the trade. Ask what they think the company makes.
- 3 Ask your sales managers who mentions the site.** At the next sales meeting, ask each area sales manager for the last time a dealer, a buyer, an architect or a distributor mentioned your website, and what was said.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".

What a Website Can and Cannot Do in a Dealer Business

A website has a narrow part to play in a business that sells through dealers. Drawing the line plainly makes it easier to judge what is worth doing to yours.

A dealer takes a brand on margin, credit, schemes, service and what other dealers say about the company. A buyer takes the brand her carpenter, plumber or dealer names. Brand pull in these trades is built by the tradesman’s word, the engineer’s approval, the dealer’s push and years of steady supply, and by television for the few national names that can afford it. A website builds none of that on its own.

What it does is hold the company’s facts where a stranger can read them when nobody from the company is present.

A website cannot	A website can
Appoint a dealer, or win over one your salesman has not met	Hold the correct facts about every product in one place
Set a dealer’s margin, credit or scheme	Pass an enquiry on by the route your sales head has set
Replace the salesman’s visit, or the dealer’s word to his customer	Show a buyer where to buy, district by district
Make a buyer ask for a brand nobody has named to her	Let a buyer check that the product and the dealer are genuine
Decide which dealer gets a customer when two want him	Take a complaint and tell the buyer when she will hear back

A website cannot	A website can
Make up for a product or a service that disappoints	Be read by a stranger in a state where nobody knows you, and by a search engine or AI assistant

Where the website is strong, and where it is weak

The website does some of the right-hand column well and some of it only a little.

- **Strong.** Correct product facts, material a dealer can forward, where to buy, the route an enquiry takes, proof of genuineness, and the warranty and complaint route. These are matters of fact and process, the company controls all of them, and the site either carries them or does not. Chapters 4 to 8 cover them.
- **Medium.** Surviving the check made by a buyer or an architect who was given your name, and being found when someone searches for a product in a town. The site can help here, and it can also lose you a recommendation. Chapters 5, 9 and 10 cover them.
- **Weak, but real.** The dealer or distributor in a district where you have no salesman. Your sales team still appoints him. The site is what he reads before anyone calls. Chapter 11 covers him.

Home market and new ground

In the districts where your salesmen call every week, three things still pass through the website and not through them: the enquiry a buyer sends to the company, the sheet a dealer forwards from his counter, and the complaint a buyer brings when the shop cannot settle it. The buyer checking a brand name she was given checks it

there too. For appointing dealers in those districts, the site adds little.

The further you move from that ground, the more the site carries alone. In a state where your brand is unknown, the distributor's banker and the architect who has never seen your board on a site form their first view from what they can read. The site sits beside the dealer in the next town who vouches for you, and the distributor's man who knows your trucks arrive on time. It does not replace either of them.

Which structure you sell through

Some companies appoint dealers directly. Others appoint distributors, who appoint and supply the dealers, and some of those companies may hold no list of the shops at all. Many run a mix, with project sales alongside. The website should send a buyer, an enquiry or a prospective partner to whoever actually serves him under your structure. A company that lists only distributors should say which districts each one serves, so that a buyer is not left to guess. Where this book says dealer, read distributor if that is who your buyer is sent to.

Why the check now happens on a phone

The people who run the phone in a shop today are often the next generation. Buyers check brands on their phones too, and some now ask an AI assistant, in English or in their own language. Most of them read your site on a small screen, often on mobile data, and rarely on a computer.

In October 2025 Google said it was extending AI Mode, which answers a search with a written reply and links, from English and Hindi to Bengali, Kannada, Malayalam, Marathi, Tamil, Telugu and Urdu.¹

A search engine or AI assistant can only repeat what is written about you, on your own site and elsewhere (Chapter 9). Nothing in this book promises a ranking, a place in an AI answer or a number of enquiries. What it aims at is that when someone looks, what he reads is correct and comes from you. Where your site says little, the answer is put together from other pages, such as a marketplace listing or an old directory entry.

NOTES

1. Google India Blog, “Supercharging Search for India: New Languages in AI Mode & Search Live debuts”, 8 October 2025, blog.google/intl/en-in/products/supercharging-search-for-india-new-languages-in-ai-mode-search-live-debuts/

Ten Checks on Your Own Website

Ten plain statements, each tied to a later chapter, will show you where your own site stands. A phone and ten minutes are enough to check them.

Do the check on your phone, since a dealer at his counter and a buyer at a building site both read your site there. Open it as a stranger would, without logging in and without asking anyone in the office where things are.

Read each statement and tick it only if you can point to the fact on the site, written in words. A fact that sits only inside a picture, or only with your sales team, does not count. If you are unsure, leave the box empty.

No.	Statement	Tick
1	Our contact page says within what time an enquiry will be answered. (Chapter 4)	☐
2	Starting from the home page, a buyer can find within a minute either a named dealer for a district we sell in, or one number that will connect him to the nearest. (Chapter 5)	☐
3	Each main product has a page of its own, with its sizes or grades written as numbers. (Chapter 6)	☐
4	A dealer can download a product sheet or catalogue that opens quickly on a phone and can be forwarded on WhatsApp. (Chapter 6)	☐
5	Our legal company name, plant address and GSTIN are written on the site as text. (Chapter 7)	☐

No.	Statement	Tick
6	Where we hold a BIS licence, the product page gives the IS standard and the licence number as text. (<i>Chapter 7</i>)	☐
7	A buyer with a faulty product can find a complaint form or a named service number, and is told when he will hear back. (<i>Chapter 8</i>)	☐
8	The first main heading on our home page says, in plain words, what we make. (<i>Chapter 9</i>)	☐
9	An architect or engineer can find a technical contact, with a phone number or email address. (<i>Chapter 10</i>)	☐
10	A dealer or distributor who has never met us can find a page that says where we want new dealers and how to apply. (<i>Chapter 11</i>)	☐

Two statements need a little care. Statement 6 applies only to products made under a BIS licence. If none of yours is, tick it when each product page names the standard you make to. Statement 7 is passed only by a route the buyer can use himself. A line telling him to contact his dealer does not count, since the shop may have closed or changed hands.

Count your ticks. Most sites will tick few of these boxes today, and that is the usual starting point. None of the ten asks for anything beyond the facts your company already holds, and each empty box points to the chapter that deals with it.

What your score means

- **8 to 10.** Most people who look you up will find what they came for. Read the chapters behind any empty box, then Chapter 12 on keeping the same facts on every tool you use.
- **5 to 7.** A dealer or a buyer will find some answers and may give up at the first gap. Start with the chapter behind your lowest-numbered empty box. The first four statements come first

because they touch your existing dealers and their customers every day.

- **0 to 4.** Where most sites stand today. Read Chapters 4 to 7 first, in order.

The score measures how much of what is true about your products and your dealers a stranger can read without your salesman beside him.

Two ways to use the score

Ask two other people to score the site separately: your sales head, and a dealer your sales head knows well. Where your answers differ, the fact is probably on the site but hard to find, which is a gap of its own.

Keep the sheet and write the date on it. When pages change, score again with the same ten statements, and you will see what has moved.

If you would like an outside view of how a search engine or AI assistant reads your website, EbizIndia's AI Search Visibility Blueprint is a written assessment, for Rs 10,000 plus GST, delivered in 24 hours.

The Enquiry That Went Nowhere

Buyers write to the company through its website, ring the numbers on it and message it on WhatsApp. Each of those enquiries needs a person who receives it, a decided route, and a reply the buyer can see.

Picture Sunita, an imagined home builder in a district town. Her plumber has named your brand of CPVC pipe for the new house, and she wants the name of a shop near her that stocks it. Late one evening she finds your site on her phone, fills in the contact form and presses Send.

The form goes to a shared mailbox that the accounts office opens when it has time. On the fourth day someone forwards it to the area sales manager, who is on tour and calls her a week later. By then the plumber has bought what his usual shop had. A reply on the first day naming the dealer four streets away might have changed that, or might not. The company will never know, because nobody recorded that she asked.

An enquiry like hers costs the company nothing to obtain: the buyer found you and wrote first. What it needs is a route that someone has decided and written down.

What goes wrong

- **A mailbox nobody owns.** The form sends to info@ or sales@, which several people read. Each assumes another has replied.

- **The enquiry stops at the office.** Whoever reads it does not know which dealers serve the buyer's town, so it waits for the salesman to come back.
- **The dealer gets a name and nothing else.** Passed on without the product, quantity or date, the enquiry becomes one more number in his phone.
- **The buyer hears nothing.** She cannot tell whether anyone read it, or which shop to visit.

How enquiries arrive

Three routes carry most of them: the form, the phone numbers on the site, and WhatsApp. In the check of 30 websites described at the back, we found a phone number written in text on the home page on 24 of 30, a WhatsApp link on 17, and a toll-free or customer care number on 15.¹ Most of these sites show a way to make contact. The check did not test whether anyone answers.

Each route usually lands with a different person. Form messages go to a mailbox. A receptionist answers the board number, or whoever is near the phone after six. The WhatsApp number is often a director's own mobile, or that of a salesman who left last year and still gets the messages.

Bring all three in front of one desk where you can. Use a WhatsApp number on a phone the company owns and keeps at that desk. The WhatsApp Business app can send an automatic reply to messages that arrive outside working hours, and lets the desk label chats so that an open enquiry stays marked until it is closed.²

One person, and a deputy

Name the person who receives enquiries, and a deputy for leave days and evenings. The person need not be senior. She needs the

current dealer list, a company phone, and the authority to pass an enquiry on the same day without asking anyone.

Later chapters speak of a desk for calls asking where to buy, for complaints, for dealer applications and for tradesmen’s questions. In a company of your size these can all be the same one or two people with one company phone, and only technical questions need someone in the plant.

The form can do some of the sorting. One drop-down at the top, asking the sender to choose buyer, tradesman, architect or engineer, existing dealer, wanting to become a dealer, supplier or job seeker, lets the site send each kind to the right inbox. Keep the rest of the form short: name, mobile number, town and pin code, product, quantity, and a box for anything else. State beside the form that the details will be passed to a dealer or distributor so that he can reply, and have your legal adviser confirm the wording under the data protection law.

Where it goes next

Your channel policy decides this, and the website should follow it. Most towns have several counters that sell your brand, and a dealer who stocks several brands may sell the buyer another one. Which dealers receive enquiries is therefore a decision for your sales head, not for the desk. Distributor-led companies may pass the enquiry to the distributor, who chooses the dealer. Write the rule on one page that a new person in the office could follow on the first day.

Enquiry from	Goes to	Within
Buyer, town with dealers	Dealer or dealers on the area sales manager’s standing list for that town	Same working day

Enquiry from	Goes to	Within
Buyer, town with no dealer	Area sales manager or nearest distributor	One working day
Large quantity or project	The person who handles projects	Same working day
Architect or engineer	Technical desk (Chapter 10)	Two working days
Problem with a product	Complaint desk (Chapter 8)	As printed on the site

Illustrative. The routes and times are yours to set.

Where the route sends the enquiry on to a dealer, pass on everything the buyer gave: name, mobile, town and pin code, product, quantity, when it is needed, and the date the enquiry arrived. Sent on WhatsApp in the same few lines every time, it is something a dealer can act on from his counter.

Do not expect dealers to report back. The desk's follow-up call to the buyer a few days later is your only reliable record of what happened.

What the buyer hears back

Acknowledge every enquiry at once, automatically, by SMS, email or WhatsApp, and give the buyer the shops instead of promising that a dealer will call. For example:

"Thank you. Your reference is 1047. Our nearest dealers for CPVC pipes are [shop, area, phone] and [shop, area, phone]. Our customer desk is on [number]."

Print beside the form the time within which a person will reply, and choose one you can keep. If your policy is that prices come from dealers, say so in the reply, so that a buyer who asked for a price knows who will give it.

The desk's call a few days later, asking whether she found what she needed, tells the buyer she has not been forgotten and shows the dealer that enquiries are followed up.

The enquiry register

Keep one record of every enquiry, by whichever route it came. A shared spreadsheet is enough.

Column	What goes in it
Date, reference, route	Form, phone or WhatsApp
Buyer	Name, town and pin code, mobile
Product and quantity	As the buyer described them
Shops named, or passed to	Dealer, distributor or salesman, with the time
Reply to the buyer	Time of the acknowledgement and of the first call
Outcome	What the buyer said on the follow-up call

Chapter 13 turns this register into a monthly count.

Test it yourself

Do this without warning the office, so that you see an ordinary day. Use a phone number and an email address the company does not know.

- 1 Through the form.** Write as a buyer in a town where you have a dealer, asking for a product, a quantity and the nearest shop. Note the time you sent it.
- 2 On WhatsApp.** Send the same enquiry to the number on the site after seven in the evening.

- 3 **By phone.** Ring the number on the home page at lunchtime and ask the same thing.

For each, write down when it was acknowledged, who replied, whether you were told where to buy, and how long that took. Then compare the three times with what you would want a buyer of your own product to wait.

WHAT TO DO THIS WEEK

- 1 **Send the three test enquiries.** Run the test above on a weekday and keep the times on one sheet of paper.
- 2 **Find out where the form goes.** Ask for the email address your contact form sends to and who reads it each day. If the answer is a shared mailbox or a person who has left, have it changed this week.
- 3 **Write the route page.** Sit with your sales head for an hour and fill in the table above with your own routes and times, then give a copy to whoever receives enquiries.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".
2. WhatsApp Business, "WhatsApp Business App Features" (away messages, labels), opened 6 October 2026. whatsappbusiness.com/products/business-app-features

Where to Buy, and Your Dealers on Google

Once the brand is settled, the buyer needs a shop that has it. The site can point him to one, and the dealer's own listing on Google may be the next thing he opens.

The buyer or his contractor wants the nearest shop that stocks the brand and a number to ring first. Few of them ever deal with the company that makes it.

In the check of 30 websites described at the back, we found a dealer locator by pin code, city, district or state on 4 of 30, and a list of dealers or outlets with names on 2. On 22 we found only a contact form, a list of offices, or the names of cities with no dealer named in them, and 2 were unclear.¹ Of those 22, 2 are roofing makers that sell direct to projects and have no dealers to list.

Take an imagined contractor, Imran, from another district, putting up a row of shops in a town he has never worked in. The owner wants your pipes because his plumber trusts them, and Imran knows no shop there. He opens your website on site at noon to find a dealer near the town, and finds a form that promises someone will contact him, and no shop's name.

What goes wrong

- **A form where the list should be.** Two pages in the check labelled as find-a-dealer or find-a-distributor were in fact enquiry forms.

- **Towns with no shops.** A list of cities where the company is present tells the buyer you sell in his city and not where.
- **A list from years ago.** Shops that have closed and numbers that ring out.

Three ways to show it

Which one suits you depends on how you sell and how much of the dealer list you are willing to publish. Any of them can sit behind a “where to buy” link at the top of every page and at the foot of every product page.

- **A locator by pin code or district.** The buyer enters his pin code or picks his district, and the site shows the nearest two or three dealers with shop name, area, phone number and a link to the shop’s map listing. Its weakness is that a search engine or AI assistant does not fill in a pin code, so the names behind the box are unlikely to be read. Of the 6 sites in the check with a locator or a list, phone numbers were shown on 2 and partly on 1. On the other 3, results load only after a visitor picks a place, and the check could not see them.
- **A district list.** One page for each state, with the districts and, under each, the shop names and towns, with or without phone numbers. It is plain text, so a search engine or AI assistant can read it, and a page headed with the product and the district matches what a buyer in that district types. It also shows the most to a rival.
- **One number that connects.** A number answered in working hours by a desk that holds the dealer list and gives the buyer the nearest shop or connects the call. It publishes nothing, and works only as well as the desk answers. Chapter 4 sets out the route behind it.

If distributors appoint your dealers, list the distributors by district with the area each covers, and let them name the shop. A mixed structure can show both. Where you have nobody, give the number of the desk that arranges supply.

The fear that rivals will copy it

The worry is sound. One site in the check published its whole network, about a thousand rows with names and mobile numbers. A full list like that is a calling list for a rival's sales team and a map for a brand entering your state, and I would not publish one. A list also creates work inside the channel: dealers will ask why a neighbour is listed first, or why they are missing. Against that, a list on your own site is what a buyer uses to confirm that a shop really sells your brand (Chapter 7).

So the three ways are a trade between how easily a buyer finds a shop and how much you show. A district list helps the buyer most and shows the most. A locator shows a few names at a time and is harder for a search engine to read. The connecting number shows nothing and depends entirely on the desk. Choose the one you are comfortable with.

Keeping it current

- **One source.** Take the list from the dealer record your sales and accounts teams use, so the site holds no list of its own (Chapter 12).
- **One person.** Name who changes the site when a dealer is appointed or closes, and agree that it is done within a week.
- **A date.** Print "List updated on" with the date.
- **A sample call.** Twice a year, have someone ring ten numbers from the list.

The dealer's own listing on Google

A buyer who searches on Google Maps for your product and his town is shown shops, each with its Google Business Profile, the listing that puts a business on Google Search and Maps. Those listings belong to your dealers, and Google's help pages set the limits of what you can do.

- **The listing is the shop's.** A profile is for a business with a place customers can visit, or one that travels to customers.² Its owners can add other people as owners or as managers.³ So your company can manage a dealer's listing only if the dealer invites you, and many will prefer not to.
- **Your brand in his shop name, usually not.** The guidelines say that a business selling another brand's products should use only its own name, without the brand. The exception is an authorised and fully dedicated seller of that brand, sometimes known as a franchisee. Unnecessary words in a business name are not allowed and can lead to suspension.² Do not ask a multi-brand dealer to add your brand to his listing's name. An exclusive brand outlet may use it.
- **Anyone can suggest a correction.** Google Maps lets any user suggest an edit to a place's name, hours, location, phone number or website, and Google reviews edits before they appear.⁴ Your salesman can suggest a fix for a wrong number, though the lasting fix is the dealer's own.

What the company can do for him

- **A small pack.** Give each dealer the brand name spelt the one correct way and the product names as they appear on your site. Add four or five photos of real product with its markings visible, sized for a phone, and the web address of each product page.

- **The largest counters first.** Start with your exclusive outlets and your twenty largest counters, where the area sales manager can go through the listing with the dealer on a normal visit. For the rest, send the pack and leave it to the dealer.
- **A link from your list.** Link each dealer's name on your locator or district page to his map listing, so the buyer gets directions and the day's hours in one tap.
- **Your own listing, where it qualifies.** The company's plant or sales office can have a profile if customers are received there during the hours it states. A rented address where the business does not operate, a virtual office, is not eligible.²

WHAT TO DO THIS WEEK

- 1 **Find a shop on your own site.** On your phone, use your website to find a dealer for one district where you have several and one where you have none. Write down what each buyer is told.
- 2 **Choose the way.** With your sales head, choose a locator, a district list or a connecting number, and name the person who keeps it current.
- 3 **Open five dealer listings.** Search Google Maps for your product and your largest town, open the first five shops that stock your brand, and note wrong hours, numbers, spellings of the brand and poor photos.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".
2. Google Business Profile Help, "Guidelines for representing your business on Google", opened 6 October 2026. support.google.com/business/answer/3038177
3. Google Business Profile Help, "Manage your Business Profile owners & managers", opened 6 October 2026. support.google.com/business/answer/3403100
4. Google Maps Help, "Edit place information in Google Maps", opened 6 October 2026. support.google.com/maps/answer/7084895

What a Dealer Forwards

Much of what a dealer sends a customer about your products comes off his phone. Your site should be where those facts and files come from, kept up to date and light enough to send on WhatsApp.

A dealer knows the sizes he sells every day. What he does not carry in his head is every certificate, test report, grade and finish of each brand on his shelves. When a customer or her engineer asks for one, he reaches for his phone: the company's WhatsApp group, a catalogue a salesman sent last year, a photo of a price list taken at a meet. Whatever he finds is what the customer receives, right or wrong.

In the check of 30 websites described at the back, we found a product page giving sizes or grades as numbers on 18 of 30. We found a catalogue or brochure PDF on 15, 2 of which also offered product sheets, and a price list PDF on 1. We found nothing to download on 9, and 5 were unclear.¹

Take an imagined dealer, Dinesh, at his counter on a busy Saturday. A customer is ordering your fire-retardant board for a shop fit-out, and her engineer will not approve it without the test certificate. She wants it on her phone now. Dinesh scrolls back through the company group and finds a catalogue from two years ago and a photograph of a certificate nobody can read.

What goes wrong

- **The catalogue stands in for the product.** The site offers a heavy PDF of everything, and there is no page for one product that a

dealer could forward on its own.

- **Three versions of the facts.** The site gives one size range, the catalogue another, and the sheet in the salesman's bag a third.
- **Pictures of text.** A specification table or a certificate saved as an image cannot be copied into a chat, enlarged cleanly, or read by a search engine or AI assistant.
- **Old files still in circulation.** A sheet sent once keeps going round the groups long after a size has been dropped.

One page per product

Give each product, or each range, its own page with its own web address, so that a dealer can forward the link to that page alone. Use the product name exactly as printed on the product, and give the sizes, thicknesses, grades or classes as numbers in a table. Add what it is for and what it is not for, finishes or colours, packing, a clear photograph, the product sheet and certificates to download, and a link to the “where to buy” page.

Write it as text in a table. A phone can enlarge text, and a dealer can copy one line into a chat.

A sheet he can forward

- **One product, one page.** A PDF made from text, not scanned, with the brand and product name at the top and the same table as the web page. At the foot, print the web address of the product page, the customer care number and the month it was issued.
- **Small enough for the counter.** Keep each sheet as light as it can be while still clear, so that it opens on a weak signal. A file that takes minutes to download does not get sent.

- **A file name that says what it is.** “[brand]-bwp-plywood-sheet-oct-2026.pdf” tells the person who receives it what they have, and which month it belongs to.
- **The full catalogue as well.** Keep it for those who want everything, but split it by product family too, so a dealer can send the pipes section without the tanks.

Certificates, images and care notes

- **Certificates and test reports.** Put each on the page of the product it covers, as a PDF with readable text and its date. That alone would have answered Dinesh’s customer. Chapter 7 deals with licence numbers and how a buyer checks them.
- **Images.** One clear photograph of each product with its markings visible, and one of it in use, sized for a phone. Say on the page that dealers may use them on their shop listings and WhatsApp status.
- **Installation and care.** A short page for each product on storing, cutting, joining, fixing and cleaning, with drawings, written for the tradesman and approved by your technical head. Say what voids the warranty, and link to the warranty page (Chapter 8). A dealer can forward it to the carpenter or plumber before the job starts.

The price list

Whether or not you publish prices, the site should tell the buyer how to get one.

- **If you publish an MRP list.** Put it up as a web page and a PDF, both with “valid from” and the date. Take the old one down the same day, since a stale list forwarded for months causes arguments at the counter.

- **If dealers give prices.** Put one line on every product page: “Prices from our dealers. Find the nearest one.” Link it to the “where to buy” page.
- **Dealer rates and schemes.** Where your policy keeps these private, as most do, they stay off the public site and in whatever channel you use for them now.

One set of facts

The site, the catalogue, the salesmen’s sheets, the dealers’ WhatsApp group and your marketplace listings should all give the same sizes and grades. That needs a product master: one spreadsheet listing every product, size, grade and code, kept by one named person on the technical or product side, from which everything else is made.

When a size is added or dropped, change the master first, then the product page that week, then the sheet, and then send the dealers’ group the new link. Chapter 12 covers how the same master feeds your other tools, the WhatsApp catalogue among them.

Ask salesmen to forward links to the site from now on, and to stop sending files from their phone galleries. A file goes out of date the day a size changes, and a link does not.

A dealer corner, or a login

We found a section for existing dealers, such as a login, a scheme page or training, on 2 of 30, and 4 more were unclear. A login asks a busy shop owner to remember a password for a site he may open only now and then, and most of what he needs from it can be public anyway.

Put it all on one plain page called “For dealers”, linked from the foot of every page. It holds the product sheets, catalogues by family,

certificates, images, care notes and the current price list if you publish one, each with the date it was last changed. No password is needed for any of it.

Build a login only for what belongs to one dealer alone, such as his orders, statements or scheme earnings. Those usually live in a dealer ordering or loyalty app, and the site can link to it. Wait until dealers ask for a portal before building one.

WHAT TO DO THIS WEEK

- 1 Forward your own catalogue.** Send the catalogue from your website to your own phone on WhatsApp, open it on mobile data away from the office, and note how long it takes and whether the sizes can be read without zooming.
- 2 Compare three sources for one product.** Take your best-selling product and lay the sizes on the site beside those in the catalogue and on the sheet your salesmen carry. Mark every difference.
- 3 See what dealers actually sent.** Ask two area sales managers to forward you whatever their dealers last sent a customer about your product, and check each file against the site.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".

Proof That It Is Really You

A buyer holding a board, a pipe or a coil of wire sometimes wants to know whether it is yours, and a dealer sometimes wants to know whether an offer in your name is real. Your own website can give them a reference to check against.

Look-alikes are a known problem in branded building products: a brand name one letter away from yours, a logo in the same colours, a stamp that copies your layout, a shop that calls itself your dealer when it is not. Your sales team hears of these in the market. The buyer usually hears nothing, and decides on what the dealer tells her.

When she does check, the facts that settle it are facts only the company can publish. In the check of 30 websites described at the back, we found a product page naming an Indian Standard by its number on 7 of 30, and a BIS licence number written as text on none.¹ Images and PDFs were not read, so some numbers may sit there, where a buyer on a phone cannot copy them. A few sites said ISI and gave no number.

What goes wrong

- **The certificate as a photograph.** The licence is real, but the number sits inside a scanned image that nobody can type into an app.
- **A claim without a number.** A bare claim of ISI certification invites a question the page leaves unanswered.

- **Two names for one company.** The footer carries a trading name, the contact page a legal name, and the invoice a third spelling.

Your name, address and GSTIN as text

Put these on the about page, the contact page and in the footer, as text and in the same form everywhere:

- **The legal name,** spelt as on your GST registration, with the GSTIN beside it. The GST portal has a public Search Taxpayer page where anyone can enter a GSTIN, type the captcha, and see the legal name registered against it.²
- **The brands you own,** every one, with a plain line that you sell under no other name.
- **The plant,** with district, state and pin code, and the registered office if it is elsewhere.
- **Your one website address and your numbers,** so that a message from any other address can be recognised as not yours.

The standard and the licence, as text

Where a product is made under a BIS licence, write beside it the Indian Standard by number and title, the licence number, and the plant the licence belongs to. BIS asks licensees to show the licence number on the product with the Standard Mark, preferably below it, as 'CM/L-' followed by the licence number.³ The number on your page should match the one on the product in the buyer's hands.

Then say how to check it. BIS says its BIS CARE app can be used to check the authenticity of a product carrying the mark, through the function 'Verify Licence Details', and that its 'Complaints' function

takes complaints about product quality or misuse of BIS standard marks.⁴

On a computer, BIS's Manak Online portal has a licence search whose results list the holder's name and address, the standard, the validity date, the status and the brand names.⁵ That last column helps against look-alikes, because a buyer can see whose brands a number covers. Ask your quality head to confirm what your own record shows before you point buyers to it.

A line beside the product, for illustration

Made to IS [number], [title of the standard]. BIS licence CM/L-[your licence number], held by [legal name] for our plant at [town, district, pin code]. To check it, open the BIS CARE app, choose 'Verify Licence Details' and enter the number printed below the ISI mark on the product.

Leave the validity date off. A date typed on a web page is rarely changed at renewal. Where each plant holds its own licence, print each number against the products that plant makes, and keep the numbers in this one place on each product page.

How to tell the genuine product

Give the buyer one page, written for someone at a dealer's counter or a site gate, on how the genuine product is marked:

- **The marking.** What appears on each sheet, length, coil or carton, how often it repeats, and where the ISI mark and the licence number sit.
- **The batch or lot number,** and where it is printed.
- **Holograms and QR codes,** only if you use them: what the label looks like, and that the code opens your own website address.

Owners sometimes worry that such a page helps the copier. The copier already has your product in his hands. The buyer does not, and the page is for her.

A buyer at the counter

Take an imagined buyer, Meena, buying plywood for her kitchen. The dealer offers a brand she half recognises at a better price. She photographs the stamp and opens the brand's website on her phone. If the product page shows the same standard and licence number and tells her how to look it up, she has her answer in two minutes. If it makes only a bare claim of ISI certification, she has the dealer's word and nothing else.

Confirming an authorised dealer

A current “where to buy” list (Chapter 5) shows the shops you have chosen to list. Beyond that, what you can confirm depends on how you sell.

If you appoint dealers directly, give a number where a buyer can ask whether a shop is one of yours. If your distributors supply the shops, the company may not know every counter, and a clerk who says “not authorised” can lose a genuine sale. Then the page should name the distributor for each area, and the same number should tell a buyer which distributor serves her town, so that the shop can be checked with him. Either way, the marking page is what confirms the product, whoever sold it.

Offers of a dealership in your name

Fake dealership offers made in a known company's name have been reported in India. In May 2021 a large fertiliser cooperative warned the public that people running a website and social media pages

under another name were claiming to be its branch, offering dealerships and franchises, and collecting licence fees, deposits and booking money.⁶ How common this is in your trade is not known, and it costs little to guard against.

Near the dealership page (Chapter 11), state how a dealership with you is really offered: who makes contact, from which email domain and numbers, and your policy on payments before an agreement is signed. A prospective dealer with a doubtful offer then has something to compare it with.

WHAT TO DO THIS WEEK

- 1 Look up your own licences.** Ask your quality head for every licence number the company holds, with the plant and products for each, and have him enter each one in the BIS CARE app while you watch.
- 2 Read your own product.** Take one item of your best-selling product from the dispatch bay, write down every marking on it, and check that the product page says the same.
- 3 List the look-alikes.** Ask your sales head for every brand name and stamp in the market that is confused with yours.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".
2. Goods and Services Tax portal, Search Taxpayer by GSTIN/UIN. services.gst.gov.in/services/searchtp
3. Bureau of Indian Standards, "BIS Standard Mark", last updated 21 November 2025: the licence number is shown "preferably below the Standard Mark as 'CM/L-XXXXXXXXXX'". bis.gov.in/fmcs/certification-process/bis-standard-mark
4. Bureau of Indian Standards, "BIS Care App", last updated 24 September 2025. bis.gov.in/bis-apps
5. Manak Online, licence search, opened 6 October 2026; columns include the holder's name and address, IS number, validity date, status and brand names. manakonline.in/MANAK/ApplicationLicenceRelatedrpt
6. Indian Cooperative, "IFFCO cautions public against fake offer of dealership", 14 May 2021. indiancooperative.com/iffco/iffco-cautions-public-against-fake-offer-of-dealership

Warranty and Complaints

Sooner or later a buyer has a problem with your product and goes looking for what you promised. The site should tell him what the warranty covers, where to complain and when he will hear back.

A buyer with a complaint will usually go first to the shop that sold him the product. The dealer phones the area sales manager, sends photographs on WhatsApp, and waits. If the reply is slow, the buyer comes back to the counter, and the dealer carries the complaint for a company whose decision he cannot speed up. Dealers are said to compare notes on which brands settle complaints.

Some buyers look for the company itself, especially when the shop has closed or the fitter has moved on. In the check of 30 websites described at the back, we found a route for warranty registration, a complaint or a service request on 4 of 30, and 2 were unclear.¹ On the other 24, no such route was found on the pages read. What those pages offered a buyer with a problem was the general contact details.

Of the 4, 3 show the range. One registers warranties against the buyer's mobile number and invoice, one takes installation and repair requests on a service form, and one offers product registration and a service complaint form.

What goes wrong

- **A warranty only on the box.** The period and the conditions are printed on a card that the buyer threw away with the packing.

- **A complaint form that goes nowhere.** No reference number, nobody named to answer it, and no time by which the buyer can expect a call.

The warranty in plain words

Write the warranty on its own page, as text, for each product family. A buyer reading it on a phone should learn how long it runs and from which date, and what it covers and does not. She should also learn what to keep, usually the invoice and the batch or serial number, how to claim and what happens next.

The page should match the card in the box word for word. Where they differ, the dealer is caught between the two. Have the wording approved by whoever advises the company on legal matters.

The buyer asks	An illustrative answer for a water tank maker
How long	[N] years from the date of purchase
What is covered	Leaks and cracks in the tank body from a manufacturing defect
What is not	Damage in transport after delivery, a base that is not level, fittings not supplied by us
What to keep	The bill, or what the company accepts in its place, and the batch number moulded on the tank
How to claim	The service number or form on this page, with photographs
What happens next	A reference number at once, a call within [N] working days, and an inspection where needed

Illustrative. The terms are examples for an invented company, not recommendations.

Many counter sales carry no tax invoice. Decide what the company accepts in its place, such as the batch number and the dealer’s confirmation, and say so.

Registration, only if you use it

A registration form asks the buyer to give you her name, mobile number, product, batch number, dealer and invoice. Put one on the site only if your service team will look up those records when she claims. Where the bill alone decides a claim, say so, and leave registration out.

If you do, say on the form what the details are for and keep it short enough to fill in at the counter.

A buyer with a leak

Take an imagined case. Prakash bought a water tank two years ago from a dealer in his town. It now leaks at a seam, and the dealer tells him to contact the company. On the brand's website he finds only a general contact form, fills it in, and hears nothing. A week later he is at the dealer's counter again, and angrier.

The complaint route

- **A desk with a name.** “Customer service desk” or “Service, eastern region”, with the hours it is staffed.
- **A number and a form.** A phone or WhatsApp number that reaches that desk, and a form with fields for the product, batch or serial number, dealer, town, a short description and photographs.
- **A reference number,** shown on screen and sent by SMS or WhatsApp, which the buyer quotes when he calls again.
- **A reply time.** State when the buyer will be called, and choose a time your service team can meet in a busy month.
- **The dealer told.** Ask for the dealer's name on the form, and let the dealer know that a complaint from his customer has been

received and what became of it.

Why the dealer is better off

Some dealers will prefer to keep complaints at their own counter, and some will worry that the company is collecting their customers' numbers. Say on the form that the details are used for the complaint only, and copy the dealer on every step.

Done that way, the dealer gains. He stops being the only counter where the buyer can shout, and he no longer has to chase the company on the buyer's behalf. The company learns of the complaint on the day it is made, with the batch number and photographs, instead of weeks later through a chain of phone calls. How claims are judged and settled stays with you.

WHAT TO DO THIS WEEK

- 1 **Compare the card and the site.** Put the warranty card from your own packing beside whatever your website says about warranty, and mark every difference.
- 2 **Find your own complaint route.** Starting from the home page on your phone, try to reach a complaint form or a service number as a buyer would, and count the taps.
- 3 **Ask for last month's complaints.** Ask your service head how many complaints came in last month, how many arrived through a dealer's WhatsApp, and how many are still open.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".

When the Buyer Checks the Name She Was Given

A tradesman or a dealer names your brand, and the buyer looks it up before she agrees. What she finds can confirm the recommendation or unsettle it.

Picture Anita, an imagined home builder in Nagpur. Her carpenter has told her to take a plywood brand she has never heard of, saying it is as good as the one she had in mind and cheaper. That evening she types the brand name into Google on her phone, then the brand name with “plywood”, then “plywood dealer Nagpur”. Before she sleeps she asks an AI assistant whether the brand is any good and how it compares with the name she knew.

The carpenter has already given her a supplier, and she is deciding whether to trust his word. If what she reads looks like a real company that makes what he described and sells it in her city, she agrees. If the site is thin or odd, or another brand’s name comes up more clearly, she asks him for the brand she knew. How often this happens in your trade, your sales team will know better than any survey.

What goes wrong

- **A first screen that says nothing.** A slogan over a factory photograph, and no line saying what the company makes or where it sells.

- **A product page that cannot be compared.** Product names and a picture, with none of the grades, uses or warranty a buyer would weigh against another brand.
- **Signs of a site nobody looks after.** Buttons that lead nowhere, and old pages left as they were built.

What Google shows

A search for the brand name may bring up the company's own site and its Google Business Profile, marketplace and directory listings, and any look-alike names. A search for the product and a city, such as “plywood dealer Nagpur” or “CPVC pipe Siliguri”, brings up shops and listings in that city. Your dealers' own listings and your “where to buy” page (Chapter 5) are the pages that can carry your brand beside that city's name. Whether they appear is Google's decision.

For some searches Google shows an AI Overview above the results. Google says the overview is written by AI with links to its sources, that it is available in India in several Indian languages, and that it “can and will make mistakes”.¹ Google also says a page needs nothing special to appear there, beyond being a page it can already show in its ordinary results.²

What an AI assistant says

ChatGPT may search the web when a question would benefit from current information, and its answers may include citations that open the source.³ Gemini may give links to sources and related content.⁴ When Anita asks about a brand, the assistant works from what has been written about it: on your site, in marketplace listings, in directories and dealer listings, and in reviews and forums. If your site does not say which grades you make, what

standard they meet or where they are sold, the assistant takes those facts from somewhere else or leaves them out.

Asked to compare your board with a better-known one, an assistant can only weigh the facts it finds, and the better-known brand has more written about it. You cannot decide what an assistant says, or whether it names you, but you can have the facts about you written in full on your own pages.

The first screen and the main heading

The first screen of your home page on a phone is what a visitor in a hurry sees, and its main heading is the line the page's own code marks as its headline. In the check of 30 websites described at the back, we found the first heading on the home page saying what the company makes on 10 of 30. On 12 of 30 the main heading tag was missing or empty, and on those the first heading of any kind was judged instead. They include 4 of the 10.⁵

Put in the main heading, in words, what you make: “Plywood, block boards and flush doors”, not a welcome. Beneath it, one or two lines: the brands, the states you sell in, the year you started, and a link to “where to buy”. A buyer who has a carpenter's word and two minutes should be able to confirm the company in those lines alone.

Product pages a buyer can compare

Beyond sizes, grades and the standard, add what a home builder weighs when someone else chose the brand for her. Say what each grade is for, in her words (kitchen, bathroom, outdoor, shuttering), and how it differs from your other grades. Link to the warranty

page. Write it as text, not as a picture of a brochure page, so that a search engine or AI assistant can read it as well as she can.

Whether to show a price is your decision. Chapter 6 covers what the page should say either way.

Signs of neglect

A buyer who doubts a brand reads small faults as large ones. In the check, the faults found included placeholder text left where testimonials should be, a catalogue link that returned an error, and a member login that opened a staff email page.⁵ Each costs little to fix, and each suggests to a doubtful buyer that nobody at the company looks at the site.

Mark discontinued products as discontinued, with the date and the product that replaces them, and keep the page. Dealers hold old stock, buyers hold warranties, and old links still circulate in WhatsApp groups. Remove any date that shows the site was last touched years ago.

In the buyer's language

We found pages in Hindi or another Indian language on none of the 30 sites, on the pages read. The 1 unclear site carried a machine-translation widget, and no translated pages of its own were found.⁵ Yet a company selling in four states sells to buyers and dealers who read Marathi, Bengali, Odia, Tamil or Gujarati first. You need not translate the whole site. Start with one language and two pages: how to tell the genuine product, and the warranty and complaint page. They change least. Add product pages only when someone is named to keep them in step with the English.

Google recommends a separate address for each language version of a page, and says it judges a page's language from its visible

content.⁶ I read that to mean the translated pages must be real text on their own pages, not a widget that rewrites the English page, and not an image. Have a machine draft checked by someone in your sales team who speaks the language at the counter.

Test it yourself

Use your own phone, in a private browser window, and keep a dated screenshot of every screen.

- 1 **Search the name.** Type your brand name alone, then the brand with your main product. Note what appears on the first screen and whether anything there is not yours.
- 2 **Search the product and a city.** Type your main product with “dealer” and the name of a city where you have dealers. Note whether your brand appears.
- 3 **Ask two assistants.** In ChatGPT and in Gemini, ask “Is [your brand] [product] good?” and “Compare [your brand] and [a rival’s brand] [product] for a home”. Ask each question twice, and note the sources shown.
- 4 **Mark the errors.** Circle on each screenshot any fact about you that is wrong, out of date or missing, and file the set where you will find it in three months.

WHAT TO DO THIS WEEK

- 1 Run the buyer's test.** Do the four steps above one evening and keep the screenshots in one folder with the date on it.
- 2 Learn the rival names.** Ask two area sales managers which brands carpenters, plumbers or dealers in their territory set against yours, and use those names in the comparison question.
- 3 Press every button.** On your phone, tap every button and link on your home page and your best-selling product page, and list the ones that fail.

NOTES

1. Google Search Help, "Find information in faster & easier ways with AI Overviews in Google Search", opened 6 October 2026.
support.google.com/websearch/answer/14901683
2. Google Search Central, "AI features and your website", last updated 10 December 2025.
developers.google.com/search/docs/appearance/ai-features
3. OpenAI Help Center, "ChatGPT search", opened 6 October 2026: ChatGPT "may search the web automatically when your question would benefit from current information".
help.openai.com/en/articles/9237897-chatgpt-search
4. Gemini Apps Help, "View related sources from Gemini Apps", opened 6 October 2026.
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5. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".
6. Google Search Central, "Managing multi-regional and multilingual sites", last updated 10 December 2025: "Google uses the visible content of your page to determine its language." developers.google.com/search/docs/specialty/international/managing-multi-regional-sites

Architects, Engineers and Contractors

Many of the people who decide which brand goes into a building never pay for it. The architect and the engineer want documents and someone to ask. The contractor wants to know your stock is near his site.

A specification is written once and copied many times. When an architect or a consultant engineer names your product, grade and standard in a tender document or a bill of quantities, a contractor pricing that job will generally price your product or propose an equivalent. Architects and engineers, unlike most tradesmen, do sit at a desk and read a manufacturer's website, usually looking for a document they can attach.

Getting onto an architect's or a department's list of approved makes is done by your people with samples. The site only supplies the documents they will be asked for.

In the check of 30 websites described at the back, we found a page or form of its own for architects, painters, contractors or applicators on 3 of 30.¹ A plywood maker invites architects and interior designers to apply, a paint maker has a page and form for painters and contractors, and a construction chemicals maker describes a programme for authorised applicators. On 24 we found none, and 3 were unclear. On the pages read, we found no programme for masons, plumbers, carpenters or electricians on any of the 30.

What goes wrong

- **Reports as pictures.** A test report scanned as an image cannot be searched or copied. The engineer who wants one value from it has to retype it, or move on.
- **One form for everything.** A technical question goes into the same contact form as dealership enquiries and complaints, and reaches nobody who can answer it.
- **A brochure in place of data.** Photographs of finished rooms and a paragraph of praise, with no test values and no standard named.
- **Undated documents.** A certificate with no date, or one many years old, and nothing to say whether the product has changed since.

What the architect and the engineer need

The engineer approving a make wants the technical data in text on the product page: sizes and grades, the test values that matter for the product, and the standard it is made to. She also wants the test reports themselves, each saying who tested, when, and to which standard. Name the outside laboratory where one was used, and put the report up as a PDF with selectable text, which means text the reader can highlight and copy, not a photograph of a page.

The architect wants something he can attach. A one-page technical sheet for each product, with the same figures as the product page, does that.

Take an imagined case. Farid, an architect, has been given the name of a waterproofing product by a contractor. Before he names it in the specification for a block of flats, he wants a dated test report to put before the client's engineer. He finds the maker's site.

The product page has a photograph and a brochure, and the brochure has no test values. There is no report to be found.

Someone to ask

Specifiers' questions are often small: whether a product can be used outdoors, which thickness suits a span, whether a sample can be sent to site. A specifier who gets no answer has little reason to keep your product in the document. Put a technical desk on the product pages: a designation, an email address that reaches the technical head directly, a phone number and a reply time. Keep it apart from the general enquiry route (Chapter 4).

What the contractor needs

A building, plumbing, electrical or interiors contractor knows the trade and usually knows a dealer. He checks the website before a new job or a job in a new town. He wants sizes and pack sizes, which sizes are normally stocked in his region, the nearest dealer, and the installation notes for his supervisor.

For a large job he also wants to know how a project order is handled: through the local dealer, through a distributor, or direct from the company. The page states the route you already follow and the number to ring for it, so that a contractor with a large order does not have to guess.

The tradesman

The carpenter, plumber, mason or electrician hears of a brand at the dealer's counter, from your salesman, at a meet, and through the points or coupon programmes many companies run through an app. He rarely opens a manufacturer's website, and this book

does not cover how such programmes should be run. The site can still hold a few things for him:

- **A programme page**, if you have a programme: that it exists, who may join and how, and the number to call. The terms stay in the app or with your sales team, where they are kept current.
- **A WhatsApp number** for tradesmen that reaches the enquiry desk, so a plumber with a question about a fitting gets an answer the same day.
- **Installation notes and short videos** a dealer or salesman can send him, in the language of his state where you can.

His customer may check the brand he named (Chapter 9). What the tradesman says about your product and what your product page says should agree.

WHAT TO DO THIS WEEK

- 1 **Ask what specifiers ask for.** Ask your technical or quality head which documents architects and engineers request most often, then check on your own phone whether each can be opened from the product page it belongs to.
- 2 **Open one test report as an engineer would.** Find a test report on your site and try to copy one value from it on your phone.
- 3 **Check the dates.** Check that your three most requested test reports are dated within the period your customers accept.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".

The Dealer or Distributor Who Has Not Met You

In a state or district where nobody from your company has called, your website may be the first thing a prospective dealer or distributor sees of you. Its dealership page should answer a stranger's questions and leave the terms for the meeting.

Picture Gurpreet, an imagined distributor of building hardware in a state where your brand is not sold. He supplies dealers across four districts, and two of them have asked him for a brand like yours, which a carpenter of theirs used on a job elsewhere. He has never met your salesman, because you have none in his state. One evening he opens your site on his phone. He wants to know whether you make a full range or two items, whether you want anyone in his state at all, how goods would reach him, and who would ring him back.

He finds a form with four boxes and a line saying the company will get back to him. He fills it in. Nobody calls in the next fortnight, and by then he is talking to another maker.

Where a dealership page matters

Where your salesman already works a district, he appoints the dealer, and the page only supports him. At most it confirms what the salesman has said, for a dealer who checks.

The page matters where nobody from your company has yet sat in the shop:

- **New states and districts** where you have no salesman yet, and an enquiry from a stranger may be the first sign of demand.
- **Distributors**, who are being asked to put their own money into your stock and have more reason than a dealer to look you up first.
- **The next generation in a dealer's family**, who may look up a new brand before the parent agrees to take it.

If you appoint distributors who in turn appoint dealers, the page invites distributors by state and tells a shop owner which distributor to approach. If you appoint dealers directly, it invites dealers. The rest of this applies to both.

What the check found

In the check of 30 websites described at the back, we found a page or section inviting new dealers or distributors on 14 of 30.¹ On 15 we found none, and 1 was unclear. Of the 30, 2 are roofing sheet makers who sell direct to projects and show no dealer channel, so no such page would be expected there. What the invitations went on to say:

The site	Yes	No	Unclear
Has a dealer application form separate from the general contact form	11 of 30	17	2
Asks on that form where the applicant is	9 of 30	19	2
Says what support the company gives	4 of 30	24	2
Says where dealers are wanted	1 of 30	27	2
Says what happens after applying, who and by when	1 of 30	23	6
Says what is expected of a dealer: investment, space, experience	0 of 30	27	3
Says how supply or ordering works	0 of 30	26	4

Of the 14 invitations, 1 names the states where it wants partners and 1 gives a reply time, of a day. Of the other 13 invitations, 4 say only that someone will respond, 8 say nothing about a reply, and 1 could not be read. One roofing company's dealership page holds a phone number and nothing else. No dealer form we read asked for the district by name. One general contact form did.

Some of this silence is surely deliberate, and some of it should stay. The rows that matter most to a stranger are the ones he cannot settle by asking around: whether you want partners in his part of the country, how supply would reach him, and when he will hear back.

What the page should say

How much goes on the page is your decision. These are the questions a stranger brings, and for each the page can say something general:

- **What you make.** The range in two lines, with a link to the product pages, so a distributor can see whether you would fill a shelf or a godown.
- **Where you want partners.** The states or regions you are looking at, if you are content to name them. A list of open districts tells a rival where you are thin and tells your dealers next door that someone may be appointed beside them, so most owners will stop at states, or name none and say whom to ask.
- **What kind of business you look for,** in the general words you already use with your sales team, such as an existing shop in the trade or a distributor with storage and delivery of his own.
- **What support you give.** Only what you give today: display material, product training, a salesman's visits once appointed, a complaint desk that takes the load off the dealer (Chapter 8).

- **How supply works.** From a distributor in his state, from a depot or direct from the plant, and roughly how long an order takes to reach him.
- **When he will hear back.** A reply time, and that every application gets a written answer.

Margins, credit, schemes and territory are for your sales head to discuss face to face. The page can say that they are discussed in person, so the visitor knows they were not forgotten.

Say also how a genuine approach from your company looks (Chapter 7).

The form

Ask for what is needed to judge the application and make a first call, and no more: name, business name, town, district, state, pin code, mobile number and whether it takes WhatsApp, whether he wants to be a dealer or a distributor, the lines and brands he handles now, and a box for anything else. Ask for the district by name, because that is how your sales team divides the map. Further papers can wait for the meeting. When he presses send, the screen and an SMS or email should give him a reference and tell him when he will hear back.

Who gets it, and the register

Expect many applications from the website to be unsuitable: no premises, no trade experience, or outside any area you serve, along with job seekers and agents. One person at head office, or your sales head, should screen each application before anyone visits, and pass to the area sales manager or regional manager only those worth a call. The rest get a polite written reply the same week. A

reply that says the area is not open yet still tells the applicant where he stands, and leaves him free to apply again later.

The person who screens also keeps the register, a simple sheet with one row per application:

Date	Name and town	District, state	Dealer or distributor	Screened: pass or reply	First call on	Outcome
[date]	[name], [town]	[district], [state]	[type]	[area sales manager] or [reply sent]	[date]	[met / not open / appointed]

Chapter 13 shows how to count what it records each month. The column to watch first is “First call on” for the applications passed to sales.

WHAT TO DO THIS WEEK

- 1 List the open states.** Ask your sales head to name the states or regions where you would take a new dealer or distributor and have no salesman today, and decide which of them, if any, you are content to print.
- 2 Send a test application.** From a number your office does not know, apply as a distributor in a state where you have nobody, and time the reply.
- 3 Read your page as Gurpreet would.** Open your own dealership page on your phone and mark which of the six questions listed earlier it answers.

NOTES

1. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.

The Website Beside Your Other Tools

Alongside its website, a company of your size may run WhatsApp groups, a dealer app or sales-team software, and a marketplace listing. Each has a job of its own, and the website is the public reference they should all agree with.

An owner in a dealer business is regularly offered a new tool: a dealer ordering app, a loyalty programme in which tradesmen scan a code on the pack for points, an app that records the sales team's visits and orders, a paid listing on a marketplace, a store of his own online. Several of these may be running in your company now. Each was set up by a different person, and each keeps its own list of products and its own list of dealers.

I build software, and the part of this I know is where those lists come from and whether they agree.

What goes wrong

- **Two product lists.** The app calls a product by one name and code, the website by another. A dealer ordering through the app cannot find the item his customer saw on the site.
- **Two dealer lists.** The sales team's software holds the current dealers, while the "where to buy" page was typed once and left. A buyer is sent to a shop that stopped stocking you last year.
- **A listing that knows more than the site.** The marketplace listing has photographs and sizes the website lacks, so the buyer who

checks your own site finds less.

- **Links to nowhere.** A WhatsApp profile or an app's help screen carries an old web address, or none.

What each is for

Tool	Used by	What it does well	What it should take from the website
WhatsApp	Dealers, salesmen, buyers who message you	Daily messages, forwarding, photos of orders and complaints	Links to product pages and sheets, and the web address on the business profile
Dealer ordering or loyalty app	Appointed dealers, enrolled tradesmen, with a login	Orders, schemes, points, statements	The same product names, codes and images
Sales-team software	Your own staff	Visits, orders, dealer records	Nothing. It should feed the “where to buy” page instead
IndiaMART, marketplaces	Strangers searching by product	Being found, passing enquiries	The same facts and photographs, and a link to the site
Your own online store	Buyers who buy online	Taking orders and payment	The same product pages, or a link to them

WhatsApp

In many dealer businesses much of the day's work already runs on WhatsApp. The WhatsApp Business app lets a company set up a business profile that shows its hours and website, and a catalogue of products that can be shared as a link.¹ Put the website address on the profile, give each catalogue item the same name as its

product page, and link the item to that page. When a product changes, change the website first and the catalogue the same day. Chapter 4 covers who answers WhatsApp enquiries, and Chapter 6 what a dealer forwards.

Apps and software behind a login

A dealer app or sales-team software serves people you have already appointed or employ. A search engine or AI assistant does not log in, so it does not read what is behind a login, and a dealer's customer or a prospective distributor (Chapter 11) cannot see it. Product facts, the dealer list and the dealership invitation therefore have to be on the public site even when the app holds them too.

Where the app or the sales-team software can export its product list and its dealer list, your web team can take the site's product names and the "where to buy" page from those same records on a fixed schedule, instead of retyping them. Ask each supplier whether its software offers such an export or a connection your web team can use, and what it costs.

IndiaMART and marketplaces

A contractor or a trader who finds you on IndiaMART or another marketplace may open your website next, or the other way round, so the two should say the same: the same product names, sizes, photographs, plant address and phone numbers, with your website address in the listing. Dealers and traders sometimes list your products under their own accounts. You cannot control those, but your own listing and your site set the reference they are compared

against. Chapter 7 covers the buyer checking whether a seller is really yours.

Selling online

In the check of 30 websites described at the back, we found online selling by the company on 4 of 30: 3 through a store on their own site, and 1 through links to a large online marketplace.² Whether to sell online is your decision. The site should make the position clear:

- **If you do not sell online**, say that your products are sold through dealers, and link to the “where to buy” page.
- **If you sell from your own store**, say which products and which areas you deliver to, and how warranty and complaints work for an online order (Chapter 8).
- **If you sell through marketplaces**, name the stores or sellers that are yours or authorised by you, so a buyer can tell them from the rest.

The public reference

Most of these tools are somebody else’s software. The website is the public reference you control, and every tool should link to it. Chapter 6 asks for one product master. Keep one for the dealer list

as well, and for each write down which system holds the master copy and who may change it.

WHAT TO DO THIS WEEK

- 1 List the tools and their lists.** Write down every tool your company uses that holds a product list or a dealer list, and against each, the person who keeps it up to date.
- 2 Tap every link home.** Open your WhatsApp business profile, your IndiaMART listing and your dealer app on your phone, and tap the web address in each to see where it leads.
- 3 Compare one product across three tools.** Look up your best-selling product on the site, in the dealer app and on your marketplace listing, and note every difference in name, code and size.

NOTES

1. WhatsApp Business, “WhatsApp Business App Features”, opened 6 October 2026. whatsappbusiness.com/products/business-app-features/
2. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.

Count What Comes In

A one-page count, filled in once a month, shows how much reached the company last month and what became of it. One person can keep it, and it should not take long once the registers exist.

Enquiries, dealer applications and complaints reach the company long before they show in the sales figures, and some never show there at all. A buyer who asked and heard nothing buys another brand. The monthly count puts each of these on paper while there is still time to act on it.

Give the count to one person, ideally whoever already keeps the enquiry register from Chapter 4. On the first working day of each month she fills in the month just gone, from that register, the application register from Chapter 11 and the complaint desk's reference numbers from Chapter 8. If the registers are kept, each line is quick to fill. If a line cannot be filled, the register behind it is missing.

Two lines, lookups on the “where to buy” page and downloads, need counting set up on the site. Leave those lines blank until your web team has set it up.

The monthly count

Line, and what to fill in	Last month	Example
A. Enquiries received by every route: form, phone, WhatsApp, email	_____	120
B. Of these, passed to a dealer, distributor or salesman	_____	85

Line, and what to fill in	Last month	Example
C. Answered by the company itself, with no dealer needed	_____	20
D. Not answered, or not traced (A minus B minus C)	_____	15
E. Time to first reply: the time within which half the enquiries were answered	_____	5 working hours
F. Oldest enquiry still without a reply, in days	_____	19 days
G. Lookups on the “where to buy” page, if measured	_____	300
H. Dealer or distributor applications received	_____	12
I. Of these, passed to sales after screening, and of those, called within the reply time printed on the site	_____ / _____	5 / 4
J. Applications from earlier months: appointed, declined, still open	_____ / _____ / _____	2 / 5 / 9
K. Complaints received	_____	18
L. Complaints closed, and average days to close	_____	14, in 9 days
M. Downloads of the catalogue and product sheets, if measured	_____	450

The example uses invented round numbers, not figures from any company or trade.

Reading the example

In the example, 15 of the 120 enquiries went nowhere, about one in eight. Line D is the one to read first, because each of those people asked the company something and heard nothing back. Line E looks healthy at five working hours, but it describes the middle

enquiry and hides the slow ones, which is why line F asks for the oldest.

Of the 12 applications, 5 were worth passing to sales, and 4 of those were called within the printed time. One applicant the company wanted to hear from waited longer than the site told him he would, and the other 7 should each have had a written reply. Nine applications from earlier months are still open. When that figure grows from month to month, nobody has been given the job of closing them.

Fourteen of the 18 complaints were closed, in nine days on average. Ask for the other four by name, along with the dealer each one came through.

What the count does not tell you

The count does not say what the website earned, and I have not put a rupee value on any line. An enquiry passed to a dealer may turn into a sale, or the buyer may have gone to that dealer anyway. A dealer who applied through the site was still appointed by your salesman, on your terms. The figures show whether the company answers the people who reach it, and how quickly.

Read the page with your sales head each month and set each line beside the month before. After three months you will know your usual figures. When you change something on the site, such as adding a reply time to the dealer form, write the date at the foot of that month's page, so that later months can be read against it.

A Brief for Your Web Team

These pages may be copied and handed to whoever builds or looks after the company's website, and are written to that person. Each row says what to do and how the owner can see that it is done. The chapter numbers point to the part of the book that explains why.

The site has to work for the people the company's salesmen are not with. They include a buyer checking a brand name she was given, a dealer who needs a fact to forward, someone with an enquiry or a complaint, and a distributor in a district where nobody knows the company.

First, collect the facts from sales and the factory

Do not start with the design. Collect these through one person the owner names to gather them and sign them off. This is most of the work.

- **Products.** Sizes, grades and pack sizes, the IS standard and the BIS licence number where there is one, and how a genuine piece is marked.
- **Documents.** Catalogue and product sheets in their source files, certificates, test reports, installation and care notes, and the warranty terms as the company honours them.
- **Dealers.** The sales team's current list with town, district, state and the phone number each has agreed to show, and who keeps it up to date.
- **Routes and decisions.** Who receives enquiries, applications and complaints (often the same one or two people), with a deputy

and a reply time. Which dealers the sales head names for each town. What the owner will publish: prices, the dealer list, the states where dealers are wanted.

- **Company.** Legal name, plant address, GSTIN, and the phone and WhatsApp numbers the company owns.

#	What to do	How to see it is done
1. Enquiries (Chapter 4)		
1.1	On every page, a phone number as text and as a tap-to-call link with +91, and a WhatsApp link to a company number.	On a phone, each opens the dialler or a chat.
1.2	A short form: a drop-down for buyer, tradesman, architect or engineer, existing dealer, wanting to become a dealer, supplier or job seeker, then name, mobile, town and pin code, product and quantity. A line beside it saying the details will be passed to a dealer or distributor so that he can reply, in wording the company's legal adviser confirms.	It can be filled on a phone in a minute.
1.3	Each enquiry goes to the named person and deputy and into the register. The sender gets an acknowledgement with a reference, the nearest dealers from the sales head's list for that town, and the customer desk number. The reply time is printed beside the form.	Send a test enquiry from an unknown number and time the reply.
2. Where to buy, and dealers on Google (Chapter 5)		
2.1	A "where to buy" page in the form the owner chooses: a locator by pin code or district, a district list, or one number that connects.	A stranger on a phone finds the nearest dealer in a minute.

#	What to do	How to see it is done
2.2	Dealers shown as text with name, town, district and the agreed phone number, updated within a week of any change, from the sales list, with the date printed.	Ask sales for the last dealer appointed and find him on the page.
2.3	A pack for dealers' own shop listings on Google: the brand name as spelt, the product names as on the site, four or five product photographs with markings visible, and the address of each product page. Photographs as JPG or PNG between 10 KB and 5 MB, showing the product as it is. ¹	It downloads from one link a salesman can forward.
3. What a dealer forwards (Chapter 6)		
3.1	One page per product, sizes and grades as numbers in text, one clear photograph, certificates and care notes, at a short address.	A size can be selected as text.
3.2	The catalogue and a sheet per product as PDFs light enough to open quickly on mobile data. A price list only if the owner says so, dated.	Forward a sheet on WhatsApp to a phone away from Wi-Fi and open it.
3.3	Every figure taken from the one product master that the catalogue and salesmen also use.	For three products, site, catalogue and sales sheet agree.
3.4	For existing dealers, one plain page of current sheets and images. No login until dealers ask for one.	It opens from the foot of any page without a password.
4. Proof that it is really the company (Chapter 7)		
4.1	Legal name, plant address and GSTIN as text on the about page, the contact page and in the footer.	Each matches the GST registration.
4.2	The IS standard and BIS licence number as text on each product page they apply to, with the line from Chapter 7 on where to check it.	The number matches the licence copy.

#	What to do	How to see it is done
4.3	A page with photographs of how a genuine product is marked. Where the company appoints dealers directly, a number where a buyer can ask whether a shop is one of them. Where distributors supply the shops, the distributor for each area named, and the same number telling a buyer which distributor serves her town.	Ring the number and ask about a real dealer.
5. Warranty and complaints (Chapter 8)		
5.1	The warranty in the plain words the owner approves, on its own page. A registration form only if someone will use what it collects.	The owner names who reads the registrations.
5.2	A complaint form with a photograph, a reference number, the desk's name and the reply time, and a line saying the details are used for the complaint only. The dealer copied on each step.	A test complaint returns a reference number.
6. When the buyer checks the name (Chapter 9)		
6.1	The home page's first screen says in words the brand and what the company makes. Each page title (the line in the browser tab and search results) names brand and product.	Someone outside the trade reads the first screen and says what the company makes.
6.2	If the owner decides on it, start with one Indian language and two pages, how to tell the genuine product and the warranty and complaint page, as real text on their own addresses. Discontinued products marked as such, with the date and the replacement, and the page kept.	A line can be selected as text.
7. Architects, engineers and contractors (Chapter 10)		

#	What to do	How to see it is done
7.1	A technical data sheet per product with standards and dated test reports, and a technical contact: designation, an email that reaches the technical head, a phone number and a reply time.	A test question reaches the technical head.
7.2	Sizes and availability for contractors, a “where to buy” link on every product page, and a page and WhatsApp number for any programme for tradesmen.	Each link opens and the number answers.
8. The dealer or distributor who has not met you (Chapter 11)		
8.1	A dealership page: what the company makes, the states or regions where partners are wanted if the owner chooses to name them, what it expects in general terms, its support, how supply works, when an applicant will hear back. Margins, credit and schemes stay off.	The owner has signed the text.
8.2	A separate application form asking district, state, business name, type of business and brands carried, sent to the person at head office who screens applications and keeps the register, with an acknowledgement, a reference and the reply time.	Send a test application from another state and time the reply.
9. Technical basics		
9.1	Every fact as text in the page the server sends, not inside images.	A product sentence is found in View page source.
9.2	One main heading on each page (the H1 tag in the page code), in words.	Each page source has one <h1> holding words.
9.3	Pages fast and readable on a phone over mobile data.	Open the home page and a product page away from Wi-Fi.

#	What to do	How to see it is done
9.4	No search crawler (the software that reads pages for a search service) blocked in robots.txt or at the host: Googlebot, Bingbot, OAI-SearchBot for ChatGPT search, PerplexityBot. ²	yourdomain.com/robots.txt shows no “Disallow: /” under these names or under “User-agent: *”, and the host confirms in writing that none of the four is blocked at its end.
9.5	PDFs with selectable text, never scans.	A line can be selected.
9.6	No placeholder text, dead buttons or links to the wrong page. Domain and hosting in the company’s name.	Every menu button, tapped on a phone, leads where it says.

NOTES

1. Google Business Profile Help, “Manage your Business Profile photos & videos”, opened 6 October 2026. support.google.com/business/answer/6103862
2. Google Search Central, “What Is Googlebot”, developers.google.com/search/docs/crawling-indexing/googlebot. Bing Webmaster Tools help, page on Bing’s crawlers, bing.com/webmasters/help/which-crawlers-does-bing-use-8c184ec0. OpenAI, “Overview of OpenAI Crawlers”: sites that block OAI-SearchBot are not shown in ChatGPT search answers, though they can still appear as navigational links. developers.openai.com/api/docs/bots. Perplexity, “Perplexity Crawlers”: PerplexityBot surfaces and links websites in Perplexity search results. docs.perplexity.ai/guides/bots. All opened 6 October 2026.

About the 30-Site Check

Several chapters cite a check of 30 websites of Indian manufacturers who sell through dealers, done for this book on 6 October 2026. The companies are not named and their sites are not quoted.

How the sites were chosen and read

The sites were found through web searches and known regional brand names: three companies in each of ten trades, from plywood and pipes to fans and farm equipment. Each looked regional or mid-sized and sold under its own brand on its own website. National leaders were left out.

For each company the home page and up to four inner pages were read (dealer page, locator, a product page, contact, downloads or warranty, whichever existed), about 150 pages in all. The pages were fetched by a script and read as text. One site refused the fetch and was read another way, so its answers are less certain.

Yes means we found the fact in the text of the pages read. No means we did not find it there, which does not prove it is absent from the site. Unclear is counted as neither.

The limits

- **Five pages per site at most, on one day.** A fact on a sixth page would be missed, and sites change.
- **Text only.** Text inside images and PDFs, pop-ups, and locator results that appear only after a visitor picks a state or types a pin code were not seen.

- **Turnover not verified.** Some companies in the sample may be larger than Rs 200 crore. None is a national leader in its trade.
- **Two of the three roofing makers sell direct.** They show no dealer channel, and were kept because much of that trade works this way at this size.
- **Not a random sample.** The sites cover 12 states and Delhi.

The results

Point checked (sites out of 30)	Yes	No	Unclear
1. First main heading of the home page says what the company makes	10	20	0
2. Page or section inviting new dealers or distributors	14	15	1
3a. Says where dealers are wanted (territories, states)	1	27	2
3b. Says what is expected of the dealer (investment, space, experience)	0	27	3
3c. Says what support the company gives	4	24	2
3d. Says how supply or ordering works	0	26	4
4a. Dealer application form separate from the general contact form	11	17	2
4b. That form asks for location (city, state, address or pin code)	9	19	2
5. States what happens after applying (who, by when)	1	23	6
6a. Where to buy: a dealer locator by pin code, city, district or state	4	24	2
6b. Where to buy: a dealer or outlet list with names, no locator	2	26	2
6c. Where to buy: only “contact us”, a request form, or city names without dealers	22	6	2

Point checked (sites out of 30)	Yes	No	Unclear
8. A buyer can find at least one dealer or outlet by name	3	22	5
9a. Product page gives sizes or grades as numbers	18	12	0
9b. Product page names an IS standard number	7	23	0
9c. Product page gives a licence or certificate number as text	0	30	0
10a. Catalogue or brochure PDF (2 also offer product data sheets)	15	10	5
10b. Price list PDF	1	24	5
11. Section for existing dealers (login, portal, scheme, training)	2	24	4
12. Programme or content for those who recommend the product (architects, contractors, painters, applicators)	3	24	3
13a. Phone number in text on the home page	24	6	0
13b. WhatsApp link	17	13	0
13c. Toll-free or customer care number	15	14	1
14. Warranty registration, complaint or service request route	4	24	2
15. Site or key pages in an Indian language other than English	0	29	1
16. Online selling by the company (own store or marketplace links)	4	26	0

Point 7: of the 6 sites with a locator or list, 2 show dealers' phone numbers, 1 shows some, and on 3 the results appear only after a search and could not be seen.

Point 8 also counted claims of reach. Of the 30, 7 state a number of dealers, partners or cities with dealers. On 6 of those 7 no dealer could be found by name on the pages read. On the seventh, results appear only after a search and could not be seen.

About the Author

Arun Agrawal works on how businesses appear when a buyer asks Google or an AI assistant about a product, a brand or where to buy it.

He reviews their presence across Google, AI Overviews and AI Mode, ChatGPT, Gemini, Perplexity, Claude and Copilot, and what their websites need so that these systems can read them.

He has worked in information technology since 1986 and has run his own companies throughout. He is the founder and CEO of EbizIndia Consulting Pvt. Ltd., a software development and digital marketing company established in 2007, which serves clients in India, the United Kingdom and the United States. Nine out of ten of its clients stay year after year. EbizIndia builds and rebuilds websites, for manufacturers among others. He is a Charter Member of TiE (The Indus Entrepreneurs).

He holds a Master of Engineering (M.E.) from Jadavpur University, where he was awarded the Gold Medal. He has spoken at events hosted by NASSCOM, TiE, CII, the Indian Chamber of Commerce, the ICAI, MCCI, the Direct Taxes Professionals' Association and the Entrepreneurship Cell of IIT Kharagpur, was quoted in The Times of India, Kolkata, in September 2026 ("AI on Factory Floor"), and writes about search and AI visibility at seotop10.com and arunagrawal.com.

His first book, *Invisible to Prominent*, covers online visibility for any business and is free at ebizindia.com/books. His second, *Before the Buyer Calls*, is for manufacturers who supply industry and projects.

A Sample Comparison

This is an invented example of the one-page comparison described on the next page. The three companies and every finding are made up.

Moment	Your company	Competitor A	Competitor B
First heading says what you make	No, a welcome line	Yes, plywood and doors	No, the city name
A buyer finds where to buy in his district	Contact form only	District list, shop names, no phones	Locator by pin code
A test enquiry got a reply, and how long	No reply in five working days	WhatsApp reply in 3 hours, dealer named	Email acknowledgement only
A product sheet a dealer can forward	One 18 MB catalogue	None found	One-page sheet per product
Licence number in words	Only in a scanned image	“ISI”, no number	Yes, with how to check it
Legal name and GSTIN as text	Trading name only	Both, in the footer	Legal name, no GSTIN
A complaint route with a reply time	General form only	Service form, no reply time	Form, reference, call in 2 working days
A page for new distributors and dealers	Four-box form, no states named	None found	States named, reply time given

Invented example. No real company is shown. A real comparison records what the three sites show on the day it is made.

Work With EbizIndia

Everything in this book can be done by your own team. If you would like to see how your website reads beside the two companies you compete with most, I will go through it with you.

YOUR SITE BESIDE TWO COMPETITORS

Send me your website address and the names of two competitors. I compare the three sites against the moments in this book: a buyer checking the name she was given, a dealer looking for a fact to forward, an enquiry or a complaint reaching the company, and a distributor in a new state looking you up.

Then I take you through it in 30 minutes, on a call or in person. Bring your sales head if you wish. You keep a one-page comparison of the three sites, like the invented sample on the facing page.

There is no charge, and no follow-up unless you ask for it. Your own web team is free to act on the comparison.

EbizIndia builds websites and software. The comparison does not depend on your using us.

How to ask

Write to **arun@ebizindia.com** or WhatsApp **98310 27107** with your website address and the names of your two competitors. More about the company is at **ebizindia.com**.

Your salesman appoints the dealer.

Your website is there when he is not.

A dealer takes a brand on margin, credit, service and what other dealers say. No website changes that. But the buyer who was given your brand name checks it on his phone. Your dealer needs a product sheet to forward. An enquiry arrives at the company at night. A distributor in a state where nobody knows you looks you up.

A check of 30 websites of Indian manufacturers who sell through dealers was run for this book. Seven stated how many dealers they have. A buyer could find a named dealer or outlet on 3 of the 30. Of the 14 that invite new dealers, one said when an applicant would hear back.

This book covers those moments, one chapter each:

- The enquiry that went nowhere
- Where to buy, and your dealers on Google
- What a dealer forwards, and proof that it is really you
- Warranty, complaints, and the buyer who checks your name
- The dealer or distributor who has not met you

It does not advise on margins, credit or schemes. Nothing here promises a ranking or a sale. A brief for your web team is at the back.

Arun Agrawal

has worked in IT since 1986 and is the founder and CEO of EbizIndia Consulting Pvt. Ltd. He holds an M.E. (Gold Medal) from Jadavpur University, is a Charter Member of TiE, has spoken at NASSCOM, TiE, CII, Indian Chamber of Commerce, ICAI and IIT Kharagpur events, has been quoted in The Times of India, and is the author of *Invisible to Prominent*.