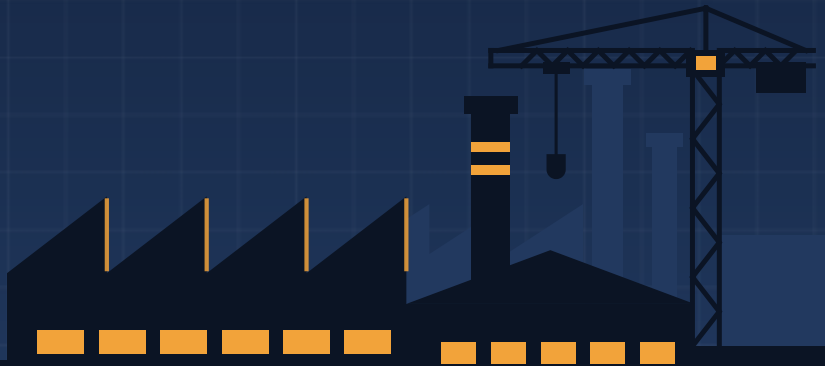


A WEBSITE GUIDE FOR INDUSTRIAL MANUFACTURERS

Before the BUYER CALLS

*What industrial buyers check on your website, and
how to win the enquiry*

 Structural steel fabricators in Pune



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Platform features and portal rules are as found in the sources cited, as of October 2026. They change often. Updates are kept at ebizindia.com/books/industrial-manufacturer-website.

The people and companies in the examples are invented, and any resemblance to real people or companies is coincidental. Scenes that show buyers at work are imagined and are not reports of interviews. Chapter 12 describes a real company, which is not named; nor are the 30 websites in the check reported in this book.

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 customers are other companies. You may fabricate steel structures, cast or forge, machine components, or make pumps, valves, transformers, panels, cable trays or industrial packaging. Your orders come from large manufacturers, from industry and government bodies, and from big projects, sometimes directly and sometimes through a main contractor who brings you in for one product or one section of the work.

Most of your orders come through relationships, approved vendor lists, tenders and references. They will go on coming that way, and nothing in this book asks you to change it.

One thing has changed. Before a buyer calls you, invites you to quote, registers you as a vendor or proposes you to his client, he looks you up. Your website is where you pass or fail that look, and you are rarely told which it was.

You should know who is asking for your time. I have worked in IT since 1986 and have run my own companies for all of those forty years. I am an engineer, with an M.E. and the Gold Medal from Jadavpur University.

In 2007 I founded EbizIndia Consulting Pvt. Ltd., which builds software and websites for companies in India, the United Kingdom and the United States, manufacturers among them. I am a Charter Member of TiE and have spoken at events hosted by NASSCOM, TiE, the ICAI and MCCI. This is my second book. The first, *Invisible to Prominent*, covers online visibility for any business.

How to use this book

Start with Chapter 2. It gives ten statements about your own website that you can check in ten minutes, and your score shows which chapters matter most for you.

Chapter 3 is the centre of the book. It sets out the three questions a buyer is answering when he looks you up, and what settles each one. Chapters 4 to 11 take the questions in turn and follow the look-up into contractors' offices, tenders and portals, and on to your own quote request route. Chapter 12 shows one company's website before and after, and Chapter 13 is a page of arithmetic for your own numbers.

Chapters 1 to 11 each end with three things for you, the owner, to do that week. None of them needs a web team.

At the back is a brief for your web team, which you may copy and hand over as it stands, and an account of the check of 30 websites made for this book on 6 October 2026. Figures from that check are given as counted, and nothing beyond those 30 sites is claimed from them. Where a chapter pictures a buyer at work, the scene is imagined, and so is every name in it.

The Look-Up

Between the moment a buyer hears your name and the moment he calls, he often looks you up. This chapter is about who does the looking, what he does in the first five minutes, and the smaller case of the buyer who starts with no name at all.

Picture a vendor development engineer at a company that makes pumps. Call him Suresh. His regular foundry is running late on a grey iron casing, and his manager has asked him for a second source by the end of the month. At a supplier meet last week a colleague from another plant mentioned a foundry 200 km away. Suresh has the name and nothing else.

He may ring the colleague again, or someone he knows who has bought from that foundry. He will probably also open the foundry's website on his phone, between two meetings. He wants to know whether they pour grey iron in his weight range, whether they machine the casting or send it out, roughly how much they melt in a month, and whether any company he recognises buys from them. If he finds those things quickly, the foundry gets a call and, quite likely, a drawing. If he does not, he may move to the next name on his list. Nobody at the foundry will ever know he looked.

Where your orders come from

Your orders today come mostly through people: a purchase head who has bought from you for years, a vendor list you worked hard

to get onto, a tender you qualified for, a reference from someone who has seen your work. A website replaces none of it.

But each of those routes can now pass through a look-up, and in my experience most do. The reference gives the buyer your name; the look-up is where he decides whether to act on it today, often on a phone, in a few minutes, without you.

The look-up sits beside the oldest check of all, which is a phone call to someone the buyer trusts. That call you cannot write. The website is the part of the check you control. Where your name came with a strong reference, a gap on the site may cost you little. Where it came on a list of three, the buyer may simply start with the company whose site answered him.

Who looks you up

- **The purchase manager.** She has an indent to place and three names to compare, and wants to know which is worth an enquiry.
- **The vendor development engineer.** Like Suresh, he is building or widening a supplier base. He reads for capability: processes, sizes, machines, quality systems.
- **The procurement engineer at a main contractor.** She is lining up sub-vendors for one product or one section of a job. Chapter 7 is about her.
- **The consultant.** She has to accept or reject the make the contractor proposes, and she wants evidence she can put in a file.
- **The newcomer at your oldest customer.** He joined last month. Your relationship was with his predecessor, and he has never heard of you. Before he renews your order, he looks.

Banks considering a loan and engineers considering a job offer look as well.

The first five minutes

The look-up follows much the same path whoever does it. The buyer reads the first screen of your home page. If that tells him what you make, he goes to the product he needs, then to the plant and its capacity, then to who else buys from you, and last to a way of reaching someone who can answer a technical question.

He has a list, and your company is one line on it. At the first gap he is unlikely to write and ask. More often he moves on, or falls back on the phone call, and the gap can cost you an enquiry you never knew about. Chapter 3 sets out the three questions he is answering in those five minutes.

Where he hears of you, and where he checks

The buyer usually first hears of you away from the internet: from a colleague, a former employer, a vendor list, a tender, a trade fair, a contractor who has used you. The internet is one of the places where he checks. So judge your website on how well it stands up to that check.

I would like to give you figures on how many Indian industrial buyers look a supplier up before calling, and how many decide against one because of what they find. No reliable figures on this exist for Indian industrial buyers, and this book will not pretend otherwise. What follows rests on how buying works and on what websites say, which you can test against your own experience and your own customers.

The buyer with no name in hand

Some buyers start without a name at all. This case is smaller, and it is growing.

- **A new plant in another state.** A company sets up in a new region and needs local suppliers it has never met.
- **An export buyer.** An importer abroad needs an Indian maker of a particular forging or valve and has no contacts in India.
- **An urgent second source.** A regular supplier has failed, and the buyer needs a name this week.

This buyer searches Google, typing the product and a place, and some now ask ChatGPT or a similar assistant to suggest a few makers. Both tools work from what is written, in text, about you, on your own site and elsewhere. If your capacity sits in a picture and your clients in a strip of logos, neither can be relied on to read them. Chapter 9 covers this buyer in full. Nothing in this book promises a ranking, a place in an AI answer or a number of enquiries.

What 30 websites showed

To see what a buyer finds, I had the websites of 30 Indian manufacturers that appear mid-sized and sell to other companies checked for this book; the check of 30 websites is described at the back. Up to four pages of each site were read as text, roughly as a search engine or an AI assistant reads them. It counts only what was found on those pages, so the true figures may be higher.¹

- **The first heading.** On 19 of the 30 home pages the first heading said what the company makes. On 10 it was something else, such as a slogan or the company's name.
- **Capacity.** A production capacity stated as a number was found on 14 of the 30.

- **Past work.** Past projects or supplies were described with any detail on 2 of the 30, and neither gave a quantity or a year.
- **A route for a quote.** A quote request form separate from the general contact form was found on 7 of the 30.

None of this means those companies are weak. At least three of them give a plant size or a capacity figure on an inner page while the home page does not. The facts exist, but not where the buyer is reading in those five minutes. The work this book describes is collecting what is already true about your company and writing it where it can be read.

WHAT TO DO THIS WEEK

- 1 **Do the five-minute look-up yourself.** On your phone, open your own website as a stranger would. Set a timer for five minutes and write down what you could and could not find about your products, your plant and your customers.
- 2 **Ask how your last new customers found you.** Ask your sales head about the last three customers who were new to you: where they first heard your name, and whether they mentioned your website before or after the first call.
- 3 **Note who a buyer would ring about you.** Write down the three customers a stranger is most likely to phone for an opinion of your company, and when you last spoke to each of them yourself.

NOTES

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

Ten Questions About Your Own Website

Before you read further, score your own website. Ten plain statements, each drawn from a later chapter, take about ten minutes to check.

Do it on your phone as well as at your desk. Some buyers will read your site at a desk with your vendor form open beside it; others will read it between meetings. The site has to work for both, and a page that reads well on a large screen can hide half its facts on a phone.

Open your own website and read each statement below. Tick it only if you can point to the fact on the site, written in words. A fact that appears only inside a picture, only in a brochure you can download, or only in your head does not count. If you are unsure, leave the box empty. A generous tick hides a gap you would otherwise fix.

No.	Statement	Tick
1	The first heading on our home page says what we make. (Chapter 4)	☐
2	Each main product or process has a page of its own with at least one figure on it, such as a size, grade or weight. (Chapter 4)	☐
3	Our installed capacity is stated as a number, in the unit our buyers order in. (Chapter 5)	☐
4	The plant's town and state are written out, with a list of our main machines. (Chapter 5)	☐

No.	Statement	Tick
5	At least three clients are named in text, or described by sector where we may not name them. (Chapter 6)	☐
6	Each certificate we hold is named with the body that issued it and its expiry date. (Chapter 6)	☐
7	A contractor or consultant can download a dated company profile from the site. (Chapter 7)	☐
8	Our legal name and plant address read the same on the website as on our vendor forms and IndiaMART listing. (Chapters 8 and 10)	☐
9	A buyer can read which states or countries we supply. (Chapter 9)	☐
10	A buyer can ask for a quote on a page separate from Contact Us. (Chapter 11)	☐

Count your ticks. Each tick is one point. A website that is kept up with care can score 8 or more.

What your score means

- **8 to 10.** A buyer doing the look-up from Chapter 1 will find most of his answers. Read Chapter 3 to see whether your answers are as strong as they could be, then work on any empty box.
- **5 to 7.** The buyer will find some answers and may leave at the first gap. Read Chapter 3, then the chapter behind your lowest-numbered empty box. The early statements matter most, because a buyer who fails to find them does not read on.
- **0 to 4.** The site shows that you exist and says little more. Chapters 3 to 6 come first.

A low score says nothing about your plant or your products. It measures only how much of what is true can be read by someone who has never visited. Read Chapter 3 whatever your score.

Two ways to use the score

Ask someone else to score the site as well, separately: your sales head, or a young engineer who joined recently. 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. When pages change, score again with the same ten statements, and you will see what moved.

WHAT TO DO THIS WEEK

- 1 **Score your website.** Use the table above on your phone, tick only what you can point to in words, and write the date at the top.
- 2 **Get a second score.** Ask your sales head or a recent joiner to score it separately, without seeing yours, and compare the two.
- 3 **Name who holds each missing fact.** Beside every empty box, write the name of the person in your company who knows the answer: the plant head for capacity, the quality head for certificates, the accounts head for the legal name and GSTIN.

If you would rather have the same ground assessed in writing by someone outside the company, EbizIndia's AI Search Visibility Blueprint is a written assessment of it, for Rs 10,000 plus GST, delivered in 24 hours.

The Buyer's Three Questions

Whoever looks you up, and whatever he buys, he is answering three questions in order. I set out what each question decides, what evidence settles it, and what a buyer usually finds instead.

Picture a purchase manager at a privately owned chemical plant. Call her Kavita. A shutdown is eight weeks away and she needs forty gate valves in sizes her regular supplier cannot deliver in time. Her approved list has five valve makers, and three of them she has never bought from. She opens their three websites one after another on her phone.

The first site opens with a sunrise and a line about excellence, and she has to dig to learn that the company makes valves. The second has a gate valve page without a single number on it. The third gives sizes, pressure classes, body materials and standards in a table. It also names a refinery and a fertiliser company it has supplied, and gives the number of a named sales engineer.

Kavita sends her enquiry to the third company, and perhaps to the second because she is short of time. The first never hears from her.

Three questions, in order

Every buyer in Chapter 1 is answering the same three questions.

- 1 “Do you make what I need?”** The product, in his size, grade and material, to his standard.

- 2 **“Can you handle my size of job?”** His quantity, his largest piece, his delivery date.
- 3 **“Who has trusted you before?”** Companies like his, jobs like his, approvals he recognises.

The order matters. A buyer who cannot settle the first question never asks the second. A site with a wall of famous logos still loses the buyer who could not tell from the first screen what the company makes.

The first question: what you make

Here the buyer is deciding whether to give you any more of his time. He has a specific item in mind and wants to see quickly whether it falls inside your range. The evidence is the product named in the first heading, and a page for each main product with sizes, grades, tolerances and standards as numbers, including, most often missed, what you do not make.

In the check of 30 websites described at the back, the first home-page heading said what the company makes on 19 of the 30. Product specifications given as numbers were found on 16 of the 30. On the pages read for the other 14, no product figure was found.¹ Chapter 4 deals with this question.

The second question: the size of the job

Once he knows you make the item, the buyer is deciding how much risk he takes by giving you the order. He needs to see that his quantity will not choke your plant and that his largest piece fits your furnace, press or crane. The evidence is capacity in his unit, a

machine list with make, size and count, the plant's town, state and area, the largest job you have handled and a normal lead time.

The check found a production capacity stated as a number on 14 of the 30 sites, and two of those gave only an hourly rate for one process. A machine or equipment list was found on 15 of the 30, and plant area on 13. Plant location with town and state was among the facts most often found, on 25 of the 30. On two sites the home page showed factory area as a number that counts up on screen, which reads as zero in the page text. Chapter 5 deals with this question.

The third question: who has trusted you

The third question is often the one the buyer cares about most, and he asks it last. He is deciding whether someone like him has taken this risk with you already, and whether he can defend the choice to his own manager. The evidence is clients named in words, with their consent, or described by sector; short project sheets; approvals that name the approving body and the item; certificates with the issuing body and the validity.

At least three clients were named in text on 11 of the 30 sites on the pages read, with 5 more unclear because a clients page fell outside them. Past projects or supplies were described with any detail on 2 of the 30, and both stopped at a project name. Approvals or vendor registrations naming the approving body were found on 6 of the 30. Certificates were named on 18 of the 30, but a certificate that could be opened was positively confirmed on only one, with 17 unclear, mostly because certificates sat on a page that was not read. Chapters 6 and 7 deal with this question.

Why words matter

Sometimes the evidence is on the website in a form that only a patient person can use. Two habits are common.

- **Client logos as pictures.** A strip of logos looks impressive, and often slides past every few seconds. The names are inside images, so a hurried buyer catches two of them and nothing in the page text says who the clients are.
- **Capacity in a brochure photograph.** The figure is printed on a scanned brochure page or a banner image. A buyer on a phone has to zoom in, and a search engine may not read it at all.

Google says it uses an image’s description, along with its own image recognition and the rest of the page, to understand what a picture shows.² That is a long way from reliably reading every name in a strip of logos. ChatGPT and the other assistants, when they search the web, work in the main from the text of the pages they find, and you should not count on them to read a name inside a picture.

Keep the pictures if you like them, and write every fact in words as well. A client named in a sentence can be read by Google and by an assistant, and a purchase manager takes it in at a glance.

The three questions at a glance

The buyer asks	What he wants to see	What the check found
“Do you make what I need?”	The product in the first heading. A page per product with sizes, grades, tolerances and standards as numbers. What you do not make.	A slogan, a section label or the company name as the first heading on 10 of 30. No product figures on the pages read for 14 of 30.

The buyer asks	What he wants to see	What the check found
“Can you handle my size of job?”	Capacity in his unit. Machines with make, size and count. Plant area, cranes, largest job, lead time.	A capacity figure on 14 of 30 and a plant area on 13 of 30. On two sites, a counter that reads as zero in the page text.
“Who has trusted you before?”	Clients named in words. Project sheets with the type of job and the year. Approvals and certificates with body, number and validity.	Three or more clients named in text on 11 of 30. Detail on past work on 2 of 30. Approving bodies named on 6 of 30.

Nothing here asks you to invent anything. The answers are in registers and files your own people keep.

WHAT TO DO THIS WEEK

- 1 Time a stranger.** Give your phone to someone outside the company and ask him to answer the three questions from your website in five minutes. Write down where he stopped.
- 2 Ask your sales head what comes next.** Ask him what a new buyer usually asks on the first call. Each question he names is one the website could have answered first.
- 3 Read two competitors’ sites.** Pick the two companies you most often lose orders to, and read their websites on your phone against the three questions. Note where a buyer would find them ahead of you.

NOTES

1. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.
2. Google Search Central, “Image SEO best practices”, last updated 2 March 2026, read 6 October 2026: “Google uses alt text along with computer vision algorithms and the contents of the page to understand the subject matter of the image.”
developers.google.com/search/docs/appearance/google-images

Say What You Make

The first of the buyer's three questions is the easiest to answer and the one most often left open. Your first screen and each product page should say what you make in words and numbers a stranger can check.

A buyer who cannot tell quickly what you make rarely stays to find out. Take a buyer at a compressor maker, Prakash, who needs a new source for a machined steel flange, 300 mm across, 2,000 pieces a year. On the first site, the largest words say the company stands for quality, and the Products page shows six photographs and no figures. He closes it.

The second site says in its first line that it makes CNC-machined components in steel and cast iron, 10 mm to 600 mm across, to the customer's drawing. He sends that company an email before lunch. The first company may make the better part, and he will not find out.

In the check of 30 websites described at the back, the first heading on the home page said what the company makes on 19 of the 30.¹ Product specifications given as numbers were found on 16 of the 30, on the pages read.

What goes wrong

- **A slogan in the largest type.** The words a buyer reads first describe a feeling. Sometimes they are drawn inside a banner picture, so the page text holds nothing there at all.

- **Products without numbers.** A page names the product and says it comes in various sizes. The buyer needs the sizes.
- **The facts only in a PDF.** The catalogue holds every figure, and the page that links to it holds none.

The first heading and the first screen

The first heading is the large line at the top of the home page. With the line beneath it, it should answer the first question before the buyer scrolls: what you make, in which material or by which process, the range in one or two numbers, and where the plant is. Keep the heading to a dozen words or so, and make both lines typed text, so that a buyer, Google and an assistant all read the same words. The examples are illustrative; brackets show where your own facts go.

Trade	Heading, and the line beneath it
Castings	SG and grey iron castings, 2 to 150 kg, machined or as cast Foundry and machine shop at [town], [state]. Supplying pump, valve and tractor makers.
Valves	Cast steel gate, globe and check valves, 2 to 24 inch, Class 150 to 600 Made and pressure-tested at [town], [state]. The design standard named on each valve's page.
Transformers	Oil-filled distribution transformers, 25 to 2,500 kVA, up to 33 kV Made at [town], [state]. Each rating has its own page with losses and test reports.
Fabrication	Heavy structural steel fabrication, up to 1,200 tonnes a month Cutting, welding, blasting and painting under one roof at [town], [state].

One page for each product or process

A buyer asks about one thing at a time. If your gate valves, globe valves and check valves share one paragraph, a buyer looking for a 6 inch Class 300 globe valve has nowhere to land, and neither does a search engine trying to match his words to a page.

Give every product its own page, and a headed section for each size, rating or grade buyers ask by. A product page should carry, as text:

- **The range.** Sizes, ratings, weights or capacities, from the smallest to the largest you make.
- **Grades and materials.** The material grades you work in, and the ones you can source on request.
- **Tolerances and standards.** What you hold as routine, and the standard's number beside the product it applies to.
- **Tests.** What is tested on every piece, on every batch, and on request.
- **Photographs.** Of your own parts and plant, each captioned in words, such as "Valve bodies after machining, ready for hydro test". Parts made to a customer's design need his consent (Chapter 6).

A job shop that makes to the customer's drawing gives each process its page instead: for a laser cutter, the bed size, the thickest plate cut in each metal and the tolerance on a cut edge; for a press shop, the press tonnages and the largest blank.

Materials, and what you do not make

Say plainly which materials you work in, and say where your range stops. "We do not cast non-ferrous metals." "We build transformers up to 33 kV and do not quote above it." "Regular batches from 200

pieces; development and trial lots by discussion.” Lines like these save both sides a wasted call, and a buyer who sees the limits stated is more inclined to believe the rest of the page.

Datasheets and catalogues

Keep your brochure or datasheet, dated on its first page, because a buyer will attach it to a comparison sheet or send it to her technical head. Then put the same facts as text on the product page itself. On a phone she will not open a large file to find one figure, and a catalogue made by scanning printed pages is a picture of words that nothing can pick a number out of. The PDF is the copy she keeps. The page is what she reads first.

A product page, before and after

Take an invented foundry that casts SG iron parts. Its present product page reads, in full: “We are a leading manufacturer of high-quality SG iron castings for diverse industries. Our castings are known for their durability and precision. Available in various sizes and grades as per customer requirement.” Every claim in it may be true, and a buyer can check none of them. Here is the same page with the foundry’s own facts.

SG iron castings, 2 to 150 kg, machined or as cast	
Grades	[Your grades] to IS 1865; other grades to the customer’s specification
Weight per piece	2 kg to 150 kg
Largest size	650 mm across, 400 mm high
Machining	In-house CNC turning and vertical machining; [your routine tolerance]

SG iron castings, 2 to 150 kg, machined or as cast	
Tests	Chemistry by spectrometer on every heat; tensile, hardness and nodularity from test bars; report with every dispatch
Batch size	From 50 pieces; patterns made by us or supplied by the customer
Next step	Send a drawing with a quote request, or call the sales engineer for castings

Illustrative. Figures are examples for an invented company, not recommendations. A bracket marks a figure to print from your own records.

Every line on the second page is a fact the buyer can test against his drawing, which gives him a reason to write. The quote request route at the bottom is the subject of Chapter 11.

WHAT TO DO THIS WEEK

- 1 **List your products against your pages.** Write down every product or process you sell. Beside each, write the page that covers it and whether that page gives at least one number. Every blank is a missing page.
- 2 **Get the first five figures.** Ask your production head for the five figures buyers ask first about your main product, and have them typed on one sheet.
- 3 **Write down where your range stops.** In three lines, say what you do not make, the largest you make and the smallest regular batch you take.

NOTES

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

Prove Your Size

The second question is whether you can handle his size of job. It is answered by a handful of figures: capacity, machines, plant, people, the largest job and lead times, stated so that they hold up when the buyer visits.

A buyer placing a large order is taking a risk on your plant, and he wants to see its size first: tonnes a month, bays and cranes, what is done in-house, the largest job handled. If he finds a page of adjectives instead, he is likely to stay with a company he already knows.

In the check of 30 websites described at the back, production capacity was stated as a number on 14 of the 30, and two of those gave only an hourly rate for one process.¹ A machine or equipment list was found on 15. Plant location with town and state was found on 25, and plant area on 13.

What goes wrong

- **Numbers that read as zero.** Two home pages in the check showed capacity or factory area as figures that count up in an animation, and the page text underneath held a zero. Anything reading the text, a search engine included, gets the zero.
- **"Latest machinery".** A phrase in place of a list. Of the 15 machine lists in the check, 4 named machine types without counts and 1 gave only a total.
- **An office address and no plant.** One site stated a large monthly capacity while the only address found on the pages read was in

a residential area.

Capacity in the buyer's unit

State capacity in the unit your buyer orders in: tonnes a month for a fabricator or foundry, units or MVA a year for a transformer maker with the largest rating built, drums a shift for a drum maker, and pieces a month for a typical part, described, for a machine shop.

Put the figure on the home page and on the facility page, and use the same figure in your company profile, your vendor registration forms and your marketplace listings. A buyer who sees 800 tonnes on one and 1,200 on another trusts neither. Chapter 8 explains why it matters.

Stating capacity so that it holds up

Print installed capacity, the figure you declare on vendor forms and can show an inspector, and say on what basis: "Installed capacity 1,200 tonnes a month on two shifts." Beside it, state the largest single job you have handled. Together the two tell a buyer whether his order is within your reach.

Whether to publish how much of that capacity is free, or how heavily you are loaded today, is your own call. Many owners will rightly choose not to, since existing customers and competitors read the site too. Load and free capacity can wait for the first call. Whatever you print, the plant must bear it out when a buyer walks the shop floor.

The machine list

List the machines that decide what you can make, with make, size or capacity, and count. "CNC plasma cutting, 3 m by 12 m bed, 2

nos” tells a buyer the largest plate you can profile. A forge shop gives hammer and press ratings; a transformer maker gives the winding machines and the largest core the shop can build. Leave out the bench grinders. Give the year for the machines you are proud of and leave it off the rest; vendor forms will ask for it anyway.

The plant, and what you send out

Give the town and state, the covered area and the open area, and for heavy work the bays: length, width, hook height and crane capacity in each. Say whether a trailer can turn in the yard. A buyer planning a 14 m girder needs to know it can leave your gate.

Say which processes you do yourself and which you send out: galvanising, heat treatment, machining, painting, testing. Buyers find out at the inspection visit in any case. A line such as “Hot-dip galvanising by an approved partner 40 km away, under our inspection” reads as a company that knows its own process.

Testing, inspection and people

List the test and inspection equipment by name and capacity, from the spectrometer to the pressure test rig or the transformer test bench. Say which tests are done in-house, which at an outside laboratory, and that third-party inspection at your works is welcome where it is.

For people, give the numbers in each role: engineers, supervisors, welders, inspectors. For welders and inspectors, name the code or scheme they are qualified to. A quality engineer reading “24 welders qualified to the codes our customers specify, with records available at inspection” knows what she will ask to see on the visit.

Largest job and lead times

State the largest single order you have delivered, with the quantity, the year and how long it took. Name the client only if you may; Chapter 6 sets out how to decide. Then give typical lead times by product or job size: “Standard ratings, 4 to 6 weeks from approved drawing; special designs, 10 to 12 weeks.” Give a range; a single figure for every job is not believed.

A facility at a glance

One table can carry most of this. The example is for an invented fabricator.

Facility at a glance	
Plant	[Town], [district], [state]. 6 acres; 9,000 sq m covered
Capacity	1,200 tonnes a month installed on two shifts, as declared for vendor registration
Bays	3 bays, each 120 m by 24 m; hook height 9 m
Cranes	EOT cranes: 2 of 20 t, 4 of 10 t; plus 2 goliath cranes of 15 t in the yard
Cutting and drilling	CNC plasma and oxy-fuel, 3 m by 12 m bed, 2 nos; CNC beam drilling line, 1 no.
Welding	Submerged arc welding gantries, 3 nos; MIG sets, 40 nos
Surface	Shot blasting line in-house; painting bay with airless spray; galvanising by a partner, under our inspection
People	18 engineers, 26 qualified welders, 6 quality inspectors
Largest single order	2,400 tonnes for a steel plant expansion, delivered in seven months, 2024

Facility at a glance	
Lead time	Typically 6 to 10 weeks from approved drawings, by tonnage

Illustrative. Figures are examples for an invented company, not recommendations.

WHAT TO DO THIS WEEK

- 1 **Settle one capacity figure.** Take the installed capacity from your last vendor registration form, in the unit your buyers order in, and decide that this is the figure every page and listing will carry.
- 2 **Prune the machine list.** Have the maintenance head list the machines that decide what you can make, with make, size and count, and strike out anything a buyer would not ask about.
- 3 **Confirm your largest job.** Write down the largest single order you have delivered, with quantity, year and time taken, and check the figures against the dispatch records.

NOTES

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

Prove Your Record

The third question is who has trusted you before. Clients, projects, approvals and certificates count only when a buyer can check them, and the client list needs your customers' leave before it goes up.

Your record is the evidence a buyer can carry to his own manager, and on most websites it is the thinnest part. A piping engineer at a design consultant, Meenal, is asked whether a valve maker can be added to the list of makes for a project. Before she asks for documents she opens the maker's website to see whether the request is worth making.

She wants to know which approvals the company holds, from whom and until when. The site offers a line saying the company is approved by leading consultants and a strip of logos that scrolls past too fast to read. She writes to the contractor instead, and the question waits in his inbox for a week. A page with the approvals listed would have told her quickly whether the request was worth making, and which letters to ask for.

In the check of 30 websites described at the back, at least three clients were named in text on 11 of the 30, with 5 unclear.¹ Approvals or vendor registrations were named on 6. Past projects or supplies were described with any detail on 2, and neither gave a quantity or a year.

What goes wrong

- **Counts in place of names.** Several sites gave a count of satisfied customers or completed projects and named few or none of them. A buyer cannot check a count, and he cannot show it to his manager.
- **Logos as pictures.** A strip of client logos with no names in text (Chapter 3).
- **Approvals without the approver.** A line saying the company holds the necessary approvals, with no body, item or number.
- **A certificate out of date.** One site in the check named an edition of a quality standard that has since been replaced. A lapsed document left on the page does more harm than none.

Naming clients: a permission ladder

Your client list is probably your strongest evidence, and your clients have a say in how you use it. Purchase orders, supply agreements and non-disclosure agreements may carry clauses on confidentiality or publicity, and some buyers do not allow their name to be used at all. I have not read your contracts. Have them read before you name anyone, then work down this ladder, using the highest step you can for each client.

- **Written consent.** An email or letter from the client saying you may name them, and how: name only, name and logo, or a project description. Keep it on file with the date.
- **Sector and size, without the name.** “A large two-wheeler maker”, “a state power distribution company in eastern India”, “a main contractor building refineries”. Keep the description true, and treat a client who could be identified from the sector alone as named.

- **Public record.** Where a public body has itself published the award of a contract to you, the award is already public. State only what was published.
- **Never without consent.** A customer’s drawing, a part made to his design, photographs taken on his site, or his test results. Treat these as his unless he has said otherwise in writing.

Logos need more care than names: a logo is another company’s brand mark, so ask before you show one. Public sector undertakings (PSUs) and government departments can be particular about their names and marks. The national emblem that appears on many government letters is protected by law, and it should not appear on your website at all.² Where you do have consent, put the client’s name in text beside the logo.

Approvals

An approval from a utility, a railway body, a consultant or a large buyer’s vendor list is worth more than any adjective, but only if it can be checked. For each one, give the body that granted it, the item or range it covers, and the period of validity.

What a buyer often finds	What he can check
Approved by leading PSUs and consultants	Approved by [body] for distribution transformers 25 to 500 kVA, 11 kV, valid to [date]. Approval letter given on request
Registered vendor with major utilities	Registered vendor of [utility] for cable trays and supports since [year]; registration valid to [date]. Vendor code and letter given on request
Our valves are approved by all major consultants	On the vendor list of [consultant] for cast steel gate and globe valves to Class 600. Listed since [year]

Keep vendor codes and approval letter numbers off the public page. A vendor code beside your legal name and address is what a fraudster needs to ask a utility's accounts section to change your bank details, and many approval letters are addressed for your own use. Give them to a buyer who asks.

Where an approval covers part of your range, say which part. Where a renewal is in process, say so with the date you applied: "renewal applied for, [month year]". Remove an approval only when it has ended. Write the approving body's full name the first time, with the short form in brackets.

Certificates

Certificates were named on 18 of the 30 sites in the check. A certificate that could be opened or downloaded was confirmed on only 1, though on 17 sites the answer was unclear, mostly because the certificate page fell outside the pages read, so the real figure is unknown.

For each certificate give the standard with its edition, the certification body that issued it, the scope as written on the certificate, and the expiry date. Then say where it can be verified: the certification body's own register, or for a BIS licence the BIS website, with the licence number on the page of the product it covers. Offer the copy itself on request, or as a watermarked image; a copy with selectable text can be altered and passed off by someone else. Update the page the week a renewed certificate arrives.

Project sheets

A short sheet for each notable job does more than a long client list. Give each its own page or headed section, with five lines:

- **Client or sector.** Named, if you have consent; described, if not.
- **The type of part or product.** With the main sizes or ratings.
- **Size of the job.** A range is enough: “over 500 tonnes”, “10 to 20 units”. A customer’s running volumes on a current contract can stay off the page.
- **Year.** The year of delivery, or the year supply began.
- **One photograph.** Your product, at your works or installed, with a caption in words.

Three invented examples show the form. “Oil-filled transformers of 2,500 kVA for a solar park in Rajasthan, supplied through a main contractor: 10 to 20 units, 2025.” “Open-top steel drums for a lubricant maker: a supply of over a year, 2024 to 2025.” “Machined gearbox housings for a tractor maker: in regular monthly supply since 2021.” Each answers the second question as well as the third. Start with eight or ten jobs that cover your range, and add one with each notable order. A record that ends three years ago makes a buyer wonder what happened since.

“My competitor will read this”

He will. He also knows most of your clients already, from the trade, the tenders and the people who move between companies. The buyer who has never dealt with you does not, and he is the reader

the page is for. Hold back prices, running volumes and anything a customer gave you in confidence, and show the rest.

Keep it all in one place

Put clients, approvals, certificates and project sheets under one menu heading, such as Record or Track Record. The consultant checking a make and the assessor handling your registration will both look for that page. Put the date of the last update at its foot, “Updated September 2026”, and look at it every quarter.

WHAT TO DO THIS WEEK

- 1 Sort your clients by permission.** Ask your sales head for your fifteen longest-standing customers. Have the purchase orders or agreements for each read for confidentiality and publicity clauses, and mark which you may name and which you may only describe.
- 2 Lay out every approval and certificate.** Put the letters and certificates on one table. Note the body, the item covered and the expiry date, and set aside any that has ended or is in renewal.
- 3 Write three project sheets.** Pick three notable jobs and have someone write the five lines of a project sheet for each, from the dispatch records.

NOTES

1. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.
2. The State Emblem of India (Prohibition of Improper Use) Act, 2005, section 4: “No person shall use the emblem for the purpose of any trade, business, calling or profession”, except as prescribed.

When the Contractor Is Your Customer

On a large project the order often reaches you through a main contractor. Several people on that route may look you up, and one page on your site can serve them all.

Some of your largest orders reach you through a main contractor. A power utility, a metro corporation or a refinery awards the package to a main contractor, often an EPC contractor (one that takes on engineering, procurement and construction together). The contractor then buys the transformers, cable trays, steel structures or valves from makers like you, or brings you in for a whole section of the work.

Take a procurement engineer at an EPC contractor, Shalini, who has to line up makers of distribution transformers for a substation package. The makes she can propose come first from the client's approved list in the contract, and after that from her own company's vendor base. Most of the names she knows. One she does not: a maker a colleague suggested, who is on the client's list but has never supplied her company.

Before she writes to that maker for his credentials, she opens his website to see who he has supplied before and at what ratings. If the site tells her, and shows that the profile, approval letters and test certificates are ready to send, her request for documents goes out that afternoon and comes back quickly. If it does not, the request waits until she has time. Chapter 6 gives what the check of 30 websites described at the back found on approvals and past supplies: very little.

What goes wrong

- **Approvals in a general sentence.** A sentence that claims approvals and names no body, item or date. A consultant cannot accept a make on it.
- **No sign of package work.** Nothing on the site shows that you have worked inside a contractor's package before, under its quality plan and its inspection.
- **Documents slow to arrive.** The profile, the approval letters and a specimen test certificate sit in somebody's email, and take a week to collect once the contractor asks.
- **Nobody to ask.** An info@ address and a switchboard number, when the project team wants an engineer who can answer a technical query.

Lists of approved makes, and where your website comes in

On many projects the contractor cannot buy from any maker it likes: the make has to be on a list in the contract, or approved by the client's engineer before purchase. Practice differs from client to client. Two published documents show the general shape.

NTPC publishes, for its EPC packages, lists of items that need a quality plan and sub-supplier approval. They name approved sub-vendors with their place and approval status, in some cases limited to a capacity or voltage class. For certain items, the electrical list dated 31 October 2023 also accepts sub-vendors approved under the main contractor's own quality system, provided the contractor informs NTPC once the order is placed.¹

A building tender issued by IIT Hyderabad gives a list of approved makes for some items, requires the contractor to obtain approval of the makes of all materials and submit samples before

procurement, and asks for manufacturers’ test certificates for several materials.²

Neither document mentions a website. Approval runs on documents the maker sends: approval letters, test certificates, purchase order copies and completion certificates. The website’s part is narrower. It tells the contractor that a new name is worth asking, and a site that already holds the documents, or says they are ready, makes the asking faster.

Who looks, and what each needs to find

Who	What he is deciding	What your site should give him
Contractor’s procurement	Whether a new name is worth asking for documents	Similar supplies, ratings and sizes, capacity, lead time, a named engineer
Contractor’s project team	Whether you will hold up their package	A dated company profile, approvals in words, the documents you can send
Client’s consultant	Whether to accept the make	Approvals named with body and validity, so that she knows which letters to ask for
End client’s engineer	Whether the name is real and current	Legal name, plant address, certificates with validity

A page for contractors and consultants

Give these readers one page of their own, reached from the main menu and named plainly: “For contractors and consultants”. On it:

- **A company profile as a PDF.** A few pages, dated on the cover, with the same facts written as text on the page itself.

- **Approvals and registrations.** Listed in words, each with the body, the item and the validity, and a line saying the letters are sent on request.
- **Work inside other packages.** For each supply: the project or sector, the item, a range for the quantity and the year. Name the main contractor and the end client each only where you may; otherwise write “through a main contractor”. Chapter 6 covers permission.
- **The documents a consultant asks for.** A specimen test certificate, and a type-test report where your product needs one. Also a quality plan, meaning the checks at each stage of manufacture and who witnesses them, and a method statement, meaning how you carry out work on site, where you erect or install. Say which are sent on request, and by whom.
- **A named engineer.** His name, designation, a mobile number the company owns and an email on the company’s domain, with the hours in which he answers project teams.

The profile PDF is what gets forwarded inside the contractor’s office, to the procurement engineer’s manager and the project team. If it is three years old and names a works manager who has left, that is what travels with your name on it.

Never show another customer’s drawing or inspection report without his written consent. A full type-test report may carry design detail you prefer to keep back: put a one-paragraph summary on the page and send the full report to a project team that asks.

WHAT TO DO THIS WEEK

- 1 Check the date on your profile.** If your company profile PDF is more than a year old, or names anyone who has left, have it redone before the next enquiry from a contractor.
- 2 List your package work.** Ask your projects or sales head for your last ten supplies made through main contractors: project, contractor, item, a quantity range, year, and whether you may name the contractor and the end client.
- 3 Choose the engineer.** Pick the engineer who will be named for project teams, give him a company mobile number, and agree with him the hours he answers and how soon he replies.

NOTES

1. NTPC Limited, “List of items requiring quality plan and sub-supplier approval”, sub-system Electrical, EPC package, dated 31 October 2023, note 3.
ntpc.tender.ntpc.co.in/Uploads/NTPC_Approved_Sub_Vendor_List/Electrical-Sub-Vendor-List.pdf
2. Indian Institute of Technology Hyderabad, NIT No. IITH/CMD/NIT/CPPP/2019-20/13, Volume 3 (Scope of Work and User Requirement; file titled Technical Specifications and Drawings), clauses 3.5 and 14.12. www.iith.ac.in/assets/files/tenders/Volume-3-Technical-Specifications-and-Drawings.pdf

Before the Tender

A tender is decided on the documents uploaded to the portal, and your website has no part in that scoring. It does not decide who is invited either. It is where an engineer or officer checks that your company is real, current and consistent with its documents.

If you bid for public sector work you know the routine better than I do: the pre-qualification criteria, past work orders and completion certificates, turnover certified by your auditor, the upload before closing time. The committee that evaluates the bid works from those documents. Nobody scores a tender on a website, and a better website will not move you up a list of bidders.

The website counts around the edges: when an assessor registers you as a vendor, when a vendor development cell is looking for more sources of an item, and when somebody checks that the company behind the documents is real and current. Chapter 6 gives what the check of 30 websites described at the back found on approvals.

Take a vendor development engineer at a public sector refinery, Ravi, who has a registration application on his desk from a valve maker he has not dealt with before. The form lists the products, the machines and the test rig. Before deciding whether to visit the works, he opens the company's website. If the site matches the form, his visit confirms what he has read. If it shows a different address and a certificate that expired two years ago, he arrives with more questions than he set out with.

What goes wrong

- **Approvals claimed, never named.** One site in the check claimed vendor approvals without naming a single approving body. An officer cannot verify a claim with no name in it.
- **Two versions of the company.** The vendor form gives one address and capacity, the website another. Each difference is a question somebody has to ask.
- **No GSTIN on the site.** The officer has to ask for what he could have read.
- **A contact who has left.** The director or manager named on the site retired or moved on, and the form names someone else.

Limited enquiries and registered suppliers

For central ministries and departments, the General Financial Rules allow a limited tender enquiry where the estimated value of the goods is up to Rs 50 lakh. The bidding documents go directly to the suppliers on the list of registered suppliers for those goods, to more than three of them, and departments are asked to try to identify more.¹ Before a supplier is registered, the rules ask for its credentials, manufacturing capability, quality control, past performance, after-sales service and financial background to be verified, and registration runs for one to three years before renewal.¹

Public sector undertakings (PSUs) and state bodies commonly work under procurement manuals of their own, and many follow a similar pattern: an invitation goes to a registered list, and getting on the list is a separate step, usually an application on the buyer's portal. The website has nothing to do with the invitation. Where it helps is before the list, when an engineer looks for makers of an

item the list is short of. A site that says what you make, at what size and with which approvals gives him a reason to tell you to apply.

Vendor registration and the look before the visit

BHEL's published supplier registration form has a line for the company's website beside its registered office and works addresses. It asks for the inspection and testing equipment relevant to the items applied for, with make, year, capacity and last calibration date. Depending on the applicant's score, a visit to the supplier's works is described as normally not called for, preferable, or mandatory.²

An assessor with your form open can have your website in the next tab. Everything on the form that a stranger may see should be on the site in the same words.

The check that you are real and current

Before an order, a registration or a payment, somebody commonly checks that the company exists as described, and some of that needs no login. The GST portal's Search Taxpayer page shows, for any GSTIN, the legal name, trade name, principal place of business, effective date of registration and any date of cancellation.³ If your site gives a trade name the GST record does not carry, or an address that is neither your registered office nor your plant, the reader has to work out why.

"Current" matters as much as "real". A lapsed certificate, or a retired director still shown as the contact, suggests that nobody in the company reads its own website.

One set of facts

Fact	What your site should say
Name	The legal name with “Pvt. Ltd.” or “Ltd.”, and the trade name if you use one, both as in your GST record
Addresses	Registered office and each plant, with town and state, labelled which is which
GSTIN	On the contact page, as text
Capacity	The figure you give on vendor forms, in the same unit
Certificates	Standard, issuing body and validity, as on the copy you upload
Approvals	The body, the item and the validity, as in the letter

GeM and e-procurement

Under Rule 149 of the General Financial Rules, central ministries and departments must buy goods and services through the Government e-Marketplace (GeM) where those items are available on it, and above Rs 10 lakh they buy after online bidding or reverse auction on GeM.¹ GeM requires a vendor assessment for OEMs (original equipment manufacturers) and for resellers in select categories, unless exempted. For OEMs it covers, among other things, supplying capacity and past experience, and its seller registration guidelines reserve the right to inspect manufacturing, testing and quality control arrangements at the manufacturing premises.⁴

For tenders outside GeM, the rules make it mandatory, with narrow exceptions for national security, to publish tender enquiries, corrigenda and award details on the Central Public Procurement Portal, which the current rules call GeM-CPPP, and to receive all bids through e-procurement portals.¹ In every one of

these the bid is what you upload, and the website is only the page an assessor or inspector can open to see whether the company in the documents is the company described.

WHAT TO DO THIS WEEK

- 1 Compare your form with your site.** Put your most recent vendor registration form beside your website and mark every fact that differs, however small.
- 2 Search your own GSTIN.** On the GST portal's Search Taxpayer page, compare the legal name and principal place of business with your contact page.
- 3 Ask what goes into every bid.** Ask whoever handles your tenders which facts about the company go into every bid, and check that the website gives each one the same way.

NOTES

1. Ministry of Finance, Department of Expenditure, General Financial Rules 2017, updated up to 31 January 2026: Rule 149 (GeM), Rule 150 (registration of suppliers), Rules 159 and 160 (e-publishing and e-procurement), Rule 162 (limited tender enquiry). doe.gov.in/files/acts_rules_documents/GFRupdatedupto31012026.pdf
2. BHEL, Supplier Evaluation, Assessment and Registration Procedure (SEARP-2016), abridged version, 26 September 2016, sections on scoring and Annexure C. www.bhel.com/sites/default/files/SEARP-2016_abridged_for_web.pdf
3. GST Portal user manual, "Search Taxpayers using GSTIN/UIN". tutorial.gst.gov.in/userguide/taxpayersdashboard/Search_Taxpayer_manual.htm
4. GeM, Seller FAQs, on vendor assessment. gem.gov.in/userFaqs/seller. GeM, seller registration guidelines (an early document, still published on the portal), on inspection of premises. org.gem.gov.in/sellerRegisterGuide. Check GeM's current General Terms and Conditions for the wording in force.

Buyers Who Do Not Know You Yet

Most of your orders come from people who already know your name. The others, in a new region, in a hurry or abroad, find you through Google or an AI assistant, and your website is then working alone.

Picture a purchase manager at a new plant going up in Odisha. She needs two distribution transformers on site in ten weeks, and her usual supplier, two states away, has quoted fourteen. Nobody has given her a name.

She types “distribution transformer manufacturer Bhubaneswar”, then “transformer manufacturer eastern India”, opens four websites and gives each about two minutes. The two she calls are the two that said, in words, what ratings they build, where the plant is and how far they deliver. This is the smaller case, as Chapter 1 said, and the one where nobody has spoken for you first.

What goes wrong

- **The place only in the footer.** The plant address sits at the bottom of the contact page, and no product page says where the goods are made or where they can be delivered.
- **One word about exports.** The word appears on the home page with no country, standard or contact behind it.
- **A map listing for the wrong place.** The Google listing shows the city office, an old address, or a pin dropped in the middle of the

industrial estate.

Product and place

A buyer looking for a new supplier types the product and a place: a city, an industrial belt or a state, such as “SG iron castings Kolhapur” or “FIBC bags Gujarat”, because freight and site visits decide where he can source from.

Google says its local results are mainly based on relevance, distance and how well known a business is.¹ Relevance is the part your words can affect. So the product and the place should sit together, in text, where a reader meets them: the home page heading, each product page, and a short section that says where you deliver.

A Google Business Profile for the plant

A Google Business Profile is the listing that shows your company on Google Maps and beside the search results. Google’s guidelines are written for businesses that customers can visit, or that travel to their customers. They say the business must be reachable at the verified location during its stated hours, and that a rented mailing address with no operation behind it is not eligible.² A plant with a gate office that receives visitors in working hours appears to fit, but read them against your own case.

- **The legal name.** As it appears on your GST registration, spelt the same way as on your website.
- **The pin on the gate.** The gate a truck uses, so a driver or an auditor arrives at the right place.
- **A category that names the product.** “Transformer manufacturer” tells a buyer more than “company”.

- **Hours, a phone that is answered, and your website address.**

With photographs of your own plant.

Google also says that businesses with complete and accurate information are more likely to show up in local results.¹ Keep it the same as the website. The listing also takes public reviews, and for a plant they come mostly from drivers and job seekers. Name one person to read and answer them every month.

How the assistants find names

ChatGPT may search the web when a question would benefit from current information, and its answers can carry links to the sources it used.³ Gemini may also give links to sources.⁴ For AI Overviews and AI Mode, the AI answers inside Google Search, Google says there are no additional requirements: to be eligible as a supporting link, a page must be indexed and eligible to appear in ordinary results with a snippet.⁵

These tools work from what has been written somewhere they can read: your own site, and other sites that mention you, such as directories, association member lists, trade portals and news reports. A capacity shown only in a picture has not been written, and nor has a strip of client logos. Chapter 10 covers keeping the facts the same in all those places.

Whether your name comes up is not in your hands. What is in your hands is that the facts these assistants find about you are complete and current.

A new region

For a region where nobody knows you, list the states you deliver to and the usual transit time by road, any work supplied there that you may name (Chapter 6), and any representative or service

engineer you have in the region. One true “Where we supply” section does more than a page for every city with only the city name changed.

The export buyer

In the check of 30 websites described at the back, a statement about exports was found on 15 of the 30 sites. Only 4 of those 15 named a country or a region; the other 11 said only that the company exports, or gave a count of countries without naming one.⁶ An importer reading your site from Nairobi or Rotterdam needs more than the word.

- **Where you have shipped.** The countries, and the kind of buyer in each.
- **The standards you make to.** The foreign standards each product is built or tested to, as text beside the product.
- **Documents and shipping.** The export documents you send, whether you accept third-party inspection, the port you ship from and the terms you usually quote on.
- **A person in his hours.** A named export contact with email and WhatsApp, and the hours you answer in Indian time.

Check it yourself: the evening test

You need your phone and half an hour. Keep every answer as a dated screenshot.

- 1 **Write three searches.** Your main product with your plant's city. The same product with your state or region. The product with a region you want to sell into.
- 2 **Run them on Google.** Use a private tab. Note whether your website or your map listing appears on the first screen, and which companies do.

- 3 **Ask two assistants.** In the ChatGPT and Gemini apps, ask each search as a question, such as “Which companies make distribution transformers in eastern India? Show sources.” Then ask “What do you know about [your company name], [your town]?” Ask each question twice and keep both answers.
- 4 **Mark what is wrong.** On each screenshot, circle any fact about you that is wrong or out of date, and note which sources were shown.

WHAT TO DO THIS WEEK

- 1 **Book the second test.** Put a date in your diary three months from now to run the evening test again and compare the screenshots.
- 2 **Check your map listing.** Open your Google Business Profile with your office, check the name, pin, phone and category against your GST registration and your gate, and name the person who will answer reviews.
- 3 **Write your export sheet.** On one sheet, list the states and countries you already supply, the standards you make to and the export documents you send.

NOTES

1. Google Business Profile Help, “Tips to improve your local ranking on Google”. support.google.com/business/answer/7091
2. Google Business Profile Help, “Guidelines for representing your business on Google”. support.google.com/business/answer/3038177
3. OpenAI Help Center, “Searching the web with ChatGPT”, read 6 October 2026: ChatGPT “can search the web to answer questions with current information and links to relevant sources”. help.openai.com/en/articles/9237897-chatgpt-search
4. Gemini Apps Help, “View related sources from Gemini Apps”. support.google.com/gemini/answer/14143489
5. Google Search Central, “AI features and your website”, last updated 10 December 2025. developers.google.com/search/docs/appearance/ai-features
6. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.

Your Website Beside IndiaMART, GeM and LinkedIn

You probably already pay for a marketplace listing, keep a GeM catalogue and have a LinkedIn page. Each does one job well, and all of them should agree with your own website.

A company of your size commonly has its name in half a dozen places besides its own website: an IndiaMART or TradeIndia listing, a seller catalogue on GeM, a LinkedIn company page, an entry in a trade directory, a line on an industry association's member list. Each was set up by a different person at a different time, and they drift apart unless somebody keeps them in step.

Keep the portals; each does a job your website cannot do alone. The trouble starts when a buyer opens two of them and finds two different companies. A purchase officer at a paint maker, Anita, needs a second source of 210-litre steel drums for a new filling line. She finds a drum maker on a marketplace. The listing gives one monthly capacity; the maker's website gives another, and a different plant address. The LinkedIn page names a sales head who, from his own profile, left last year. Each difference has an innocent explanation. She has no time to find out which, and moves to the next name.

What goes wrong

- **The listing knows more than the site.** A full product range and photographs on the marketplace, and a thin page at home. The buyer who checks your own site finds less than he was promised.
- **Facts that disagree.** Capacity, address, year founded or phone number differ from one place to the next. A buyer cannot tell which is current.
- **A page nobody owns.** A LinkedIn page last updated years ago, set up by an employee who has since left. Nobody in the company has the login.

What each place is for

Place	What it does well	What it cannot do
IndiaMART, TradeIndia	Puts you in front of buyers searching by product, and passes enquiries to you	Present you on your own terms, away from other suppliers of the same item
GeM	Lets government buyers who must buy through it find and order from you	Reach your private sector customers, or hold more than its own template allows
LinkedIn	Shows the people behind the company and that they are real	Hold your specifications, capacity and approvals in a form a buyer can check
Directories and member lists	Confirm from a third party that you exist and belong to your trade	Say much beyond your name, address and line of business

Marketplaces. IndiaMART describes itself as India's largest online B2B marketplace. At the end of March 2026 it reported 87 lakh supplier storefronts and about 2.2 lakh paying suppliers.¹ It calls the enquiries a supplier receives through it BuyLeads, and its paid

packages differ in how many BuyLeads they include.² TradeIndia describes itself as one of India's largest and oldest B2B marketplaces.³ Use it for what it does well, and make sure the buyer who goes from the listing to your website finds the same facts, and more of them.

GeM. Government buyers who must buy through GeM find you there (Chapter 8). Sellers furnish information about themselves and their products in the template GeM prescribes.⁴ That is the right format for a government buyer comparing offers, and it has no room to describe your plant or your record.

LinkedIn. Buyers look up people as well as companies. The check of 30 websites described at the back found a named person or a sales designation offered as a contact on 8 of the 30 sites.⁵ When a buyer has a name, from your site or a visiting card, LinkedIn is one place he may look it up.

People appear on a company's LinkedIn page when they choose the company in the experience section of their own profile. A former employee who does not update his profile stays there until he does, or until the page's administrator asks LinkedIn to remove him.⁶ So the people a buyer will deal with, your sales head and the engineer named on your page for contractors, should have profiles that give the company's name and their own role correctly.

Directories and member lists. Your industry association, export promotion council and chamber of commerce commonly publish member lists, each a small independent confirmation that you are what you say. Check that your entry spells the name as your website does and gives your current address.

Why your own site is the centre

Every one of these is somebody else's page, with its own layout and template. Your website is the one place where you decide what is

said and in what order, and the only one with room for everything in Chapters 4 to 6.

It is also the address the others can point to. Where a listing has a field for your website, fill it, and send each audience to the page that serves it: product listings to the product page, the LinkedIn page to the page for contractors and consultants from Chapter 7.

One set of facts, everywhere

Treat the website as the master copy. Write down, once, the facts that appear in more than one place: legal name, trade name, year founded, plant address, capacity in the buyer's unit, main products, certificates with validity, approvals, phone numbers and the named contact. When a fact changes, change it on the website first, then everywhere on the list, in the same words.

Keep the list of places beside it: each marketplace, GeM, LinkedIn, every directory and member list, with who holds the login. A login held by one person who then leaves is a common way for these pages to go stale.

WHAT TO DO THIS WEEK

- 1 List your places and logins.** Write down every place your company appears outside its own website, and against each, who holds the login. Where nobody does, find out.
- 2 Compare five facts.** Check legal name, plant address, capacity, phone number and year founded across all of them, and mark every difference.
- 3 Point each listing home.** Decide with your sales head which page of your own site each listing should link to, and have the links changed.

NOTES

1. IndiaMART InterMESH Limited, press release on Q4 FY26 results, 30 April 2026, which gives 8.7 million storefronts.
investor.indiamart.com/files/IndiaMART_Q4FY26_Press_Release-v3.pdf
2. IndiaMART Help, “How to Register for Paid Services on IndiaMART”.
help.indiamart.com/knowledge-base/paid-services-of-indiamart
3. TradeIndia, “About Us”. www.tradeindia.com/about-us/
4. GeM, seller registration guidelines (an early document, still published on the portal).
org.gem.gov.in/sellerRegisterGuide. Check GeM’s current General Terms and Conditions for the wording in force.
5. The check of 30 manufacturers’ websites, 6 October 2026. See “About the 30-Site Check”.
6. The Linked Blog (an independent blog, not LinkedIn’s own), “Fast Tip: How to Remove a Former Employee from My LinkedIn Page’s People Tab?”, 10 November 2021.
thelinkedblog.com/2021/fast-tip-how-to-remove-a-former-employee-from-my-linkedin-pages-people-tab-976/

From Visit to Quote Request

A buyer who is satisfied by what he reads still has to ask you for a price. The route from your page to a quote request should be short, and what happens in your office after he sends it matters as much.

The last step of the look-up is the quote request, and it is where many sites stop working. Take a maintenance purchase officer at a private process plant with a BOQ for cable trays and supports for a plant extension. She finds a cable tray maker whose product page gives the sizes, finishes and load classes she needs.

She taps “Request a quote”. It opens a box asking for her name, email and a message. There is nowhere to attach the BOQ. She types “please call”, sends it, hears nothing for three days, and by then two other makers have quoted. In this picture the look-up is passed and the order is lost at the last step, and that step is usually among the cheaper ones to fix.

In the check of 30 websites described at the back, a quote request form separate from the general contact form was found on 7 of the 30, on the pages read. A way to attach a drawing or file was found on 2.¹

What goes wrong

- **The quote button opens the contact form.** The buyer is asked the same three things as a job seeker or a scrap dealer, and his request lands in the same inbox.

- **No way to send a drawing.** Where you make to the customer's drawing, the buyer has to find an email address and start again.
- **A number but no person.** A board line, answered by whoever is near it, who asks the buyer to send an email.
- **Silence after sending.** Nothing tells the buyer that his request arrived or who will answer it.

A route of its own

Give quote requests their own page, "Request a quote", separate from Contact Us. Put a link to it at the top of every page and at the foot of every product page. When the buyer comes from a product page, the form should already carry that product's name. Ask only what you need to send a price or ask a sensible question back.

- **The product or part.** Filled in from the page he came from, with room to add the grade, size or standard.
- **Quantity.** And whether it is a one-off order or a yearly requirement.
- **Delivery place.** The city and PIN code, since freight is part of your price.
- **Date needed.** For samples, first lot or full supply.
- **Drawing, BOQ or specification.** An upload.
- **Who he is.** Name, company, phone and email.

Leave out what can wait for the first call: GST number, turnover, budget, how he heard of you, a dozen drop-down menus. Each extra box is a reason to give up on a phone.

Let him send the drawing

An upload button should take the files your buyers send: PDF, image, spreadsheet, and the drawing formats your engineers open,

including a BOQ (bill of quantities) of hundreds of lines. State the size limit, and give an email address for anything larger that reaches the same person.

Say in one true sentence what you do with drawings, for example that they are used only to prepare the quotation. Large buyers will not send a drawing before a non-disclosure agreement is signed, so say on the page that you sign one, and whom to ask.

Numbers that dial, and a person

The check found a phone number in the text of the home page on 26 of the 30 sites, and a WhatsApp link on 12.¹

- **A number that dials.** On a phone, tapping your number should start the call, with +91.
- **WhatsApp.** WhatsApp's click-to-chat link opens a chat with your number without the buyer saving it, and can carry a first line already typed.² Make that line name the page, such as "Quote request from the cable tray page".
- **A named person.** "Sales enquiries: Vinod, Sales Engineer", with a mobile number and email, tells the buyer whom he is dealing with. Use a mobile number the company owns and an email on the company's domain, so both stay when the person changes, and change the name on the page the week he leaves.

Who answers, and how fast

Decide who receives every quote request, and name a deputy for the days that person is away. A request sent to a common inbox is one that each person assumes another has read.

Then set a reply time you can keep, and print it beside the form. For example: "We acknowledge every quote request within two working hours, and send a price or our questions within three

working days.” The numbers are yours to choose. Do not print a time you cannot keep. A request that arrives on a Saturday evening should still be acknowledged at once; the price can wait for the working day.

- **Acknowledgement.** An automatic email or WhatsApp message with a reference number and the name of the person handling the request.
- **A quotation he can use.** Price, validity, delivery time, freight, payment terms, and any point where your offer differs from his drawing or specification, stated plainly.
- **Or your questions.** If you cannot quote yet, a short list of what you need, sent within the same time.
- **Or a regret.** If the job is outside what you make, say so quickly and politely.

An enquiry register

Keep one sheet of every quote request, by whatever route it came. A spreadsheet is enough.

Column	What goes in it
Date and reference	The day it arrived and the number in the acknowledgement
Buyer, product, quantity	Company, person and city; the item as he described it
How he heard of us	Asked on the first call
Handled by	One name
Acknowledged, quoted, value	Two dates, and the value in rupees
Result	Won, lost, pending, regretted, with the reason if lost

Once a month, count five things: quote requests received; how many came from each source; how many were acknowledged and answered within the time you printed; quotations sent; orders won, and their value. After six months you will know from your own records, not from anyone's report, whether the website brings requests and whether your office answers them in time.

Check it yourself

- 1 **Send a test request.** From a phone your office does not know, request a quote through your own site as a buyer from another state, with a drawing attached. Note when it was acknowledged, when it was answered and by whom.
- 2 **Tap everything.** On your phone, tap the number and the WhatsApp link on the home page and on one product page.
- 3 **Ask for last month.** Ask your office how many quote requests came in last month, from where, and how many were quoted. Note whether anyone can answer from a record.

WHAT TO DO THIS WEEK

- 1 **Read your own acknowledgement.** Read the reply your own test request produced, and have it rewritten if it does not name a person and a time.
- 2 **Name the owner of quote requests.** Choose the person and a deputy, and agree with them the reply time you will print.
- 3 **Start the enquiry register.** Start it from today, even on paper, with every request that arrives by any route.

NOTES

1. The check of 30 manufacturers' websites, 6 October 2026. See "About the 30-Site Check".
2. WhatsApp Help Center, "How to use click to chat".
faq.whatsapp.com/5913398998672934

Case Study: The Shed Maker

A before and after of what one manufacturer's website says. The rebuilt site was not yet live when this book went to press, so no result is claimed for it.

The company makes pre-engineered buildings, roofing and cladding sheets, purlins and decking, and runs its own roll-forming plant in a north Indian industrial area. It has been in business for two decades. Its buyers are large manufacturers building factories and warehouses, contractors and government bodies. Its client list includes metro rail projects, Japanese vehicle makers and public sector companies.

Its old website did not show that record. EbizIndia rebuilt the site, and at the time of writing the new one sits in staging, a private copy on which the work is checked before it goes live. The company is not named here, nor its clients, and the headings of both sites are described in my own words, not quoted.

Read it as a buyer would

Picture a project engineer at a food processing company who has been asked to get three quotations for a new warehouse. She has this company's name from a contractor, and she opens its website on her phone. She wants three answers: whether they make what

she needs, whether they can handle a shed of her size, and who has trusted them before.

What the old site said

- **A welcome and no product.** The first line welcomed the visitor and praised the company's products as premium and trusted. It did not say what the products were.
- **Names without sizes.** The products were listed by name, with no sizes.
- **Logos without names.** The clients appeared as a strip of logos, and none of their names was written in text.
- **No capacity and one form.** Monthly capacity was not stated. The only form on the site was a general contact form.

What the new site says

- ✓ **What they build, first.** The first heading says what the company builds, and that one team handles a job from drawing to erection.
- ✓ **Clients in words.** Clients are named in text, with a projects section. They are named with their consent where it was obtained, and described by sector otherwise.
- ✓ **Size in the buyer's unit.** Capacity is stated in tonnes rolled a month. The site also gives the longest sheet the company can deliver by road, which tells a buyer planning a wide shed what lengths to expect on site.
- ✓ **Sizes a buyer can check.** For purlins, the site gives the range of thickness and the web depths available (the web depth is the height of the purlin's section).

- ✓ **A route to a price.** A quote request route, with the phone number and WhatsApp beside it.

The figures themselves are not printed in this book, because they would identify the company.

The buyer asks	The old site	The new site, in staging
Do you make what I need?	A welcome and a claim of premium products. Products by name only.	What they build, and one team from drawing to erection. Purlin thickness range and web depths.
Can you handle my size of job?	Capacity not stated.	Tonnes rolled a month. The longest sheet deliverable by road.
Who has trusted you before?	A strip of logos with no names in text.	Clients named in text, with consent, or by sector. A projects section.
How do I ask for a price?	A general contact form.	A quote request route, with phone and WhatsApp beside it.

Nothing was invented

Every fact on the new site was already true inside the company before the rebuild began. The capacity, the longest sheet, the purlin sizes and the client list all existed. No new machine, certificate or customer was needed to write them down.

The work was collecting those facts from the people who held them and putting them into words on the page, where a buyer and a search engine can both read them. Chapter 2 will have told you how far the same is true of your own company.

What this case does not show

When this book went to press, the new site had not gone live. I do not know yet whether it will bring more quote requests, and I make no claim that it will. Nor can I say how a search engine or an AI assistant will describe the company once the new pages are read.

What can be said now is narrower. A buyer who opens the new site will find a written answer to each of the three questions. On the old site the first question had a partial answer, the second had no capacity figure, and the third had logos with no names in words.

Try it on your own site

- 1 **Three columns.** On a sheet of paper, write the buyer's three questions down the side and three column heads across the top: what your site says today, what is true inside your company, and who in the company knows it.
- 2 **Fill the first column from your phone.** Use only what is written as words on your site. A logo or a figure inside a picture does not count.
- 3 **Fill the other two from your staff.** Ask the plant, sales and quality heads. The difference between the first column and the second is the work your web team needs to do.

What One New Buyer Is Worth

Before you spend on a website, put a value on what is at stake each time a buyer looks you up. One page of arithmetic, filled with your own figures, takes about ten minutes.

An approved customer is rarely one order. Once a company has put you on its vendor list, it tends to come back, for the next project or the next year’s requirement. So set what the website costs against the margin from one new customer, in your own numbers.

Use margin, meaning what is left from the order after the direct cost of the job: material, power, the labour on it and freight. Your accountant can give you a fair figure.

Your figures

Line, and what to fill in	Your figure	Example
A. Average value of one order from such a customer	Rs _____	Rs 8 lakh
B. Orders a year once you are approved	_____	5
C. Sales a year (A × B)	Rs _____	Rs 40 lakh
D. Your margin on these orders	_____ per cent	15 per cent
E. Margin a year (C × D)	Rs _____	Rs 6 lakh
F. Years such a customer usually stays	_____	4

Line, and what to fill in	Your figure	Example
G. Margin over those years ($E \times F$)	Rs _____	Rs 24 lakh
H. Cost quoted for the website, plus your staff's time and a year's upkeep	Rs _____	Rs _____
I. Years of margin that equal it ($H \div E$)	_____	_____

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

Reading the example

In the example, one approved customer brings Rs 40 lakh of sales and Rs 6 lakh of margin a year, Rs 24 lakh over four years. Whatever cost you write in line H, divide it by line E to see how many years of one customer's margin it equals. If the cost in line H is no more than line E, one such customer's margin for a single full year equals it.

Fill in what is true for you, and use the lower figure where you are unsure.

What the sum does not say

It does not say that a website will win you a customer. Nobody can promise that, and I do not. The customer comes through a reference, a registration, samples and a trial order, and the website is one step on that road. The sum says what is at stake each time a buyer looks you up, and how long the margin from one new customer, if you win or keep him, would take to equal the cost.

The first order from a new customer is often a trial, smaller than line A, so do not count the first year at full value. Keep the enquiry register from Chapter 11, and in a year you can put real figures in place of these.

A Brief for Your Web Team

These pages may be copied and handed to whoever 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 site has one job: to let a buyer, and a search engine or AI assistant, find three answers in words: what the company makes, whether it can handle his size of job, and who has trusted it before.

First, collect the facts

Do not start with the design. Start by collecting these from the factory, through one person the owner names to gather and sign them off. This collection is most of the work.

- **Products.** For each product or process: sizes, grades, tolerances, weights and the standards followed. What the company does not make.
- **Capacity.** Installed capacity in the buyer's unit (tonnes a month, pieces a shift), as declared on vendor forms, the largest single job handled, and usual lead times.
- **Plant.** Address with town and state, area, bays and cranes. The machine list with make, size and count. Processes done in-house and those bought out. Testing and inspection equipment.
- **People.** Numbers in each role, qualifications, and the person who answers quote requests.
- **Record.** Past projects or supplies: client or sector, the type of part or product, a range for the size of job, year, one photograph. A written list of the clients who have agreed to be named.

- **Approvals and certificates.** For each: the issuing or approving body, the item covered, the validity, where it can be verified, and a clear copy.

#	What to do	How to see it is done
1. Do you make what I need? (Chapter 4)		
1.1	Make the home page's main heading (the H1) say in words what the company makes. Never put it inside a banner picture.	Someone outside the trade reads the first screen on a phone and says what the company makes.
1.2	Give each product or process its own page, with its numbers as text: sizes, grades, tolerances, weights, standards.	Press and hold a figure on a phone: it highlights as text.
1.3	State where the range stops: what the company does not make.	The line is on the product page concerned.
1.4	Offer each datasheet or catalogue as a PDF with selectable text, and print the same facts as text on the page.	A line in the PDF can be selected, and the page and the PDF give the same figures.
1.5	Use photographs of the company's own product and plant, each with a caption in words and alt text (a short description attached to the picture). No stock photographs.	Every photograph has a caption.
2. Can you handle my size of job? (Chapter 5)		
2.1	Build a facility page: capacity in the buyer's unit, plant location with town and state, area, bays and cranes, largest job handled, lead times.	Each figure appears as text and matches the signed-off sheet.
2.2	Add the machine list (make, size, count), in-house and bought-out processes, testing and inspection equipment, and the people and their qualifications.	The list on the page matches the plant's own list.

#	What to do	How to see it is done
2.3	Do not use animated counters. A number filled in by an animation can read as zero to anything reading the page text.	In View page source, each figure is found as written.
3. Who has trusted you before? (Chapters 6 to 8)		
3.1	Name in text only the clients on the owner's signed list. Logos may sit beside the names, never in place of them. Show no customer's drawing or part without written consent.	Every client named on the site is on the signed list.
3.2	Make a short project sheet for each past job: client or sector, the type of part or product, a range for the size of job, year, one photograph. No running volumes for a current customer.	Count the sheets against the records collected.
3.3	For each approval, print the body, the item and the validity. Keep vendor codes and letter numbers off the page; offer the letter on request. Mark renewals in process with the date applied.	No date shown has passed without a renewal note.
3.4	For each certificate, print the standard, the issuing body and the validity, and say where it can be verified (the body's register, or the BIS website for a BIS licence). Offer the copy on request or as a watermarked image.	Each certificate can be found on the register named.
3.5	Build a page for contractors and consultants: company profile PDF, approvals, work done inside other contractors' packages (naming contractor and client only with consent), approvals in words with the letters on request, specimen test certificates, method statements, and a named engineer.	The page opens from the main menu and every document on it opens.

#	What to do	How to see it is done
3.6	Write the legal name, address, GSTIN, capacity and certificates exactly as the company files them in tenders and vendor forms, and the same way on IndiaMART, GeM, LinkedIn and the Google Business Profile (Chapter 10).	Each listing matches the site line by line.
4. The route to a quote (Chapter 11)		
4.1	Build a quote request page separate from Contact Us. Ask only what is needed: product, quantity, delivery place, date needed.	The page opens from every product page.
4.2	Let the buyer attach a drawing or a BOQ (bill of quantities).	Send a test quote request with a PDF attached and see it arrive.
4.3	Make every phone number a tap-to-call link with +91, add a WhatsApp link, and show a named person with designation, on a mobile number and email the company owns.	On a phone, each opens the dialler or a chat.
4.4	Send each quote request to the person the owner names, send the buyer an acknowledgement, and print on the page the reply time the owner has set.	Send a test quote request and time the reply.
5. Technical basics		
5.1	Keep every fact as text in the page the server sends, not inside images or only inside PDFs.	A sentence from a product page is found in View page source.
5.2	Make the pages fast and readable on a phone over mobile data.	Google's PageSpeed Insights report for the home page and one product page, on mobile.

#	What to do	How to see it is done
5.3	Do not block search crawlers in robots.txt or at the host or firewall: Googlebot, Bingbot, and the crawlers of the AI assistants' search, such as OAI-SearchBot for ChatGPT and PerplexityBot. ¹	A written confirmation, and yourdomain.com/robots.txt shows no "Disallow: /" under these names.
5.4	Add structured data (labels in the page code that tell search engines what each fact is): one Organization on the home page, and a Product on each product page.	A screenshot from validator.schema.org showing no errors.
5.5	Verify the site in Google Search Console and Bing Webmaster Tools under a company account. Keep the domain and hosting in the company's name.	The owner can log in to each.
5.6	When pages move, redirect every old address to its closest new page.	The list of old and new addresses.

Questions the owner will ask you

- ✓ Who in the company signs off each figure before it goes on the site.
- ✓ Who holds the domain, hosting and Search Console logins afterwards. The answer should be the company.

NOTES

1. 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's search results. docs.perplexity.ai/guides/bots. Both opened 6 October 2026.

About the 30-Site Check

Several chapters cite a check of 30 websites of Indian manufacturers, done for this book on 6 October 2026. The companies are not named.

How the sites were chosen and read

The sites were found through ordinary web searches for seven kinds of manufacturer that supply other companies: pre-engineered buildings and roofing (4 sites), structural fabrication (4), castings and forgings (5), machined and sheet-metal components (4), industrial equipment (5), electrical products for projects (4) and industrial packaging (4). Each needed its own website, and was chosen to look mid-sized: one to a few plants, not listed giants, not single-shed workshops. The home page was read with up to three inner pages, normally the about or infrastructure page, one product page and the contact page, as text only, through an automated fetch tool.

Each site was marked yes, no or unclear on 18 points. Yes means the fact was found in the text of the pages read. Unclear means the evidence was ambiguous, or the item's own page was not among those read; it is never counted as yes or no.

The limits

- **Four pages per site at most.** One site allowed only two. The “no” figures are upper limits and the “yes” figures lower limits.
- **Text only.** Logos, certificates and figures shown only as pictures were not counted. That is roughly how a search engine or an AI

assistant reads a page, but a person looking at the screen may see more.

- **Turnover not verified.** “Mid-sized” is a judgement from what each site says. One or two may fall outside the Rs 20 to 200 crore band.
- **Not a random sample.** These are sites that came up in search and could be read, with Gujarat (7) and Maharashtra (6) the largest of twelve states. The weakest sites are under-represented.
- **Quotes not reproduced.** The fetch tool summarises pages and can miss an item, so no wording from these sites is quoted. Patterns are described instead.
- **One day.** Sites change.

The results

Figures are sites out of 30. The evidence for each site is held by the author.

Point checked	Yes	No	Unclear
First home page heading says what the company makes	19	10	1
Production capacity stated as a number	14	16	0
Machine or equipment list given	15	14	1
Plant location with town and state	25	0	5
Plant area or size stated	13	17	0
At least three clients named in text	11	14	5
Past projects or supplies described in any detail	2	27	1
Approvals or vendor registrations named	6	24	0
Certificates named	18	5	7

Point checked	Yes	No	Unclear
A certificate can be opened or downloaded	1	12	17
Product specifications given as numbers	16	14	0
Downloadable brochure, catalogue or datasheet (PDF)	11	17	2
Quote request form separate from the general contact form	7	21	2
Form lets the buyer attach a drawing or file	2	27	1
Phone number in text on the home page	26	4	0
WhatsApp link present	12	16	2
Named person or designation for sales	8	19	3
Statement about export or countries supplied	15	11	4

Read each figure as a count of what was found on the pages read, on one day, and as no measure of any one company. A site that scored poorly here may say much more on pages that were not read.

About the Author

Arun Agrawal works on how businesses appear when a buyer asks Google or an AI assistant about a product or a supplier.

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, the ICAI and MCCI, 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.

The next page sets out how to ask for a review of your own website.

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 review the three sites against the buyer's three questions: do you make what I need, can you handle my size of job, and who has trusted you before.

Then I take you through what I found in 30 minutes, on a call or in person. You keep a one-page comparison of the three sites.

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

What EbizIndia does

EbizIndia builds and rebuilds websites, for manufacturers among others, so that a buyer and a search engine can read what the company makes, how large it is and who has trusted it. The work starts with collecting the facts from your plant and your staff.

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**.

Before the buyer calls, he looks you up. What does he find?

Your orders come through relationships, approved vendor lists and tenders. They will continue to. But the purchase manager, the contractor's procurement engineer and the consultant can each open your website before they pick up the phone, and many do.

A check of 30 websites of Indian manufacturers who supply industry and projects was run for this book. Production capacity was stated as a number on 14. A past supply was described in any detail on 2. A buyer could attach a drawing to a quote request on 2.

This book is built around the three questions every such buyer is settling:

- Do you make what I need?
- Can you handle my size of job?
- Who has trusted you before?

It covers contractors and consultants, the look before a tender, buyers who do not know you yet, and the route from a visit to a quote request. A brief for your web team is at the back.

Nothing here promises a ranking. Every item can be checked on your own phone.

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