

INTERNATIONAL JOURNAL OF MARKETING CASES AND RESEARCH



University Of Engineering & Management

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A Publication of



Society for Makers, Artists, RESEARCHERS and Technologists
6408 ELIZABETH Avenue SE, Auburn, Washington 98092, USA



Aims & Scope

The “INTERNATIONAL JOURNAL OF MARKETING CASES AND RESEARCH” is an international, double-blind peer-reviewed journal for academicians and practitioners of marketing area. It aims to contribute to the marketing discipline by providing high-quality, original research that advances marketing knowledge and techniques. As marketers increasingly draw on diverse and sophisticated methods, its target audience is comprised of marketing scholars, practitioners (e.g., marketing research and consulting professionals) and policymakers.

Its aims to be at the frontrunner role of the marketing field with a particular focus on bringing contemporary ideas to market. The journal embraces innovative research with the potential to spur future research and influence practice. Hence, it welcomes contributions in various aspects of marketing. The editors, while accepting a wide array of scholarly contributions from different disciplinary approaches, especially encourage research that is novel, visionary or path breaking. All submissions must be interesting, relevant to marketing, sufficiently rigorous both methodologically and conceptually, and written in clear, concise and logical manner.

More specifically, it publishes paper that focus on,

- Addressing the interface between academic insights to industrial applications in bridging the industry-academic gap.

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Editorial

The inaugural issue of INTERNATIONAL JOURNAL OF MARKETING CASES AND RESEARCH under the aegis of Smart Society USA is out!

Historical events of last few years i.e. COVID pandemic and inflation have shaken the existence of every industry. Sustainability and growth are interchanging their preferences among the decision makers of the corporate. Marketing perspectives are transforming into a new strategic outlook which demands the attention of academicians and practicing managers. Under such backdrop new practices seeks attention of the case researchers.

The journal focuses on localized case-based research and welcomes original contributions from case writers and researchers across the globe. It develops and disseminates knowledge about real-world marketing cases and research useful to management students, scholars, educators, managers, policy makers, consumers, and other societal stakeholders around the world. It is the premier outlet for substantive case studies and research in marketing. It curates original and contextualized marketing knowledge, to embrace the notion that nonacademic stakeholders are recipients of our output, as well as pivotal sources of input into new knowledge generation.

We encourage authors to develop and critique indigenous theory, frameworks, and predictions. We also encourage authors to engage in interdisciplinary import and export of ideas. We stand by our role in creating impact which should go beyond authors and the marketing academic community, and also transcend business schools, marketing, and business practice, to impact the world at large.

We will work with and encourage authors to retranslate the findings suitable for consumption by a large and diverse set of stakeholders. We will also encourage the integration of research-driven gaps into industry and perception-based cases, academic articles to enhance understanding, consumption, adoption, and ongoing usage of research findings.

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INTERNATIONAL JOURNAL OF MARKETING CASES AND RESEARCH

Volume: 1, Issue: 1 @December 2023

Pp: v



Publication

Washington 98092, USA

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Handwoven Jamdani Sari: Neo Business Practices in Bangladesh

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Abstract:

A case study on Handwoven Jamdani Sari of a district in Bangladesh was prepared by using qualitative analysis. The research question of the case study is due to changing environment of neo-business practices, Bangladesh's traditional cultural heritage handwoven Jamdani Sari can able to sustain in business. The time period of the study is March 1, 2023, to May 30, 2023. Jamdani's design can also be more innovative and creative so that can use to produce handwoven but through Jute to attract environment-friendly green customers and green producers as suggested by the author. Neo business practices in Bangladesh are required to sustain Jamdani saris in the long run.

Keywords: *Handwoven, Jamdani Sari, Neo business, green customers, green Producers, Performances.*

Manuscript submitted: 17 June 2023, Accepted for publication: 01 December 2023

Introduction

A transformation of business processes has taken place over the last three years due to COVID-19, its aftermath, and the Russia –Ukraine war which is a threat as well as an opportunity in doing business. It takes a different approach to every aspect of their enterprise. Mainly those who have knowledge and skill in information and technology as well as capable of innovation and creativity they are doing well. Most businesses now approach digital transformation pathways. Business transformation is now about collaboration, well-being, education, and a new way to use digital tools. New ecosystems are rapidly developing that place the customer at the hub where all other products and services orbit. Both social intelligence and emotional intelligence and knowledge and skill are more required than that in the pre-COVID-19 period as well as in the Russia-Ukraine war.

As such online business practices and physical business practices, are both in hybrid methods customers are now willing to purchase the product.

Narsingdi district in Bangladesh is recognized as the home-grown weaving. Weaving trade takes molded straight besides incidental engagement prospects for various individuals, which is singing a main part in the social and economic expansion of the inhabitants of the district. Currently, there are 12,000-14,000 handlooms and 75,000-85,000 power looms in Narsingdi district. The country's main textile selling center has been built in the Shekerchar (Baburhat) part close adjacent to the Brahmaputra River. A thriving business since 1717 has given this marketing journey a standing as the 'Manchester of the East'.

As such the study wants to prepare a case study of Jamdani Sari in Bangladesh based on the district though in other districts of the country also Jamdani Sari has been prepared in Bangladesh. The ancient craft of Jamdani weaving was recognized by UNESCO as an Intangible Cultural Heritage of Humanity in the year 2013. Bangladesh certified the Jamdani Sari as a geographical indication (GI) in 2016.

The Research Question

Due to changing environment of neo-business practices, Bangladesh's traditional cultural heritage handwoven Jamdani Sari can be able to sustain in business.

Literature Review

Newage (2019) commented that the traditional handloom industry is an untapped economic chance for Bangladesh. Seeing the export earnings from Jamdani, the government's obligation to strategy an inclusive design adding to financial motivations, determined to protect the social and ecological atmosphere desirable for the development of the business.

Holzhauser (2021) described that organizations must reflect an overabundance of anxieties, from customer needs, and social matters, besides environmental worries to shift relations with profitable associates, and this interdependent association with the worldwide social fabric resources an innovative realism for business alteration grounded in teamwork, comfort, and tutoring.

Bloor (2022) opined that postcolonialism centers on the perseverance of colonial procedures of influence and the being of cultural bias and judgment.

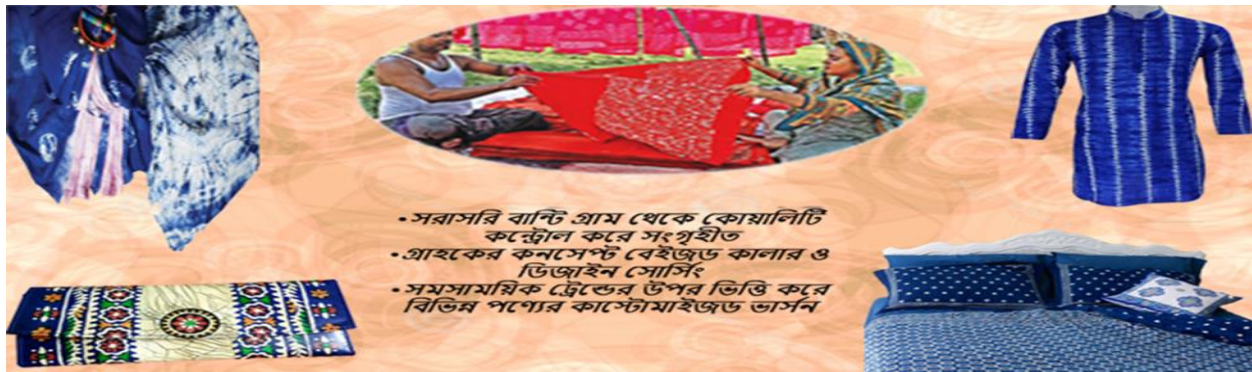
Volz, & Schoenmaker (2022) urged that developing markets and emerging economies ought to take huge investment requirements in environmental mitigation and adaptation besides additional parts to support better-quality and extra comprehensive economic, social, and ecological circumstances and towards realizing the Sustainable Development Goals (SDGs).

Methodology

The study did a field visit as well as secondary sources to prepare a case study in the Banti Bazar area of the Narsingdi district in Bangladesh. The time period of the study is March 1, 2023, to May 30, 2023. Qualitative analysis is done. The data was collected using Interviews, conversations with the producer, worker, vendor, and customer, taking notes, and observations, and one-to-many correspondences. A case study was prepared. Observations, Conclusion, and Implications of the study were given.

Case Study:

Figure:1 The area where the field trip was done to collect and prepare the case study.



(Source: Collected from the visited area)

Banti Bazar area of the Narsingdi district is very busy producing handwoven Jamdani. Narsingdi district is a busy where markets/shopping centers are located in the city of the country which is a popular destination for anyone looking to experience the rich culture and traditions of Bangladesh. The market is an important center for the production and sale of jamdani saris, a type of handwoven cotton fabric that is highly valued for its intricate designs and high-quality craftsmanship. But their business process has changed since 2019. Most of the producers are using WhatsApp. In recent years, there has been a growing interest in jamdani saris among international customers, which has helped to increase demand for these products and provide additional income

opportunities for the local communities involved in their production. Overall, the production of Jamdani sarees is an important part of the economy and cultural heritage of the Narsingdi district and plays a significant role in the lives of the people who live and work there. Now the producers are interested more in selling online than offline though they are using both. Jamdani saris and clothes are often involved in the production and sale of goods and services that are consumed by the local communities for which neo-business practices.

Figure:2 Weaving Machine



(Source: Author)

Figure:3 A Jamdani Sari



(Source: Author)

Local entrepreneur Abu Based, producer of Jamadani sari and also clothes said he has set up 12Jamdani weaving factories as it will help to create employment opportunities for much poor income stratum. Before Eid, the weavers will work 24 hours in two shifts to earn a handsome profit. Abu Based informed that he has some special customers who ordered saris to produce on special occasions at a very high rate like BDT2.5 lac to BDT 4 lac. However, he did not divulge their addresses. He demanded that banks should come forward to give them loans and help with exporting facilities in abroad.

Producers of the Jamdani saris are microentrepreneurs. Under the turbulent situation of the world help to stimulate demand and generate income for themselves and their employees. Jamdani has cultural and historical significance and is an important part of the country's historical and cultural heritage. By providing employment opportunities, contributing to economic growth and development, and preserving local culture and traditions, micro-entrepreneurs are an important driver of the local economy. The producers in the Jamdani Palli were established to be remarkably capable and excited about their work during the field trip. They use habitual actions to generate intricate ideas that are sole to Jamdani saris/ cloth pieces/ shirt pieces/three pieces for females. Most of the producers have been passed down from generation to generation. But the majority of the small, family-run firms, known as producers, struggle to gain entry to the larger market and maintain a continuous flow of cash. Moreover, they contest to uphold the ability of their output and trace the essential raw materials as they remarked that prices of raw materials are rising but finished products prices are not rising too much. The living of the individuals associated with Jamdani is actually marginalized. Their revenue per month is being deprived but their domestic expenditures and other expenditures are high. As such the weavers are slowly trying to exist and unwilling or, involved to change their occupation in further different areas where they can earn more. Producers do not like to transfer technical know-how of the weaving method to others outside the family personnel.

Figure:4 Both male and female laborers are working jointly in the production of a Jamdani Sari



(Source: Author)

Jamdani saris are primarily done in small-scale handmade woven factories and are often family-owned and operated. The preservation of the traditional craft of handloom weaving in Bangladesh.

By supporting small-scale businesses, generating income, and preserving traditional craft and culture, the production and sale of jamdani sarees are important drivers of the local economy. But now most of the wealthy factories are trying to bring commercial robots which are capital-intensive in Bangladesh which will decrease labor-intensive industries and create capital-intensive industries. This may raise disparity between the job seekers and those who will be unemployed.

The good thing observed from the field visit is that in Bangladesh again Muslin has been prepared as per the directives of the Honorable Prime Minister of the Country and when we visited a factory in Narasingdi district the rate of Muslin is around 6.5 lac BDT. To produce such an expensive sari needs at least 2 years' time and it can be kept in the matchbox as evident from the field trip. Similarly normal Jamdani Sari's pricing is from 2 thousand BDT to 1 lac BDT but high quality with 100 counts will cost around 3 lacs to 4 lacs BDT and to produce a high-quality product 2 people for more than a year need to work as evident from Bolta of Narsingdi district while visited in the field. Currently, day laborers work for 10 to 12 hours per day in a household factory. Salary is given per week basis which is around BDT 2 to 4 thousand per labor based on efficiency and capacity. However, they preserve old designs and lack new designs. Though, during the field trip visits it was observed that most of the designs are old and traditionally fashioned but when asked to the producers, they said that new designs they cannot adopt much. However, some producers are associated with "Arong" with the condition that they cannot sell the design of Jamdani saris of "Arong" to others as it is their branded saris. These saris are exclusive for Arong but their price is at least 4/5 times than the non-branded saris.

Figure:5 Branded Arong Saris are being produced by the Laborers.



(Source: Author)

Customers esteemed Jamdani clothes for its attractive designs with old-fashioned but high superiority both in Bangladesh and abroad. Their perception is that Jamdani clothes as a luxury item that respects Bangladesh's traditional heritage though need more creative and innovative designs. However, some people think that only a certain segment of society can buy jamdani saris with high quality and high price since it is too much expensive. Producing households in Narsingdi Jamdani Palli might collaborate with suppliers of cotton and silk yarn to assure constant raw material quality and quantity.

Figure:6 Trying to sell a Jamdani Sari in a nearby shop



(Source: Author)

Producers consider importing yarn from other countries to broaden for which backward and forward linkage is not properly established. Inventory management is not always properly done. Effective and efficient labor is in crisis to produce Jamdani Saris. Maximum producers argued that mostly they transact without banking channels by just keeping trust in word of mouth. Challenges confronted by the Jamdani saris contain the inability to change the design of Jamdani sarees, labor shortages, price fluctuations in raw materials, capital, places of production, lack of cooperation from financial institutions, and the declining interest of the new age group in this production process. Production places are not well designed.

As the researcher talked with Ms. Jhara Begum of the Gulshan area, Dhaka who visited the Bunty Bazar frequently said that she purchased saris at one-fourth prices from the areas but in Dhaka different stores the rate is very high. When inquired about the saris of Arong, she said that these saris are very much exclusive, and some designs are changed and prices are at least five times. She, however, demanded quality maintenance of the saris is very important.

Mr. Abdullah, the worker said that the earnings from producing a sari cannot fulfill his need in the family. As such his wife is working at another person's house. Mr. Arif who is a working vendor in Dhaka said that he can purchase saris from the area at a low rate though high-quality sari he cannot purchase. He informed the researcher that his minimum budget for a sari's-expense is BDT 2000, and the minimum expense is BDT 10,000. Above BDT 10,000 he cannot purchase saris to sell.

Observations, Conclusion, and Implications

Gradually transformation from labor-intensive technology to capital-intensive technology is growing in Bangladesh. Bloor's (2022) opinion still applied in Bangladesh. Local, regional, and international businesses gradually changing the business mode of production and selling techniques becoming technology driven and needs boosting for the well-developed framework. Newage's (2019) comment must be considered with seriousness by the policymakers of the country. To keep the traditional cultural heritage of Jamdani, the relevant authorities need to work cautiously so that creative destruction cannot happen in the country which led to outrives from our country Muslin by the colonial rule of the British. In demand to progress the quality of the

products, manufacturers can contribute to training to learn about the most current performances and tendencies in the Jamdani industry at home and abroad.

Producers can also cooperate with designers to produce new, creative, and innovative designs that appeal to a larger spectrum of customers. Holzhauser's (2021) argument regarding organizations must be considered by the producers of the Jamdani saris. Fair pricing of low-graded products is needed. Producers may use e-business procedures to connect with customers nationally, regionally, and globally to upsurge the marketing of Jamdani Sari. Producers should participate in trade demonstrations and displays to market their products and progress dealings with probable customers. International export of Jamdani Saris may be encouraged by the export promotion bureau of Bangladesh. Networking building is very much important among producers, vendors, and customers. To mature a fruitful supply chain management arrangement, vital to comprehend customer demand, start strong supplier relationships, implement operative inventory management, enhance logistics, safeguard quality switch, fulfill with relevant laws, and leverage technology for capacity building. Logistics and inventory management must be properly developed. Besides Govt. and private sector should come forward to help Jamdani Clothing to preserve and sustain itself in the long run. Volz, & Schoenmaker (2022) observation is required to improve the existence of the producers through financing by themselves like bootstrapping, startup money, angel investors, and also operating, and administrative costing to safeguard the cultural heritage of the country, Work life place environment must be well equipped. Producers must be included in the financial inclusion process and get training from the competent authority on production, management, distribution channel, export, marketing both offline and digital, and selling, training, and bringing the sale prices through the banking channels. More access to the financial institutions to produce Jamdani as well as to export outside the country, banks need special schemes to help producers in Bangladesh.

Fair pricing of the labor payment is needed. International market demand for the saris can be kept in mind. As such new markets in the USA, Europe, Australia, and also especially in the Middle East countries are being required with the help of the embassies of Bangladesh abroad. Financial institutions and NGOs may also give customers loans to purchase handwoven high-priced sari and clothing and payment may be done in the installment. Jamdani's design can also be more innovative and creative so that can use to produce handwoven but through Jute to attract

environment-friendly green customers and green producers. An inclusive method is desirable to discourse the requirements of total shareholders tangled in the handloom weaving in the Jamdani Palli in other areas of the country. The elevation of Jamdani producers can assist to endure and mature the Jamdani clothing and subsidize the extensive economy of the country.

Neo business performances of the country, region, and globe are required for which integrated effort between public-private and foreign patronize to the producer of Jamdani sari and clothes are required. Without neo-business practices, Jamdani sari and other types of clothes can sustain in the long run which will not be good for Bangladesh as it will destroy the country's long outstanding artistic tradition.

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Rural Craft in West Bengal: Pattachitra Perspective

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Manuscript submitted: 27 April 2023, Accepted for publication: 01 December 2023

Abstract:

West Bengal is popular for its cultural heritage, which covers handcrafted products that make up a large scale of conventional rural crafts accomplished by the rural people in the villages. Some districts of Bengal are famous for their handicraft products, such as Bankura for its terracotta art and craft products and Dokra for arts. Districts like Panchmura and Bikna are famous for these craft products. Dariyapur village in Bardhaman is also famous for its Dokra crafts which are widely populated as 'Dokra of Bengal'. Among the world. Chau masks of Purulia district makes them popular in the craft market. Charida village has special expertise in the production of this popular mask. Gomira mask of South Dinajpore is a very attractive craft product for its special design, which is produced in Kushmandi village. East and West Midnapore are also very famous for their craft products like mattresses (Sitalpati). Pingla, Naya village, Chandipore are the main centres for the production of Pattachitra. Chaumask, Gomira mask, mattress(Madurkathi), terracotta art and crafts, and pattachitra get intellectual property rights, i.e. G.I. tags from the Government of India for their special features, unique characteristics, distinct identification, and artistic values. Terracotta art and craft of Bankura district also get their patent right for using their own logo on their craft items.

Keywords: Cultural heritage, Rural people, Craft product

Rural Crafts of West Bengal: Theoretical Background

West Bengal is very popular for its rural craft. Different types of rural craft in west Bengal are- Shantipur in Nadia district is popular for their forte and traditional thin saree and costume quality craft item. Dhaniakhali and Farasdanga in Hooghly districts are popular special dhotis and sarees. Begampur in the same district is also expert in loosely fabricated, feathery, and semi-transparent sarees. Murshidabad is popular for its Baluchari saree with a wide variety in the fashion, style, and quality of Bengal. Kantha Stich is an utterance of regional traditions, embellishment in West Bengal, Kanthas are habitually made by rural female persons on old cloths, mostly mushy, rejected dhotis and sarees. Kushmandi, Dinajpur are popular for their wooden mask which is popularly known as Gomira Mask. Charida in Purulia is an attractive place popular for its Chau Mask for, 150 years. Dokra in Dariyapur is very famous for its pre-historic, attractive folk designs and dynamic structures. Ghurni is a village of Krishnanagar that is famous for its clay dolls.

Under the Public-Private-Partnership (PPP) model the concept of societal outstrip craft tourism is already introduced in these crafts villages. This is evaluated by UNESCO for its contribution to direct communication with the buyers and artisans of craft products. Apart from the reinvention of the handicrafts, rural tourism represents its enormous effect by creating a number of employment opportunities. This is very important for the fostering of rural women and ultimately motivate the young generation to focus upon their ancestral trade practice, which they abandon due to lack of marketing opportunities. According to the project report of MSME of West Bengal handicraft product of Bengal is very much popular for its beautiful cultural trend, uniqueness, and artistic values. The MSME department of west Bengal make tie up with UNESCO to give much concentration on the betterment and creation of job opportunities, continue production of craft products under small scale industries, and providing better export facilities into the international market. West Bengal government make craft hubs across the state with the help of UNESCO to develop the promotional strategies of craft products which help a large section of poor artisans also. All these initiation of west Bengal government and UNESCO motivate poor artisans to continue their artistic activities and production.

Major challenges faced by rural crafts in West Bengal:

Rural banks are often unable to afford to provide loan facilities to the artisans at a low rate of interest, as a result, they lend money to the borrowers at a high rate of interest, which demotivates the artisans from their production. Sometimes dishonest intermediaries purchase the craft products from the artisans at a very low rate but sell them at a high price to the customers, which is also harmful for the craft production. Promotional strategies and marketing opportunities for these craft products are too similar. But there are also various opportunities, i.e., if the market for craft products grows, it will create employment opportunities for the youth of Bengal. It also helps to have a high chance of entering the international market. It should be very possible if our Bengal government ties up with UNESCO for the betterment of craft products. With the rising market opportunities created by online marketing, catalogue marketing helps promote craft products in national as well as international markets. But the intellectual property rights of the artisans are under threat.

Lack of sponsorship, lack of financial support from any other financial organisations demotivated them to continue their production. Most of the artisans get very low wages from the organisations under which they work for production. Those artisans who make and sell their products on their own get very little profit compared to the machine-made products. In the pandemic situation. The cancellation of orders due to this situation also led them to postpone their production.

The initiation took by Central Govt. & State Govt for promoting Rural Crafts

The Government launched the Ambedkar Hastshilp Vikas Yojana (AHVY) in the year 2001-2002 with a view to mobilizing the artisans into Self Help Groups. The Government has identified and adopted 90 clusters across the country which will also cover aspirational districts, women clusters, weaker sections, and export potential clusters. According to the report of the Ministry of Textile 2019 fund sanctioned in the year of 2016-17 Rs. 10.19 Lakhs and 50 artisans were benefited whereas in the year of 2017-2018 it was Rs. 1.50 Lakhs and 500 artisans were benefited and no fund has been sanctioned in the year of 2018-19 in West Bengal. Per Mega Cluster Scheme includes employment generation and improvement in the standard of living of artisans. This program follows a cluster-based approach in scaling infrastructure and production chains at handicraft centers, specifically in remote regions, where the sector is largely unorganized and has not evolved to adopt modern developments. Under this scheme, clusters are identified by the Handicrafts Mega Cluster Mission (HMCM) via central and state agencies for upskilling and development. According to the data of the Ministry of Textile (HMCM Project), there are two types of projects Green Field Project and Brown Field Project. In West Bengal, there are 4 greenfield projects and Brown Field Project is Nil. The Directorate of Textiles (Handlooms, Spinning Mills, Silk Weaving & Handloom Based Handicrafts Division) under the M & SSET Department, Govt. of West Bengal, is the nodal agency to look after the development of the Handloom sector in the State of West Bengal. There are numbers of schemes are given below: Handloom clusters development projects, West Bengal Handloom Circuit, 2014, Tantisathi, 10% price subsidy on hank yarn under Mill Gate Price Scheme, production of Cheaper Variety of Sarees, Establishment of State participation in Share capital support to the West Bengal State Handloom Weavers Co-operative Society Ltd. With a view to creating robust human resources for the textiles sector, Ministry of Textiles has been implementing various skill development schemes and programs since the financial year 2010-11. Need-based skill up-gradation programs for handloom workers in technical areas viz. weaving, dyeing, designing, etc., earlier conducted under National Handloom Development Scheme, Comprehensive Handloom Cluster Development Scheme (CHCDS) are now undertaken under Samarth scheme. Further, the Government imparts various training programs and schemes for promotion, development, and generation of employment for artisans of the handicraft sector under the “National Handicraft Development Programme (NHDP)” and Comprehensive Handicrafts Cluster Development Scheme (CHCDS) to provide sustainable livelihood opportunities to the artisans. A total of 11.14 Lakh persons have been trained under the scheme of Comprehensive Integrated Skill Development Scheme (ISDS), Ministry of Textile, Govt. of India. Under this scheme of ISDC 269 persons have been trained, 150 persons are in training, and 104 were placed in West Bengal whereas in Tamil Nadu is the highest position 6337 have been trained 4114 persons are in training and 4738 were placed.

Case on Bharatpur Pattachitra at Bankura District

Tarapada Chitrakar, one of the senior citizens in Bharatpur village who engaged in pattachitra since his childhood. He carries on his traditional work inheritably. According to him, most of the patuas in this village has low literacy level. They do their scroll painting on a full-time basis. But they do not get sufficient remuneration or wages from their artwork. Their economical background is very poor. Most of the patuas live in a mud house. They have no fixed place to demonstrate and sell their products. Patuas of this village sell their pattachitra directly to the consumers. They get only Rs.1000/- Shilpi Bhata from the west Bengal Government. Local administration, stakeholders are lackadaisical for the development of the patuas in this village. They are unable to attend any trade fairs and exhibitions due to financial crisis as they are unable to provide participation charges into fairs and exhibition. They do not get any governmental support to get orders from the consumers. Even they do not get any financial support from govt. and non govt sectors. They do not use internet and social medias to promote their artwork. Bank or any other financial organisation do not make any cooperation to get loan facilities and charged high rate of interest to them.

As a result, most of the female patuas now engage as maid servant in various hotels, tourist lodges. Even they yet not get any training facilities from any governmental and non-governmental sectors. They produce 3-4 pattachitra in a fortnight. But they make sell only 1-2 units in a month or in a fortnight. They do scroll painting only on the piece of paper and on the piece of cloth.

Case on Pingla Pattachitra at Midnapore District

Naya village in pingla block in Midnapore district is world famous for its pattachitra. Shyamsundar chitrakar is one of the renowned artisans among them. According to Shyamsundar Chitrakar, the patuas of this village get Shilpi Bhata from the West Bengal government. people in this village engage as a patua at the age of 6 years and continue their art work till death. They got various training facilities from the Governmental, non- governmental sectors, college, and universities. Vidyasagar University, some colleges in Midnapore make contact with the patuas of this village and help them to get order from the national and international level. Patuas of this village efficiently use social media and internet to promote their artistic performance. 'Duare Sarkar' campaign calls them to sing pater song in that campaign. The patuas get wages for their pater song. Chitrakar of this village are engage in different SHG. They get loan facilities, orders, from them. The rate of interest rate is very low. Shyamsundar Chitrakar also visited Paris to demonstrate pattachitra into the international platform. Most of the patuas of this village got many awards for their artwork.

Swarna Chitrakar is one of the renowned woman chitrakar in national as well as in the world for her pattachitra and pater song. She visited many countries to demonstrate her artistic performance. She gets call from national and international platform. She earns approx.30000/- to 40000/-per month from the selling of pattachitra. According to her, most of the patuas get governmental and non-governmental training for their development of artwork. The patuas of this village do scroll painting on kurtis, sarees, utensils, room decorating items, as per the current taste and demand of the consumers. Illiteracy, and low level of educational standard is the main problem of this village. Again scroll painter Mamoni pointed out that "Problem I am facing is that schools are shut, so my son and daughter are at home 24/7,". She also told that "I would usually paint when they would be

at school, but now I am too busy taking care of them. There is also a problem of availability of art supplies like paper. She is already planning a song and scroll imagining the post-pandemic world. Meanwhile, their hope is that their scrolls can travel the world, even if the artists, themselves, cannot. Social media provides one means, but I can attest to the fact that seeing these works of art in person makes a powerful statement.

EXHIBIT 1: GOVERNMENT INITIATIVE: VARIOUS SCHEMES

Year	Govt. and Non-Govt. initiation and Schemes
1999	Swarnajayanti Gram Swarozgar Yojana (SGSY)
1990	Jagarani', 'Ma Monosha' Pirbaba', 'Zorano Pat', 'Gazibaba' 'Olabibi' and 'Najrul So-Sahayak Group'
1998	Patua Mahila Unnayan Samity'
1986 and 1991	The first potua workshops were held at Naya
1992	the NGO, Crafts Council of West Bengal, organised a one-month workshop in Kolkata
2013	A partnership agreement was made by the Government of West Bengal in the Department of Micro and Small Scale Enterprises & Textiles (DMSSE&T) with UNESCO, New Delhi, to develop 10 rural craft hubs in the state, covering 3000 families traditionally skilled in craft traditions like Sitalpati, Madurkathi, Terracotta, Patachitra, Dokra, wooden masks, wooden dolls, Chhau masks, clay dolls and Kantha embroidery.
2014	Government of West Bengal has set up 'Rural Craft Hubs'
2022	Community Leadership Program by WICCI, in Bharatpur village

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InQube

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Manuscript submitted: 17 April 2023, Accepted for publication: 01 December 2023

DEVELOPING AN ORGANIZATION IN AGRI MARKET

On a sharp winter morning in December 2016, Subhankar Pandey, Director, and CTO of InQube Innoventures was reading a newspaper with the headline “As stated by the Indian National Crime Records Bureau, 296,438 Indian cultivators have killed themselves from the year 1995.”. Pandey’s face looked suddenly soft and sorrowful. But soon a smile had overcome sorrow on Pandey’s face as he reflected on the relentless journey of InQube which turn out to be an immense revolution in the Agri market.

InQube was established with a vision of a Sustainable, Eco-friendly, and Equitable by consistently strengthening masses of agricultural workers throughout the world by the means of the state’s creation and use. InQube had created a great image in the Agri Industry and had been crowed as “Fascinating Developing Organizations for Employment ” by NASSCOM followed by becoming a finalist in the "NASSCOM" All-India Innovations Rewards”. In addition, the Organization had earned many accolades: it received Startups from Google Alumni in 2021, Global Entrepreneurs Programme from UK Trade & Investment, UK-India Startup from UK India Tech Hub, The Go Global award by International Trade Council, and many more.

InQube Innoventures is an organization that focused on merging and utilizing the best Technology & Design and the predictive skills of Analytics in crafting innovation-led applications and solutions to problems for the next 500 million farmers by giving them access to qualitative life by creating equal opportunity access. InQube develops solutions in the areas of statistical analysis, technological advances, visualization, and IOT solutions to have a positive effect on the economies of rural areas in emerging nations, with agribusiness serving as the primary engine of economic growth.

Agri Market in India

India's agricultural history started in 9000 BCE in northwest India through the flora sowing, and agricultural breeding. India is an agricultural country and 1/3rd population of the country depends on the agriculture region. The Indian agriculture industry is the largest producer of wheat and grain. India started exporting its products all over the world via various trading networks. Gross Value Added through agribusiness as well as forest management had been forecasted at Rs 19.48 lakh crore (US\$ 276.37 billion) during the Financial Year 2020. According to the Indian government the nationwide revenue Financial Year 2022, the proportional contribution of Gross Value Added by Agribusiness and Associated regions has been calculated to 18.8% for the overall Gross Value Added.

The national cuisine as well as groceries markets are positioned at the sixth position in the market globally, by 70% retail participation among marketing. Within the biggest sectors in India, the food and beverage manufacturing sector comprise 32% of the nation's overall food sector and is rated fifth on the basis of manufacturing, consumer use, exportation, as well as predicted advancement.

The overall Agriculture and Allied shipments of goods totaled US\$ 41.24 billion in Financial Year 2021.

Agri market size in India

In 2020-21, The Indian Economic Survey report as mentioned in financial year 2020, the yield of food grains in the nation was estimated at 296.65 million tons, up to 11.44 million tons from 285.21 million tons in the financial year 2019. In the financial year 2021, food grain manufacturing had been observed as 303.34 million tons against a target of 301 million tons. For Financial Year 2022, the government asks the cultivators to elicit the manufacturing of agricultural grains by 2% along with 307.31 million tons of the aforementioned.

The world's 15th leading exporter of agriculture products is India. Agricultural shipment through India outstretched to US\$ 38.54 billion during Financial Year 2019 and US\$ 35.09 billion in Financial Year 2020.

By 2025, the agriculture sector of India shall be increased to 24 billion US dollars (Inc 42).

The second-largest producer of cereals, sugarcane, cotton fibers, and groceries is India. In the last decade, 25% of the world's pulses were produced in India.

By 2015-25, the Indian market for nutritious foods shall grow at a CAGR of 10% followed by an estimated projection of Rs 75,000 crore (US\$ 10.73 billion).

Farmers' conditions in India

Farmers are the support system of the economy of India. Every citizen residing in the country is proportionately dependent on agricultural products produced by them. They feed the entire nation but they struggle to have bread two times a day.

Farmers are committing suicide because of the debt burden and disgrace that they can't feed and provide a good life to their families. A lot of farmers had come to cities in search of jobs for stable income so that they can provide 2 square meals a day to their families. If such a condition of Farmer's suicide continues then India will soon become a food importer from a food exporter. Every year thousands of farmers suicide and the main reason for their suicide is the repayment of loans or crop damage due to various phenomena.

About 80% of farmers own less than 1 hectare of land. The Average Income of a farmer is Rs 90,000 per hectare and over 50% of an agricultural household is under debt burden with an average outstanding debt of Rs 74,121. They are forced to sell their products at a cost lower than the MSP. Agriculture provides employment up to 50% but stills contribute 15% to the GDP.

InQube Innoventures: The Journey

In 2014, Subhankar Pandey was in the US and there were a lot of farmers' suicide cases going on in India. Every day he found a new heated topic on farmers' suicide cases which made him think that "what have you done for that?" and there was no answer. A few days later his wife asked him "what have you done for it" and he started feeling guilty.

In 2015, his US company wanted to have green cards mandatorily because investment banks have the data that Donald Trump will come and Barack Obama will go so that way, they wanted to have all their key resources in green cards. At that time Subhankar said that he can't continue with his US company and he came back to India. He always wanted to do something of his own. So here he meets Kalyan Kar and Tridibesh Bandyopadhyay and discuss the current situation and told them that he wanted to do something called Heal India. He and his team understand the need of the market and developed a product, an AI engine called InQube.

They started this project in 2015 and by 2016 WB government gave them the whole West Bengal project and they had reached 72 lakhs farmers with the help of WB government officers. They have done a complete soil mapping of those 72 lakhs farmers i.e., they have collected soil from each farmer's land, got them tested, created an AI engine which will take that micronutrient parameter from that testing and give you the output that if this is a kind of crop if this a kind of season you are going to grow and based on your soil characteristics what fertilizer and pesticides you will be required? And they ensure that whenever they collect the soil, they enter the GPS location. From that GPS location, they can figure out that this is the farmer's land location.

If there is a drought or a flood, the time period for the insurance cheque to reach the farmer is at least two seasons. The farmer had to wait for nine months to receive the insurance cheque.

What Subhankar and his team did was they reduce these nine months into fifteen days.

In 2016, there was a flood in West Bengal, and a lot of areas were submerged under water, and a lot of crops were wasted. What farmers had to do was, open the farmer app i.e., InQube and they just have to post a photo of themselves standing on that piece of land. And by the help of GPS, they can identify that it's a farmer's land and it is submerged under water and its lap length of the particular land and it is validated and cheques started rolling out within seven days.

Usually, farmers had to write about their problems but if they are not able to write, they can just take an audio clip to attach it to the problem, and the AI engine will figure out what is the problem and give them a proper answer. These answers get converted into SMS files as well as voice files. In these voice files, a direct call happens to the farmer. The farmer can listen to the answer, and if the farmer is not available so it calls up that particular farmer three times after every hour, and if he is not able to receive the answer then after twenty-four hours an SMS is sent with a code that they can call up on the toll-free number and they can put that code and hear the answer as well.

Their first customer was Peru's government but the problem was a lot of companies working on satellite data as well as drone data but they don't know how to reach the farmers. They have clients in Africa, India, and Bangladesh everywhere but the problem was the same in all developing countries. In 2020 they have started working with Google and the UN also, and they were part of the UNSDG group.

InQube Innoventures' service

- They provide Advisory and Analytics services to the government
 - They create a Digital platform for the management of farm credit with validations of transactions.
 - Agri purchasers and vendors can engage among one another on this platform as well as discover better prices for Agri products.
 - They have created a Digital platform for identifiable high-value food and beverage products. It's based on a blockchain system and it's a highly secure network.
 - Analyzing raw data i.e., Data Analytics to integrate soil, weather, and other parameters.
 - For better analysis they use drones and satellite images for macro-level study, Productivity improvement, and farmer security.
 - They use data and image analytics for disease, pest, and nutrient advisory support.
 - They provide a logo and banner to a farmer in their app which helps them to configure their profile. This will help them to connect with a farmer better.
-

GreenQube – Agri ERP Platform

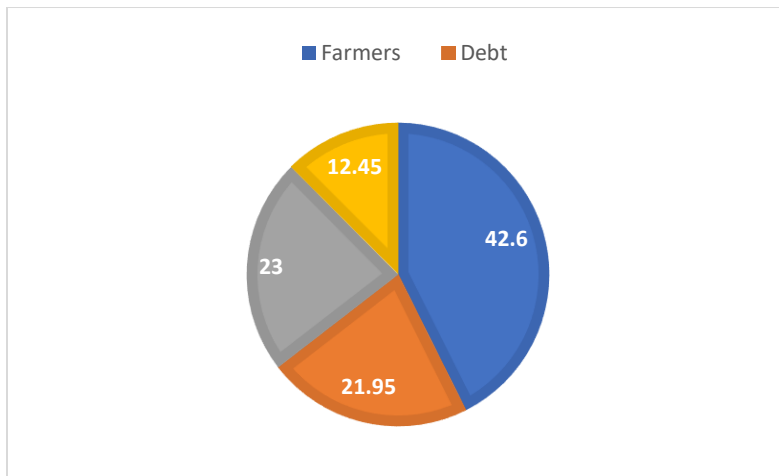
GreenQube is a decision support platform offered by InQube Innoventures. GreenQube is the platform for farmers to monitor agriculture issues digitally. It provides regional employees and supervisors accessibility to a website including managers. Through GreenQube, you can enroll

your regional employees and cultivators on this structure, are provided with geographical locations, harvest, and field information. It is a decision support system for providing complete information to farmers during all the phases of the crop life cycle. There are programs like advisory on crop production, scientific farming practice, fertilizer and pesticide advice, weather advisory, soil management, and nearby market information.

This app is available in almost 27 different local languages which the farmer can choose from and start communicating. It's a part of the farm value chain Enterprise Resources Planning (ERP) platform. It helps FPOs, NGOs, and co-ops to provide its farmer each kind of managerial assistance. It's a good platform for two-way communication between enterprises and farmers.

The impact of this application as per the West Bengal government data is that before 2014 the average income of farmers was Rs 90,000 per hectare and after four years the income grew up to Rs 3 lakhs per hectare. So, this is more than three times. Subhankar and his team have been appreciated by CM Mamata Banerjee in Biswa Bangla Sammelan.

Pie Chart of Agri Market



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Mo Bus: A Case

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Manuscript submitted: 29 May 2023, Accepted for publication: 01 December 2023

Mo Bus: An Introduction

On a rainy weekend in July 2019, Arvind and Amrit reached Bhubaneswar railway station to commence their Undergraduate education at a University in Bhubaneswar.

As it was raining torrentially, Arvind and were facing problems in getting a cab to reach the university. They tried booking an Ola or an Uber cab and used apps of other local cab aggregators, but because of the rains, they were not able to find any. The local autos were also not plying because of the adverse weather conditions. They had a lot of luggage to carry with them and rising surcharges were also starting to pinch their pockets.

Seeing their plight, a passerby asked them if they needed any help. Arvind narrated the situation and got a suggestion to use Mo Bus to reach the University premises without much hassle and at a cheaper price. Arvind and Amrit got a lot of information about Mo Bus Services and decided to take a ride to their new campus using Mo Bus.

Introduction-

After reaching their hostel campus using Mo Bus, Arvind and Amrit decided to find more details on this wonderful transport service. They started reading news articles and slogged through many websites to get a thorough understanding of this unusually amazing bus service in the Temple City of India.

Transport Industry-

To have a deep understanding of the framework of the transport industry and the parameters which are needed for the success of such systems, these young lads made an in-depth study in this domain.

A well-established Transportation Network is essential for economic progress of any country. Proper Infrastructure, Reliable modes of communication and Flexible modes that add to the convenience of people add on to the nation building process. Among the different modes of transport, Road Transport is a popular means, and is widely used by all.

With a road network of 5.23 million kms which is growing exponentially at a rapid rate, India is on a path of high growth spurt and this will benefit all citizens. Contributing 6.3 % to the GDP annually, Transport sector is a major area that needs heavy investment and to Aid in this, PPP and Private Ventures can definitely go a long way. Organizations like ADB (Asian Development Bank) aid in these activities as well and contribute for the growth of the region.

Having intricate supply chains and distribution systems, Road networks play an important role for movement of people and goods from one place to another and help in creation of jobs and add on to the progress of countrymen and the nation.

Also inclusion of technology and innovation makes the environment conducive for upcoming entrepreneurs who can help in easing out the existing load in the sector.

Investigating about Services-

Only knowing about transport services didn't quench the thirst of Amrit and Arvind. They read extensively about public transport systems and the kinds of such systems prevalent in India.

Public Transport System-

Because personal vehicles are increasing, there is a lot of congestion and pollution problems which add to the woes of a growing city. Creating Greenfield infrastructure is not feasible always, therefore revamping, upgrading and modernizing the existing networks of public transport is extremely essential. Greenhouse Gas emissions and road accidents are a byproduct of more personal vehicles and public transport systems have a major role to play in mitigating the effects of climate change.

More than 31 percent of Indians live in urban areas according to the 2011 census. And this share will increase in the forthcoming days. Due to more per capita consumption increase and population explosion, private vehicle numbers have increased rapidly.

Only 18 percent people in India use public transport for regular commutes and this clearly shows the reasons of traffic woes that people face daily.

There are 32 modes of transport plying currently in India.

Bus Rapid Transit Systems-

With more than 1.6 million registered buses, there is still a long way for busses to properly capitalize and be profitable. Most of the Bus operators run in huge losses and their average life span is also within 10-13 years. In short, heavy investment and working is needed in this which can be solved by inclusion of private sector and PPP models. Conversion of Fossil fuel powered

busses into hybrid and electric ones will be a preliminary step to ensure more public utilization as well as profitability, but finances play a major role in this. But apart from the busses, other infrastructure is also needed for proper working of the network and services.

BRTS systems can be backbone of the intra-city urban commute for people as they can offer a lot of flexibility at lower costs.

Nationwide need of Public Transport-

There are a lot of needs of a country and transport acts as a major catalyst in accelerating the growth of a country. For getting people to reach their end destinations, Public transport play a major role in this domain. For improving the economic stature of a region to impacting the GDP and associated facts, Public transport and transport services in general have a major role to play.

Congestion and traffic snarls which lead to more travel time and pollution are a major reason why public transport is required. Environmental Impact is also directly correlated with this factor. With more utility of public transport, less carbon dioxide emissions will be there, and this will make the air cleaner and better for people. This will not only make people healthier, but also affect their productivity positively.

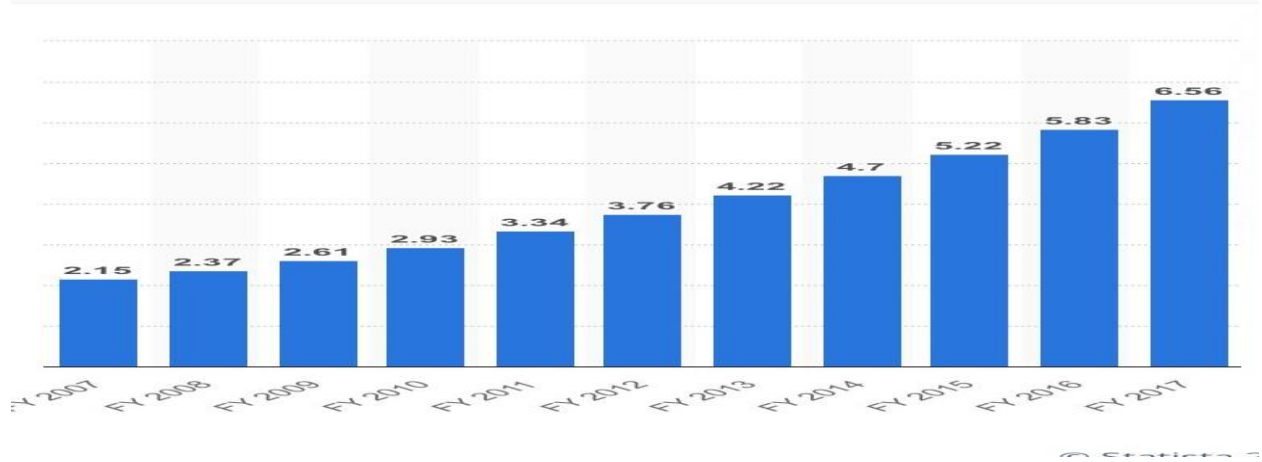
Reduction of Accidents and saving of lives of people will be an added advantage. Proper maintenance of amenities and upgradation at regular intervals gives a major face lift to such activities and creates a civic sense among people to be more aware about the environment and society and be more responsible.

Security is a major benefit as public modes of transport are comparatively safer for people. Awareness and sensitization can be easily done from public transports and this can have large scale impact on masses. Also public transport modes offer more connectivity options to a commuter which add more value to their lives.

Odisha-

After pondering over public transport systems and their utility, the young lads shifted their focus to the specific demographic and geographic location where they were currently residing to expedite their learning process about the trends in transportation domain in this culturally rich and ancient Indian State.

Public Transport in Odisha-

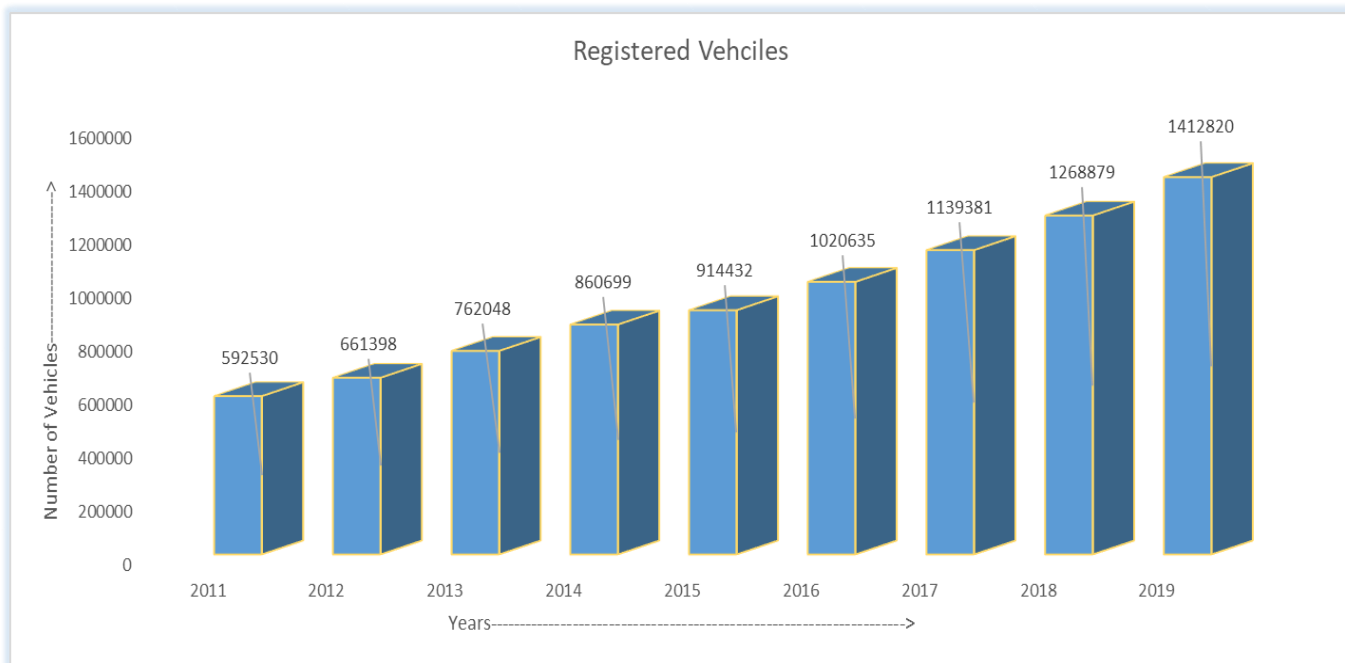


Odisha has a population of 4.5 crores, yet its public transport services are yet to set benchmarks for passengers and daily commuters. It has a good network of roadways but BRTS systems were absent till CRUT and Mo Bus services were launched in the capital region of the state.

Market Potential of Public Transport is huge. With public transport introduction and with proper awareness and outreach, more people will start using this and this will be useful from an operational as well as financial point of view. OSRTC (Odisha State Road Transport Corporation) has been a front runner in this domain with 462 busses plying in its fleet which enhance connectivity for its users. OSRTC has been a pioneer in providing low cost, innovative and best of services to passengers and it has been recognized for its activities by a large number of organizations.

Current Status-

Mo Bus is a landmark addition in the pages of Smart City Mission of the Government. With the Introduction of this Service, People have been empowered to safely and affordably carry on their daily chores while reducing the overall carbon footprint , in turn contributing to a more inclusive and sustainable city.



Having a super-fast Wi-Fi connection while travelling with ease has made this Service lucrative for the Gen Z. Millennials, who are always hooked on their smart devices can seamlessly browse through their routine, without network fluctuations and low bandwidth delays.

Just like Public information Systems are present in major transport hubs, Mo Bus has information and Speaker Systems with digital dashboards to add to the convenience of people. Regular announcements in English, Odia and Hindi makes it a very efficient mode of communication between the passengers and the regulators.

To ensure that there is safety and security of all passengers, CCTV cameras are installed in all busses and across the routes through which Mo Bus traverses. Also, Specific seats for women and old aged passengers are also marked to ensure their safe passage even in rush hours. Differently abled individuals are also given assistance while getting in the bus and also across their journeys.

Electronic Ticketing and Cashless payments are innovations which are seen only in top notch transport systems and Mo Bus has these since its inception. Apart from the cash transactions, digital payments are also accepted and encouraged to make sure that accounting and auditing is proper.

Passenger Information Systems are predominantly seen in all the busses, which are Geo-Tagged and GPS Enabled to give precise and accurate information to users.

Apart from the services on the bus, Infrastructure facilities to bring in ease in the lives of commuters. Sufficient Cleanliness and sanitation around the BQS is ensured through routine maintenance and checks. Toilets have been constructed and landscaping and beautification of the

area has been done. Apart from the Bus service, Mo Cycle is available near the bus stops and this can aid in last mile connectivity to the commuters who can take the cycles for reaching their end destination.

Near the Bus Que Shelters, Maps are shown which depict important landmarks in the vicinity of the BQS. This adds on to the value of that locality and also brings in ease to new travelers and tourists.

Apart from the transport services, Mo Bus and CRUT are taking active feedbacks from passengers at regular intervals and this in turn is helping in proper formulation of citizen friendly policies and services that benefit the masses.

There is a strong grievance redressal mechanism

For a city with a near Million Population , and for a Capital region with more than 1.7 million residents (shown in figure 1), Bus services and BRTS are best options as they emit low carbon, reduce space crunch, do reduce parking woes and are safer than private vehicles.

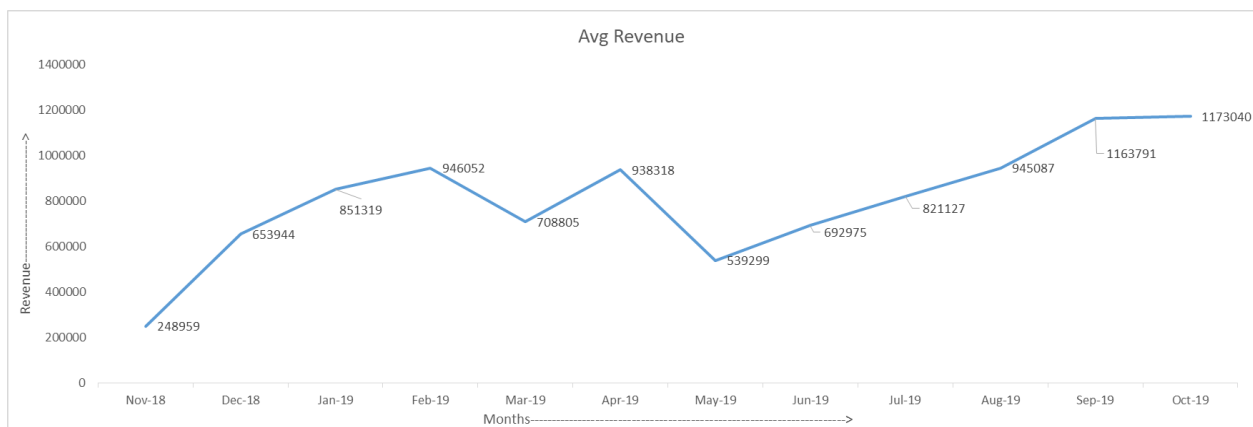


Figure: 1

Competitors-

Mo Bus is a wonderful service that is relentlessly being used for people of Capital Region. But, like any organization, it has its competitors too.

Autos and Private Buses, which have their regular services on all routes of the region are a major reason for distribution of passengers between them and the Mo Bus. Because most of the autos and private busses do not have a time set for their movement, they can be availed by people at any point of time at any locale.

Aggregators (Cab and Auto and Self Drive optionality) have also been competing aggressively to dominate the market in terms of trips and ridership. OLA, UBER, JUGNO, RAPIDO are major players in the aggregator domain who actively use social media and promotional strategies to attract people.

Growth –

Initially started in 2018, November, Mo bus started with 125 busses and limited terminals with working on 9 routes. But as of 2021, More than 250 busses ply on the roads and there are 27 active routes on which the services are available.

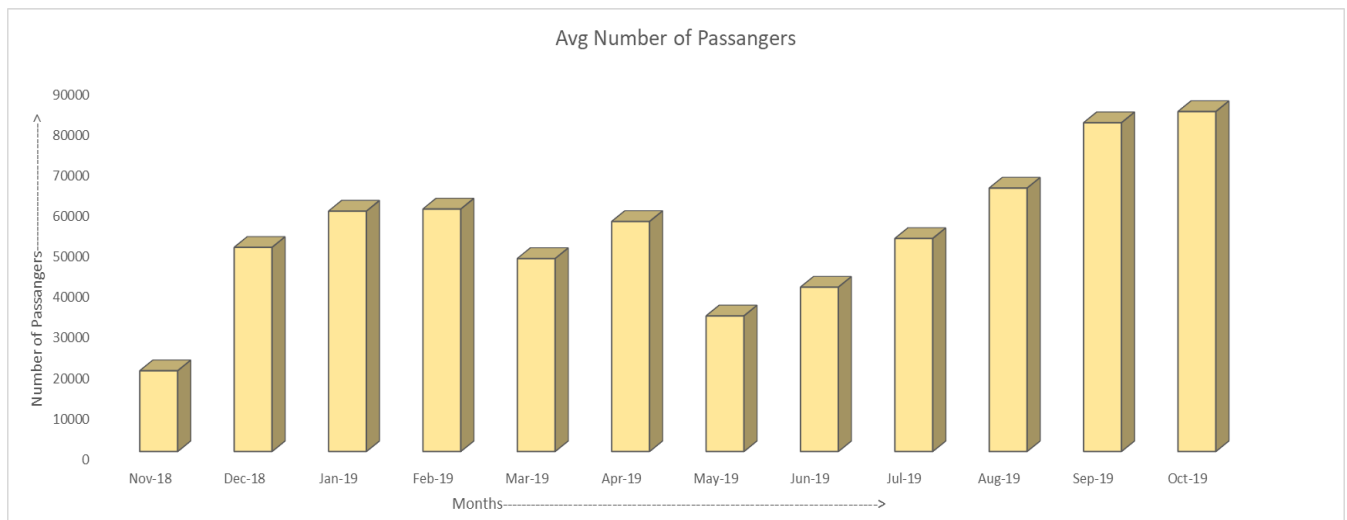
Tangible and Intangible Services-

Apart from the tangible services that are seen in the busses and the bus que shelters, there are a number of intangible services that are being rendered by the CRUT and Mo Bus.

Passenger information Systems ,Wi-Fi , CCTV on buses, Electronic and cashless payments , Passes for monthly travels, Real Time monitoring GPS enables app, Landscaping of Bus Que Shelters, Toilets, Integration with Multimodal transport Hubs and Locality Information area few features that are seen on the ground level.

But there are many features and services that are also rendered but work effectively behind the scene.

Attention to details of all amenities are easily felt. Seats in Busses and Bus Que Shelters are softer and wider, No vibration of glasses in busses, Acceleration and DE acceleration are almost seamless giving a near jerk free experience and proper behavior of the drivers and conductors are perfectly seen.



We can see changes in social and behavioral fabrics of the region. Soft Skill training is being provided to personnel to ensure that quality of services to passengers as well as in personal lives of the employees are improved. This has led to a lot of decrease in many socio-cultural taboos too. People are being more open to ideas, Dowry and misconceptions in society are being addressed easily and are being reduced. Domestic violence is on a decline and these welfare schemes of the authorities are empowering people at grassroots levels.

To bring more woman into the workforce, there is reservation for woman to join in and earn their livelihood in a dignified way.

Environmental Impact and focus on being a green initiative is given a priority by CRUT. Emission levels have reduced in the capital region and there has been more connectivity options for residents. Promotion of Digital payments has made the system more transparent.

Many infrastructural advancements have helmed by CRUT. CCTVs on traffic posts and at junctions and across the routes of the Busses have led to active utilization of technology. Real time monitoring of traffic, safety of residents against criminals, local conditions of an area, policing and violence control are offshoots of the utility benefits which these steps can get for the capital region residents.

Empty and Unused land parcels have been modernized and converted into Depots and maintenance areas which are creating regular jobs as well as helping in urbanization.

Revenue generation through advertisements and encouraging healthier lifestyle through walking and cycling is also taken care of.

Mo Bus Model is a self-sustainable which can be easily implemented and augmented in upcoming and developing cities .It can be emulated to ensure faster implementation of services across multiple regions.

Fringes of the capital Region which used to lack direct connection to the City Centre are now connected at affordable rates and are bringing a lot of ease to the commuter's woes.

Congestion in roads, Air and Sound Pollution reduction and more fresh air is clearly noticed as the busses have eased the traffic problems and snarls.

Many innovative social welfare schemes are being implemented seamlessly through the available infrastructure.

Sustainability is one of the primary areas where Mo Bus has been instrumental in bringing in a change. With daily ridership reaching 1 lakh plus in 2019 and average ridership being 85 thousand people per day, Mo Bus has been able to woo people to use public transport effectively and efficiently. Because of this, traffic jams have reduced and less vehicles are on roads. Carbon levels are less and this makes the city more livable. With CNG powered busses and Electric busses being added in the fleet, net emissions are going to be further reduce and in turn create a much better environment for residents.

Global Standards are in place in Mo bus as it has been created for Bhubaneswar Smart City in collaboration with German Bodies and Agencies who are pioneers of smart mobility solutions. Dedicated Modern Amenities and systems, GPS enabled real time location in app, CCTV for

security in busses and best of facilities around Bus que Shelters are at par with global benchmarks and standards. Because of these facilities, the commuters are having the services of very high quality at lower process. Wi-Fi, best of seating arrangements, cashless transactions and Public Information Systems bring comfort to people.

Mo Bus is one of those IT enabled systems whose service map is heavily dependent on data that's being recorded through apps and commuter movements across the capital region. With usage of artificial intelligence, better route and sitting arrangement planning can be done. GPS enabled app which shows real time location of busses is a boon for people. CCTV in routes and Busses helps in security and monitoring purposes. Creation of more unified infrastructure is continuous because of this service map and this will help in delivering more services of highest standards to citizens.

Gender Equality and Woman Empowerment are key areas that show whether appropriate systems in place are serving their purpose or not. Mo Bus has made sure that these parameters are taken care off. With 30 % reservation for woman in posts of conductors and drivers, the environment inside the busses will be more conducive for girls and woman. Toll free numbers to report any instances of nuisance are present and sufficient training to improve soft skills are imparted to bring a holistic change for the woman employees. Also, people of the third gender are given opportunities to work for the organization and contribute meaningfully. Lower rungs of society are given incentives to use these services and elderly and disabled passengers are given special seats to ensure their comfortable travel.

Vocal for Local and Atmanirbhar Bharat Slogans for indigenous production and utility was also clearly seen in CRUT. Along with its superior services, Mo Bus acts as a promoter of Tourism as it reflects the soul of people in Odisha. Because of the calm and friendly nature of employees, visitors have a good impression for Odisha and its citizens and spread a good word about this. Public Information Systems can be used to describe about places of interest in the vicinity of the routes through which busses are plying. Propagation of more information of Odisha and its rich history of culture and heritage can be done. Bus Que Shelters and the App of Mo Bus should also promote places of importance having tourist potential to capitalize and capture tourist's attention. Social Media Propagation and Awareness programs can be done to get the most out of this. Local

cuisines and ways can be preached and reenacted to give the commuters and tourists a feel of the rich Odia Culture.

Profitability-

Even though Mo Bus had a ridership of more than 1 lakh commuters a day, still there were losses which were because of a different set of reasons. There has been reduction in congestion, accidents, pollution and a number of other disadvantages. These have a cost too and this gets balanced by the losses pegged by Mo bus on a daily basis. Using a telescopic fare system with caps on upper limit of fare and using dynamic methods to reduce dead kms and saving fuel through efficient ways are techniques which can make this profitable. Advertising on the busses and designated areas of bus shelters can generate revenue for CRUT too.

Pandemic-

The world witnessed a major pandemic in the form of COVID-19 in the end of 2019 and this has been continuing till date. In these tough times, CRUT had stopped its services on the operationalized routes. After months of closure, CRUT started operations on selected routes and the financial burden was evident. However, CRUT made sure that best of services to meet expectations of people were taken care of and measures were in place.

There was compulsory sanitization of all busses at the end of every trip and in emergency situations, Mo Bus was also used for catering to patients calling on the number 104. Rules are mandated that without proper masking, commuters won't be allowed inside the Bus. Social Distancing measures were introduced and regular checking on the health of the fleet personnel was carried out.

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Impact of Augmented Reality on Marketing Effectiveness

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Manuscript submitted: 07 May 2023, Accepted for publication: 01 December 2023

Abstract

Augmented reality is increasingly important in their marketing strategy for companies of all sizes. The potential of AR in the marketing sector is opening doors that were previously closed off to everyone save the most well-known firms. The new method of digital marketing technology technique known as augmented reality (AR) is examined in this article. AR combines the actual world and the virtual world in wide-ranging broad targeting in "Big Idea" and augmented reality allied the entertainment of digital marketing in the entire world. The use of augmented reality in marketing has discovered a novel and engaging method to engage customers with the company brand.

Keywords: *Augmented reality, marketing strategy, Customer engagement*

Introduction

The augmented reality (AR) interactive technology is actually addressed the limitation of websites for retailers that doesn't allow consumers to see the full exposure of body information. AR marketing can shape consumer behaviour by integrating digital information or objects into individual's perceptions of the physical world to support branding, sales, and customer service delivery strategies. This study contributes to the literature by shedding light on the effectiveness of AR advertising as a marketing tool. Consumers who have immersive experiences with AR technology often share their experiences and promote the brand to members of their social

networks, thereby enabling firms to benefit from unpaid brand endorsement. A popular definition of AR is: “the superposition of virtual objects (computer generated images, texts, sounds etc.) on the real environment of the user”. AR is similar to virtual reality (VR) in aiming to enhance or enrich a viewer's experience. AR is better than VR for both resellers and end users as it allows wearing sundry virtual products without being required to visit a store and try them physically. Thus AR saves transportation and shopping time for consumers. AR displays, being compact and portable, is expected to supersede desktops, laptops, tablets, and smart phone displays in near future (Owyang, 2010). In this study an attempt has been made to develop a structural model to answer various research questions concerning impact of immersive experiences of mobile AR advertising on consumers’ purchase intentions. The preliminary study with a young consumer sample confirms that immersive experiences can lead to AR satisfaction and increase both purchase intentions and shared social experience via viral marketing. The main study investigates the theoretical mechanisms with a broader sample and extends the structural model to determine whether the authentic experience of mobile AR app advertising influences new brand experience, which in turn influences consumer behaviour. The results are discussed with regard to the effects of AR mobile app marketing on consumer responses and which factors (e.g., consumer experiences) drive the effectiveness of promotional advertising messages in AR.

First Augmented Reality system was developed by Ivan Sutherland (Sutherland, 1965). Ever since Augmented Reality system was developed by Ivan Sutherland (Sutherland, 1965) there have been much research done on its benefits and application.

Augmented reality has opened in new vistas in marketing for attracting and engaging the consumers as it is now possible to experience AR with almost any web browser by using their smart phone camera or tablet. AR can also be used for heightening appeal of sales presentations and proposals. AR combines virtual objects and can provide users with sub immersive feeling by facilitating interactions to occur between the real and virtual worlds (Uematsu and Saito, 2008). Grasset et al (2012) opined that smart phones have the essential hardware system needed for AR e.g. camera, graphics, GPS etc. AR expansion has boosted e-commerce volume as today’s consumers are willing to go for the brand new experience of utilizing AR in their specific fields.

Literature Review

The concept of AR is a combination of real and virtual environments, which is achieved by putting virtual elements into the user's world (Cawood and Fiala, 2007). Prior research has shown that AR engages users in real time (Baus and Bouchard, 2014; Azuma, 1997). AR and virtual reality (VR) differs in the fact that the former AR puts virtual elements into the users' worlds whereas the latter transports users inside virtual worlds (Cawood and Fiala, 2007; Cho and Schwarz, 2012). Therefore, AR technology allows users to bring virtual elements into their world by manipulating the objects and interacting with them (Azuma et al., 2001; Hilty et al., 2020). In the online/mobile shopping environment, AR technology increases consumers' satisfaction and consequently enhances purchase intention (Dacko, 2017). In this regard, AR is an advantageous tool in e-commerce (Revetria et al., 2019; Yim, Chu, and Sauer, 2017). After the terminology of AR was introduced in the 1990s (Thomas & David, 1992), the early stage of AR research mainly focused on the training and education area for instance, use of AR in combat simulations in the army (Whang et al, 2021; Feiner, MacIntyre, and Seligman, 1993) or ways to complement conventional education (Stewart-Smith, 2012). Of late, use of AR has expanded to retail (Brenngman, Willems, and Van Kerrebroeck, 2017), games (Kogan et al., 2017; Morschheuser et al., 2017), healthcare (Khor et al., 2016; Leone, Schiavone, Appio, and Chiao, 2020), and the beauty industry (Andrade, Rainatto, Paschoal, da Silva, and Renovato, 2019; Yim, Chu, and Sauer, 2017). Regarding the AR literature, previous research in marketing has mainly focused on the media characteristics of AR (Javornik, 2016; Poushneh and Vasquez-Parraga, 2017; Yim, Chu, and Sauer, 2017), and consumer experience with AR (Hilken et al., 2018; Poushneh and Vasquez-Parraga, 2017). Prior research on AR has explained that interactivity, vividness, and richer product presentation formats are general media characteristics of AR (Hilken et al., 2018; Javornik, 2016; Parise, Guinan, & Kafka, 2016). In online/mobile shopping, AR offers consumer experiences with highly interactive and vivid contextual information using virtual try-on tools (Yim, Chu, and Sauer, 2017). For instance, Nike provides the 'AR coloring book' to consumers, which allows them to virtually wear, design, and customize products by themselves. The American sunglass maker Goodr reported a 32% increase in conversion rates after allowing consumers to virtually wear products through their AR try-on service (Williams, Garcia, and Ortega, 2020). Therefore, with immediate interaction, AR enhances the consumer experience by providing highly vivid, connected, and engaging

experiences in the digital environment (Hilken et al., 2018). 2.3. Telepresence theory and AR Telepresence theory proposes that a medium's structure affects consumers' sense of telepresence and medium usage (Steuer, 1992). In particular, Steuer (1992) identifies telepresence as marker of consumer engagement characterized by vividness and interactivity (Chen and Tsai, 2012; Fortin and Dholakia, 2005; Otondo, Van Scotter, Allen, and Palvia, 2008; Steuer, 1992). Vividness refers to the "ability of a technology to produce a sensorially rich mediated environment" (Steuer, 1992, p. 80). It can also be defined as "the degree to which consumers perceive that a product presentation is two-way, controllable, and responsive to input" (McLean and Wilson, 2019). Prior literature established the connection between AR and telepresence (Hilty et al., 2020; Kim and Hyun, 2016). Therefore, considering the characteristics of AR, telepresence theory is adequate in explaining AR. For instance, AR gives consumers more control regarding exposure to information (i.e., interactivity) and offers more abundant sensory input via video and motion (i.e., vividness) than traditional formats (Coyle and Thorson, 2001; Jiang and Benbasat, 2007). Advent of new media technologies has facilitated active consumer engagement in value creation and delivery (Esmark, Noble, Bell, and Griffith, 2016). Previous research found that when consumers decide to engage in a certain product or situation, they feel a greater responsibility for the situation, which leads to higher satisfaction (Hui and Bateson, 1991). However, in this study, participants already received different product options (i.e., decisional control), so they had no chance to decide on the purchase. Therefore, this study only considers behavioral control and cognitive control as possible mediators between an AR experience and purchase intention.

Objectives

The main objective of this research is

- To assess the impact of augmented reality experiences in the field of marketing and advertising.
- To integrate the findings above and suggest possible managerial implications based on the findings.

Research Methodology

This Study empirically investigates how the presence of AR experience affects consumers' purchase intention, Behavioral control, & Cognitive control. Hypotheses are formed to test the relationship between dependent and independent variables. Participants with prior mobile shopping experience were selected and asked them to share their experience. This study collected data from both the male and female participants. After eliminating incomplete responses, a total of 12 responses were analyzed. The age of the participants ranged from 13 to 47 years. It is because AR is considered a major digital market trend in the industry.

Participants were instructed to read a scenario (e.g., "You have decided to purchase a product") and imagine that they were choosing a product from one of the known brands most preferred by young consumers. Participants were asked to search for information about the given options and to choose one. After choosing one product, participants were randomly assigned to one of two conditions:

(1) A condition with AR experience and (2) a condition without AR experience.

Participants under the AR experience condition were asked to fill out a questionnaire that measured behavioral control, cognitive control, and purchase intention. Meanwhile, participants who did not experience AR, were provided static pictures of the product, and were asked to directly fill out questionnaires. To reduce time bias, we controlled the total time spent to be equal in both conditions.

All items were rated on a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree). The coefficient alphas (Cronbach's α) for the three measures show high internal consistency (behavioral control: $\alpha = 0.901$; cognitive control: $\alpha = 0.897$; purchase intention: $\alpha = 0.873$).

Analysis & Findings

Table 1

Component Matrix					
	Component				
	1	2	3	4	5
AR1	.633	-.466	.097	.361	.440
AR2	.625	-.393	.188	.162	-.085
AR3	.612	-.200	.445	.478	-.088
AR4	.661	-.176	-.002	-.170	.051
BC1	.440	.681	.020	.175	.361
BC2	-.085	.653	-.494	.210	.162
BC3	-.088	.692	.079	-.563	.478
BC4	.051	.651	.019	.440	.478
CC1	-.170	-.243	.615	-.085	.100
CC2	.175	.004	.555	-.088	.361
CC3	.210	.361	.521	.051	.162
CC4	-.563	.162	.516	-.170	.478
PI1	.358	.478	.175	.478	.684
PI2	-.261	.100	.210	.100	.630
PI3	-.024	.382	-.563	.478	.569
PI4	.071	.039	.478	-.170	.671
PI5	.288	-.313	.100	.175	.695
Extraction Method: Principal Component Analysis. a. 5 components extracted					
BC: Behavioral Control, CC: Cognitive Control , PI: & Purchase Intention					

Table 2

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
AR		4.00	18.00	9.4016	2.51402
BC		4.00	16.00	8.8228	2.34144
CC		6.00	28.00	15.1102	3.66638
PI		4.00	20.00	9.4966	2.61902
Valid N (listwise)					

Table 2 shows the descriptive result of the purchase intentions of consumers towards selected luxury fashion products. It shows that mean of purchase intentions 9.4016 with maximum and minimum values respectively 18 and 4, standard deviation is 2.51402 which is less than mean. Customer perception shows mean value of 15.1102, the maximum value is 28 and minimum value is 6 with standard deviation 3.66638 which is again less than mean. The variable brand trust with a mean value 8.8228 and standard deviation 2.34144 shows its maximum value 16 and minimum value 4 which is less than mean value etc.

A multivariate analysis of variance (MANCOVA) with product involvement and brand awareness as covariates was conducted to test the effectiveness of AR on the controls and purchase intention using IBM SPSS 21.

All four multivariate difference measures were significant ($p < 0.01$). The results indicate that consumers' AR experience has a significant main effect on purchase intention ($F = 118.18$, $p < 0.01$), behavioral control ($F = 110.736$, $p < 0.01$), and cognitive control ($F = 117.152$, $p < 0.01$). That is, participants who are exposed to AR show higher purchase intention ($M = 6.029$), behavioral control ($M = 5.707$), and cognitive control ($M = 5.029$) than those who are not exposed to AR experiences ($M = 2.890$, $M = 3.773$, and $M = 3.193$, respectively), therefore, hypotheses are supported.

Table 3

MANCOVA Results			
Mean		F-value	p-value
Purchase Intention			
AR experience:	6.029	118.18	0.000***
Non-AR experience:	2.890		
Behavioral Control			
AR experience:	5.707	110.736	0.000***
Non-AR experience:	3.773		
Cognitive Control			
AR experience:	5.029	117.152	0.000***
Non-AR experience:	3.193		
***P < 0.01			

As has been explained earlier in case studies, it may be suggested that AR can bring about better marketing communication and brand interactivity connection. Also from the survey carried out in this research, it can be admitted that augmented reality is an effective tool for planning interactive and innovative marketing campaigns. It has been observed that through business process innovation AR can put complex and expensive products in the hands of potentials costumers at zero cost.

The current study has attempted to examine the key mediators that heighten consumers’ patronage behavior through AR experience. Study demonstrates that consumers feel it is easier to understand and predict the performance of a product when they have AR experience while online or mobile shopping, which fosters higher purchase intention. Study validates by measuring the features of AR indicating that cognitive control is the key mediator in the relationship between AR experience and purchase intention. This study shows that AR experience has significant effect on purchase intention when consumers receive positive feedback from peers. That is, positive messages from peers can help with predicting performance and understanding a product and thus play a role

similar to AR experiences. Therefore, if a firm cannot afford to develop AR services in online and mobile shopping, providing positive messages might significantly enhance cognitive control and consequently increase purchase intention. This study has both practical and theoretical implications. With online and mobile shopping on the rise, understanding how AR technology which offers effective and interactive virtual visual information in real time, triggers consumers' purchase intentions is vital for both marketers and researchers. The results add to literature on AR by shedding light on impact of Augmented Reality on consumer behavior. The focus of previous studies have on investigating the positive effects of AR experiences in diverse fields, such as education, games, tourism etc. (Chung et al., 2015; Liou et al., 2017; Kogan et al., 2017; Morschheuser et al., 2017). This study is the first attempt to identify the mechanism of how AR experience plays out in the decision-making process. With the rapid development of mobile technologies, consumers' power and autonomy should be considered in exploring the effects of new technologies and media on consumers' responses. This study verifies the usefulness of consumers' control constructs in investigating various marketing technologies, such as AR, VR, AI, etc. In digital transformation, consumers' understanding and autonomy in online and mobile shopping is the key to triggering consumer purchase decisions. The results of the study indicate that AR experience improves consumers' cognitive control making it easier for them to make purchase decisions in online and mobile shopping.

Limitations

Product quality may be an important moderator of the effects of AR experiences, and future studies should address this issue. Finally, in finding the boundary conditions, we only considered information from, and communication with, peers (in-group). However, in practice, consumers interact and communicate with various channels. Therefore, future studies could consider communication with others (out-group) or with firms (e.g., official information on a homepage, product counselor, or chatbots).

Conclusions

Findings also provide important implications for marketers and service providers on how to utilize AR technologies in online and mobile shopping. First, our findings suggest that AR experience increases consumer control and engagement. Therefore, firms need to consider creating a strategic

plan for using AR technology as a marketing channel that can encourage consumer engagement and control. Second, this study found hidden mechanisms between AR experiences in online and mobile shopping and consumers' patronage behaviors (i.e., cognitive control). The current study suggests that firms should actively understand how to manage consumer cognitive control. AR experience is particularly useful under situations that require higher levels of consumer control. Although the effect of AR experience on purchase intention is significant, not all firms can afford to develop AR services since it requires huge costs and efforts. The results of the study show that when consumers encounter positive feedback from their peers at the moment of purchase, it increases their cognitive control and stimulates purchase intention. Therefore, marketers and service providers will be able to utilize positive messages for consumers who want to purchase the product they have chosen. This study focuses on the utility of technology to improve marketing communication with an eye to building better relation between consumer and brands. The findings of the research imply that augmented reality is the future with the brands presenting consumers the opportunity to take advantage of virtual experience about the product features at zero cost. Besides, AR helps organizations gain competitive edge over their business rivals much quicker.

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Sustainable Marketing Strategy of Green Hotel: A Qualitative Study

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Manuscript submitted: 11 July 2023, Accepted for publication: 01 December 2023

Abstract

The paper explores the sustainability practices and sustainable marketing strategy of green hotel. Following the sensational awareness of green measures in the hospitality and tourism industry, managers of some eco-certified green hotels of India were encouraged to participate in a semi-structured interview to share their viewpoint about the customer acceptance level, employee attitude towards green measure and competitive advantage via sustainability. Profitability-sustainable marketing strategy grid was analyzed to understand the relationship between profitability and marketing strategy related to sustainability of a hotel. A proposed sustainability marketing mix model was developed to understand the sustainable marketing strategy of a green hotel. Our results suggest that green product/service, green price, green place, green promotion, green people, green process, and green physical evidence gives rise to green branding of the hotel resulting customer satisfaction and competitive edge. This study also identifies the research gaps which can provide promising directions for future research to the academicians and industry professionals.

Keywords: Sustainability, Green hotel, Green marketing strategy, Hospitality, Tourism

Introduction

Sustainability is defined as satisfying the need of present generation without compromising the resources of the ones ((Morris, 2004). Hotels and resorts, irrespective of its size and location, need to take responsibility safeguarding the planet's natural resources. To gain a competitive edge over their competitors, organizations must now develop their marketing strategy adhering to the social, regulatory, and environmental rules and approve future opportunities targeting to be known as environmental leaders ((Hall et al, 2010; Fraj et al., 2015).

The Green Hotels Association (2014) defined green hotels as “environmentally friendly properties whose managers are eager to institute programs that save water, save energy, and reduce solid waste—while saving money—to help protect our one and only earth” (para. 8). An eco-hotel or environmentally sensitive hotels are those that have altered all its policies, practices, and equipment to minimize the environmental impact (Noor et al, 2014). Green hotels are inclined with positive reputation and more value among customers compared to their non green counterpart. Hotels are advised to engage in green practices for revamping their brand image and decreasing environmental degradation (Lim, 2016; Chandran & Bhattacharya, 2018). To improve the environmental, social, and economic performance level of the hotel developers of a hotel need to consider adopting green building practices (Ahn& Pearce, 2020).

Corporate social responsibility is the antecedent variable of green marketing that enhances the image of the hotel and finally results in customer loyalty. Besides that, green marketing orientation can assure the combination of the society, consumer, companies, and the environment to achieve a green marketing model (Chung, 2019; Ou et al, 2021). To make green hotel strategies beneficial and to get competitive edge tourism organization need to maintain cordial relationship with their stakeholders (Iraldo et al, 2017). To improve the environmental, social, and economic performance level of the hotel developers of a hotel need to consider adopting green building practices (Ahn& Pearce, 2020).

Thus, the main objectives of the study can be considered as follows:

1. To explore the sustainable initiatives of green hotels by implementing a Profitability-Sustainable Marketing Strategy grid
2. To identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability

The remainder of this article is structured as follows: In the following section, research methodology is explained. Findings of the analysis are explained in section three. After that, conclusion, and suggestions for the scope of future research are provided. This present study synthesizes the focused literature of the past, explores the present through qualitative research and thus develops an important aid for future sustainability marketing research in hospitality and tourism.

Methodology

The methodology adopted is a systematic review literature followed by a qualitative research approach. Keywords searches were performed in the Google Scholar database using “(Sustainability OR Green Initiative OR Green Marketing Strategy) AND (Hospitality OR Tourism OR Green Hotel)”. Initial 500 results are considered provided by Google Scholar search engine sorted by relevance. In the qualitative research approach, the data for the research is collected through a semi-structured interview. The data is collected from senior level managers from some of the environment friendly hotels of the country. The data is collected through a semi-structured telephone interview with a prior appointment. This investigation undertakes purposive sampling to recognize the managers with whom qualitative interviews can be conducted (Denzin & Lincoln, 2000). The respondents were carefully selected to represent heterogenous opinions and were chosen only from a green hotel and minimum experience has also been considered as a selection criterion. The semi-structured questionnaire included only open-ended questions (*Refer Appendix. A.*) and assisted by the interviewer to allow notable responses (Alonso, et al., 2020; Alonso, et al., 2021; Alonso, et al., 2022). Total 22 senior managers from 12 star category hotels were interviewed which was done between March to August 2022. An in-depth investigation was regulated being this approach as most suitable to explore new research areas and practicable when the sample size is small (Tashakkori& Teddlie, 2013; Vaismoradi et al., 2016).

Findings and Discussion

In this section the findings from the review of literature and results of extensive interview are discussed to enlighten the outcome of the literature. Green practices in the hotel industry mainly include energy conservation measures, water conservation measure and waste recycling or reusing measure (Erdogan &Borris, 2007; Kang et al, 2012; Brezen et al, 2013; Abdou et al, 2020). There is a matter of trust between values and intention to stay at green hotels that gives them a competitive advantage in many cases (D’Souza et al, 2020). Gordon et al, 2011 in their study examined the contribution of three sub disciplines of marketing such as green marketing, social marketing and critical marketing for the achievement of sustainable marketing. Batabyal et al, 2021 in their study explored the importance of supplementary accommodation for the development of sustainability. One step further, Mitchell et al, 2010 interpreted the need of sustainable marketing orientation that includes sustainable development objectives in corporate marketing strategy: economic, social, and ecological sustainability. Customers appreciates the sustainability efforts of a green hotel which will have a positive impact on the perception of the guest about a hotel which finally leads to customer satisfaction and customer loyalty (Merli et al, 2019). Shanti & Joshi, 2020 also in their study indicated a positive impact of green brand image, green brand awareness, and green perceived value on the perception of the customers about the hotel.

In the qualitative study, the data for the research is collected through a semi-structured interview from senior level managers of some of the environment friendly hotels of the country (*Refer Table. I.*). We mainly considered those hotels which is awarded eco-certification for their continuous sustainability measure and confined our research among 3 or more-star category hotels only. Total 22 senior managers from 12 number of 3, 4 and 5-star category hotels are selected for the interview process.

SL NO	NAME OF GREEN HOTEL	STAR CATAGORY	LOCATION
1	The Orchid	Five	Mumbai, Maharashtra
2	The Fern	Four	Jaipur, Rajasthan
3	ITC Grand Chola	Five	Chennai, Tamil Nādu
4	The Oberoi	Five	Gurgaon, Uttar Pradesh
5	Hyatt Regency	Five	New Delhi
6	The Uppal	Four	New Delhi
7	CGH Earth Spice Village	Four	Thekkady, Kerala
8	Rodas An Ecotel Hotel	Three	Mumbai, Maharashtra
9	Park Hyatt	Five	Hyderabad, Telangana
10	Taj Coromandel	Five	Chennai, Tamil Nādu
11	The Park	Five	New Delhi
12	ITC Sonar	Five	Kolkata, West Bengal

Table. 1. Green Hotels Considered in the Study

From the feedback of the managers from the above listed green hotels, we prepared a *profitability-sustainable marketing strategy grid* which will analyze the relationship between profitability and marketing strategy related to sustainability of a hotel. The profitability-sustainable marketing strategy grid (*Refer Fig. 1.*) has been developed as a tool to support the hotel managers to formulate green strategy for their establishment while maintaining enough profitability for their survival and growth.

The top left corner of the grid represents those green hotels which perform extremely good business but hardly engages in sustainable marketing strategy. So, they are termed as “*Go Branding*” as they need to market and promote the sustainable or green initiatives practiced in the hotel. They already earn good profit from the business and go green, so it will not affect them financially to take extra mileage for green promotion, rather it will increase their brand image. Top right corner of the grid earns a very good profit margin while at the same time promotes the sustainable or green initiatives practiced in the hotel for better reach. They are termed as “*Yardstick Model*” because other green hotels need to take their example and learn from them how to maintain business and build marketing strategy in a green way. Bottom right corner of the grid are those hotels which engage themselves in different kinds of sustainable measure and promotion of those initiatives, but at the cost of profitability. Generally, green hotels which is at par or little above from break-even point comes in this zone. So, they are termed as “*Careful Sustainability*” as these green hotels need to make a balance between profitability and sustainability first to ensure survival and growth. Bottom left corner of the grid are those hotels which do not engage in sustainable marketing strategy at all and lack in profitability. They are termed as “*Managerial Supervision*” as these establishments need serious attention from their owners or manager to survive in this competitive market. As these green hotels are already initiating green measures in their day-to-day operation, so marketing and informing the customer about that through proper channels leads to customer satisfaction that finally will have a positive impact on profitability. A properly maintained “*Managerial Supervision*” always have the potential to become a “*Yardstick Model*”.

HIGH	<p>GREEN BRANDING</p> <p>High Profitability</p> <p>Low Sustainable Marketing Strategy</p>	<p>YARDSTICK MODEL</p> <p>High Profitability</p> <p>High Sustainable Marketing Strategy</p>
	<p>MANAGERIAL SUPERVISION</p> <p>Low Profitability</p> <p>Low Sustainable Marketing Strategy</p>	<p>CAREFUL SUSTAINABILITY</p> <p>Low Profitability</p> <p>High Sustainable Marketing Strategy</p>
PROFITABILITY		
LOW	SUSTAINABLE	HIGH
	MARKETING STRATEGY	

Figure. 1. Profitability- Sustainable Marketing Strategy Grid for Green Hotels

Based on our third objective, to identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability, rigorous analysis of literature and semi-structured interview by open-ended questions with the hotel managers were conducted (*Refer Appendix. A.*). Green marketing orientation also links customer image with customer loyalty which is very essential for the hotel (Chung,2019). Dodds& Homes, 2016 in their study indicated the importance of green certification program as a part of the green marketing strategy which increases the probability of retaining old customers and attracting new ones. (Han & Kim, 2010; Han, 2020) in their studies depicted the importance of sustainable marketing strategies of a green hotel which significantly affect the revisit intention of the customers. As environmental awareness and sustainable marketing strategy of the hotel is positively related, hotel industry must focus on pollution control, waste reduction and reusing, energy conservation and other important green practices to boost up its brand image (Prud’homme& Raymond, 2013; Fatoki, 2021).

A quality marketing strategy supports to establish the hotel's vision, mission, and business objectives, and forms the steps the hotel requires to take to achieve these objectives. The marketing strategy influences the way the hotel runs the entire business, so it needs to be planned and executed in consultation with all stakeholders (Salman et al, 2017). Mentioned below are proposed sustainable marketing mix model of a green hotel from the viewpoint of sustainability.

The proposed marketing mix model

The overall objective of the proposed model is to enlighten the hospitality managers with new sustainable comprehensive tool to help them overcome the present-day challenges and also to

survive and grow in the crisis time. The model was designed considering the opinions and views of senior managers of star category eco-friendly hotels (*Refer Appendix. A.*).

Physical products and manufacturing industry have mostly used the 4Ps model; whereas the services sector on the other hand generally uses the 7Ps approach with the objective of fulfilling the needs of the customers: product, price, place, promotion, people, physical evidence and processes. Hospitality industry being the most lucrative and famous among the service sector always implements 7Ps approach. In this model the implementation of marketing mix approach of a green hotel prioritizing sustainability in its marketing activities are mainly focused, so this is called as Sustainable marketing mix model. In this proposed model all the 7P's of marketing are termed as green because these all the related to hotel engaged in sustainability measures in their practices and marketing approaches.

Product (Green Product)

Product is the item that is sold to the customers to generate revenue with an aim of customer satisfaction. Starting from the design of the hotel room to the room and bathroom amenities, bed quality, food of the restaurant, beverage of the bar and other physical items are termed as product in a hotel. In a green hotel more focus is given on green product to encourage the customer about sustainability. Different green product used in daily operation of a green hotel like branded reusable water bottle in room or restaurant, point of use water filtration system to save the water, using recycled paper valet bags instead of plastic, switching to reusable or bio-degradable cutlery or crockery, replacing plastic disposable key card with smart lock. In the viewpoint of the hotel managers as most of the tourists are environmentally concerned, all these above-mentioned green products results in customer satisfaction that leads to the enhancement of the brand image of the hotel.

Price (Green Price)

Pricing element of marketing mix means the money charged on the customers availing the product or services. In hotel industry in corporate booking, other booking for accommodation and formal & informal function booking mostly customers are charged beforehand. In a green hotel sometimes, customers can be charged more as the initial sustainability set up cost is huge which can be termed as green price. From the viewpoint of the green hotel managers, it was quite evident that proper sustainable marketing strategy will ensure that customers are happily agreed to bear the extra charges for availing the sustainability in a green hotel.

Place (Green Place)

Place is an important element of marketing mix. It aims to stimulate the demand of the goods or services of that location. Advertising campaigns and selling strategy of the hotel should be able to influence the behavior of the buyer to make that location famous from the perspective of hospitality and tourism. In case of green hotel, the location must be in a sub-urban area or away from the main city. Location must provide the green hotel enough space for the cultivation of different organic vegetables, local spices & herbs and grains which is used to cater to the customers.

Promotion (Green Promotion)

Promotion includes all the communication channel for conversation with the target market. Promotion activities in the hotel industry aim to attract the attention of the customer in its product and services by giving them enough information to persuade and motivate the customers to purchase. In case of green hotel, informing the customer about the sustainability measure of the hotel is utmost essential. As per the hotel managers green trends is one of the biggest factors for the customer of choosing a hotel from its competitors. Promotion through digital media specially from the web sites of the green hotel, print media like newspapers, hospitality magazines and journal publication, speeches, advertising, and seminars are proved to be productive channels of promotion. But the most effective among all for green hotels are word of mouth publicity. Through the WOM publicity the sustainability initiatives of the green hotel transform from person to person and finally will be proved to be the most fruitful marketing strategy as it starts from a customer who actually has experienced the green initiatives of the hotel.

People (Green People)

People component of the marketing mix comprises all the staff of the green hotel that interacts with the customers. As people is the most important element of any service or experience so for green hotel also where customer satisfaction and customer experience are the major objective of the hotel along with sustainability, it is equally applicable. There are two types of green people can be considered; *a.* internal *b.* external. Internal green people are the employees who with proper green practices training can become a good eco brand ambassador of the hotel who can motivate customer going green. Secondly External green people mean celebrities or famous personalities of that city, country or industry for the promotion of the sustainability measure of the green hotel. Based on the feedback of the green hotel managers successful implementation of the green initiatives in a hotel depends a lot on these people specially the Internal green people.

Process (Green Process)

Process component of the marketing mix are all the routine day to day function in any service industry. In green hotel sustainability process is maintained in all the operational and support areas. Main operational area of a hotels are Food Production/Kitchen, Bakery & confectionary, Food & Beverage Service, Rooms Division and Maintenance department. Each operational areas have their departmental sustainable responsibility like Kitchen takes care of minimization of food waste and maintaining food hygiene to minimize any food borne illness handling and food & beverage service department looks after the serving of food and beverage item in the most hygienic way, rooms division uses the concept of recycling and reusing, and engineering department looks after environment friendly maintenance measures for the entire hotel. Similarly support areas like accounts, human resource, sales, horticulture, spa and wellness also do their part of sustainability. In the viewpoint of the hotel managers, green hotels must market entire sustainability process of the hotel such as energy conservation, water conservation, solid waste management, indoor air

quality, environmental commitment, employee environment education and community outreach program whichever applicable to earn green reputation.

Physical Evidence (Green Physical Evidence)

Physical Evidence is simply the tangible component of the service industry which is the latest edition along with process. Making the intangible product or service tangible is the main purpose of physical evidence. Type and quality of linen used in hotel bed, types of garnishes used in food and drinks, quality of the ingredients, decoration of the lobby etc. creates physical evidence in hotel industry. Based on the feedback of the green hotel managers creating an organic garden in the hotel and growing continental and Indian herbs, vegetables and fruits for using in the kitchen and serving in the guest room as a welcome kit, having a water treatment plant in the hotel, using recycled paper or jute bag with hotel logo, providing reusable room and bathroom amenities in the guest room wherever possible are some green physical evidence measures that will surely have a positive affect in the minds of the in room guests.

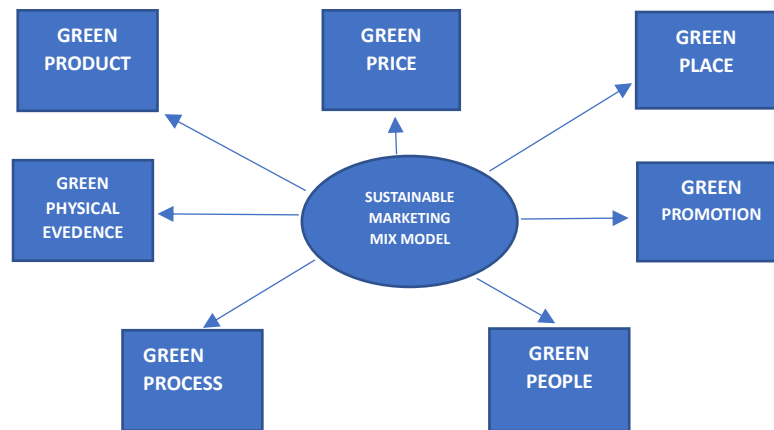


Figure. 2. Proposed Marketing Mix Model

Conclusion and Scope for Future Research

The aim of this paper was to explore the sustainable initiatives for green hotels by implementing a Profitability- Sustainable Marketing Strategy grid and to identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability. To begin with, based on the feedback received from the selected green hotel managers, we first analyzed the *profitability-sustainable marketing strategy grid* to understand the relationship between profitability and marketing strategy related to sustainability of a hotel. Finally, a *proposed marketing mix model* was developed to understand the sustainable marketing strategy of a green hotel.

It can be concluded that for a green hotel not only sustainability but also profitability and sustainable marketing strategy is equally essential to gain the confidence of the customers in

normal or crisis times. The proposed marketing mix model is tested and confirmed through the research methodology, which is backed by the review of literature and the qualitative study. The model validates the marketing mix from the sustainability focus and deduce the concept of sustainable marketing strategy of a hotel through green product/service, green price, green place, green promotion, green people, green process and green physical evidence to give a green branding to the hotel aiming customer satisfaction and competitive edge.

Although present study provides notable contribution to theory and practice, there is always a scope for future contributions, which are as follows:

- In the present study, literature review and qualitative technique in the form of semi-structured interview was the main methodology that was followed, future research can be conducted with the quantitative research method by considering a large sample size.
- Perceptions of the managers from green hotel are only considered in the study, perceptions of other stakeholders like competitors, suppliers, society, and employees of all levels are an important area of future study which may provide insightful implications.
- In the present study only environment friendly hotels or eco certified green hotels are considered. So, in the future research other category of hotels also need to be considered.
- Sustainability is only possible when there is also profitability, so viewpoint of the customers is an essential area of research as normally a green hotel achieves sustainability at the cost of luxury which may not be preferred by all customers.
- There is extensive scope of future research to explore the contribution of the sustainable marketing strategy of green hotel as a source of foreign exchange earnings from the inbound environmental concerned tourists.

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Exploring the Impact of Digital Marketing on the Performance of Startups

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Abstract

Self-employment among young people has sparked a sense of need to support oneself and provide for one's family on a daily basis. Due to people's willingness to start their own businesses in order to supplement their income, jobs have been created. In order to reach a bigger segment of society, startups need to use digital marketing. By examining the history and present, this study focuses on the granular level examination of how startups emerge. The report also uses ABCD analysis to explore in detail the many pros and demerits of startups adopting digital marketing. The goal of the current study of startups using digital marketing to overcome various challenges. People are inspired to launch their own firms through digital marketing. There is more opportunity today for many more people to launch their own enterprises and become entrepreneurs. Children want to be physicians, engineers, pilots, and government officials, just like adults want to be business owners. As a result, there is a lot of room for institutions to develop unique programs, educational subjects, and parts of marketing for startups that teach students in a variety of sectors. Students, researchers, educators, professors, and readers can use the analysis of startup performance through digital marketing as a starting point for conducting more research on themes related to startups and digital marketing. This case study provides a thorough knowledge of the factors that drive businesspeople to succeed in the marketplace during this difficult time.

Keywords: *Digital Marketing, Startups, Marketing*

Introduction

The latest fashion in the modern world is digitization. Businessmen carefully consider their options before using a new method of managing their operations since they must decide whether or not to

invest such a significant sum [1]. Even though businesses are embracing the latest technological trends, it is crucial that company managers have a solid understanding of technical issues and strong skill sets to manage the company's use of technology. The driving force behind data and value is embracing diversions, which helps businesses to act in accordance with client preferences, to launch products and services in accordance with customer's choice [2], by providing quick response rates through feedback, reviews, and customer satisfaction opinions.

Every organization should set up an internal team to experiment, survey, and study client preferences, choices, area, and location frame for the technological feasibility before implementing digital marketing tools. They assess the results and make a decision regarding the development of the modern marketing strategy [3]. Digital marketing offers a new way of looking at how well a company is doing financially. Digital marketing is made up of a variety of tools, approaches, concepts, and materials. Marketers carefully consider the strategy to use. There are many different types of online marketing, including optimizing search engines like Google, Facebook, and Yahoo, marketing using these Search engines, and making money through pay per click [4]. The COVID-19 crisis has significantly lowered our economy's financial health, but entrepreneurship has increased. Many businesses fail because they have relatively poor tactics, and without effective branding and advertising, they run into a number of unresolved problems [5]. The sole reason for the excitement around the digitalization of marketing is that reading online reviews and comments from other customers who have purchased from a particular retailer is the primary way that any consumer decides whether to purchase a product, whether it be online or in a physical store or mall [6]. These considerations have led people to switch from traditional marketing strategies to internet shopping. These motivational factors encourage organizations to switch from outdated and conventional techniques of marketing to internet platforms.

Review of Literature

Nowadays, everyone is demonstrating a divergence of economic activity from financial, political, natural, and other issues. Through the internet, the entire body of knowledge is now at a person's fingertips [8]. Internet era forecasting has a lot of potential because the e-commerce platforms industry is constantly developing [9]. People now purchase things with a single click, making purchases and returns quick and simple. Startup companies do not adopt online marketing very rapidly since it entails significant financial risk, requires significant up-front expenses, and many other dangers [10]. In order to examine and create this paper on startups' adoption of digital marketing, a variety of case studies, journal publications, articles, and research were gathered. Startup marketing, digital marketing, ABCD analysis, entrepreneurship challenges, online marketing by startups, and e-commerce strategies are among the keywords.

Therefore, the previously indicated keywords were effective in helping me locate the best and most relevant research papers and publications to use as references for this paper.

1. **Startup Marketing** - Agility, feasibility and adaptive nature among entrepreneurs takes the business plan to heights. Digital marketing with less funds is a skill that every businessman needs to consider. Swenson, M. J., Rhoads, G. K., & Whitlark, D. B. (2014). [11]
2. **Digital Marketing** - Digital marketing inculcates various strategies that bind by the rules of marketing. A user of digital marketing has to be cautious while adopting digital marketing to face any upcoming challenges. Olson, E. M., Olson, K. M., Czaplewski, A. J., & Key, T. M. (2021). [12]
3. **ABCD Analysis** - Analyzing various advantages, challenges, risks and disadvantages to the business by adaptation of online marketing by step by step analysis is very crucial for every businessman. Startups need to draft each step and carefully consider all the aspects. Aithal, P. S., & Kumar, P. M. (2016). [13]
4. **Entrepreneurial Challenges** - Startups occur through broadened knowledge and evolution of human thinking. Compared to the past decade, entrepreneurship is booming in the current phase of economical surge. Catherine, Wang., Harveen, Chugh. (2013). [14]
5. **Online Marketing** - The author mentions different types of marketing through online methods. The impact the internet has created on the current world and strategies marketers use. Due to these aspects, the internet aims to revolutionize the current world into something unimagined in future. Soheila, Bostanshirin. (2014). [15]
6. **Online Marketing by Startups** - Businesses encounter many hurdles in the daily routine of carrying out trade transactions. Digital marketing has been the only source that enables startups and businesses to carry out trade-transactions smoothly. Wael, S, Basri., Mohammed, R, A, Siam. (2017). [16]
7. **E-Commerce Strategies** - The study has been conducted based on various marketers view points and consumers opinions on the impact of digital marketing activities. Habib,Ullah, Khan., Stellamaris, Uwemi. (2018). [17]

In relation to the aforementioned publications, changes have been seen in the way that marketers' marketing tasks are organized. The interests of customers have changed as a result of one-to-one networking [18]. Internet trade, commonly referred to as e-commerce, is the exchange of goods and data for cash through the internet. Additionally, it enables contemporary marketing strategies that involve instantaneous information sharing [19]. New types of marketing are more successfully developed while using traditional marketing strategies. Many technology-driven firms and startups have used the fundamentals of digital marketing to launch their operations [20]. As a result, in the modern world, digital marketing plays a crucial role in the lives of marketers. The entire skeleton of marketing would be lifeless without digital marketing. SMEs and startups are therefore fond of the phrase "digital marketing" because it enables them to get closer to their target audiences [21].

Objectives of the Study

1. To understand the startup performance before and after digitalization

2. To analyze the effect of digital marketing on startups
3. To examine the many advantages and disadvantages of startup adoption of digital marketing
4. To study causes that drive entrepreneurs toward digital marketing
5. To research the factors that influence entrepreneurs to use digital marketing.

Research Methodology

The current study on "Performance of Startups through Digital Marketing" has referred to numerous publications, case studies, and papers. This semi-systematic review of the literature was done by looking at many articles from sources including ResearchGate, Springer, Google Scholar, Srinivas Publication, SSRN, and others. The total number of publications from secondary sources has been examined for the successful publication of this study. These sources serve as the cornerstone for analyzing all of the study's aims.

Startup and Entrepreneurship

Starting a brand-new business from scratch might be difficult. Different authors have had different opinions about this [22]. Since startups have the potential to make a significant contribution to the rising economy, this has been a topic of discussion recently [23]. Startups are created by combining various stages. Before a startup is launched, a well-defined plan must be methodically established [24]. When examining the marketing success of startups, there are essentially two points of view. internet marketing both before and after. For entrepreneurs, traditional marketing strategies are no longer effective because their perspective on the market is completely different. Instead of employing systematic methods, entrepreneurs focus on informal communication [25]. Even back then, entrepreneurs have found success by using conventional marketing strategies. In-depth research on entrepreneurs' mindsets is needed to examine the veracity of this concept [26]. The study that is discussed below can assist you comprehend the aforementioned marketing ideas more fully.

With traditional marketing, products are physically sold door to door, there is no online presence in the form of websites or mobile applications, and no way for customers to contact the store online. In the early 2000s, businesses only used electronic gadgets including telephones, computers, televisions, radios, and telegraphs. With the later innovation, organizations encouraged staff members to leave employers and launch their own businesses [27]. One such industry that most researchers have yet to explore is "startup." It is a rising subject that draws both young and older generations of individuals to express their enthusiasm in advancing their careers and launching new, original businesses. The encouragement of startups has prompted the governments of several countries, like India, Korea, and China, to assist young people in putting their ideas into action by providing funding that has been raised by the nation for improving the public and

economy. Robots can reduce human labor to some level, however when robots and automated systems don't operate, traditional methods still hold true. In essence, traditional marketing bridges the divide between digital and social marketing.

Modern methods frequently draw on a variety of ideas. Traditional marketers concur that current marketing techniques increase their return on investment and foster consumer loyalty. When it comes to competition, traditional marketing strategies suffer a devastating loss. Through its cost-effective tactics, modern marketing helps businesses cut costs and boost profits. Due to current trends, startups often feel comfortable managing their businesses. The majority of consumer purchasing behavior, as well as marketers' efforts to sell items, were hampered by traditional marketing. To compete in the market and reach target consumers, digital marketing requires relatively little funding. With increased agility and freedom to purchase a variety of items with less money, e-business tends to offer a lot of advantages to clients based on these valid arguments. McCarthy first proposed the seven Ps of digital marketing for startups in his 1960 book *Basic Marketing*. Over time, these principles evolved into the seven Ps of digital marketing for startups: price, product, people, promotion, place, and procedures.

Digital Marketing Strategies

A nation must have a clear focus on its long-term goals if it is to support startups. An economy's goal is expansion, which drives the rise of startups either directly or indirectly. A lack of finance could result in losses, therefore these entrepreneurs struggle to promote their innovative strategic ideas onto the platform before clients. They now have more confidence and are able to implement ideas with less money and more advantages. The three main types of business models that entrepreneurs establish are: a. market-driven; b. technology-driven; and c. exit-driven. In essence, the model that entrepreneurs select will determine how much money they will carry. Costs fuel value, which enables them to seize chance. E-commerce is a crucial component of digital marketing, which is rich in resources and value and may bring in significant profits for business owners and marketers. The market for e-commerce is analogous to that of physical commerce. Customers purchase goods and services in e-commerce by visiting websites and applications created for the internet. The internet is as robust as the Great Wall of China thanks to a dynamic globe with no end to the number of individuals who can access it. Distractions of any kind cannot slow down the internet.

ABCD Analysis

The chart details the specific difficulties, merits, benefits, and advantages that entrepreneurs must deal with. This analysis aids in comprehending and determining the applicability of various startup working models, as well as the organizational features and results of digital marketing. In the modern era, digital marketing is a hub for many economic sectors, opening doors for many businesses to travel the globe. The growth of startups is supported by the dollar returns that branch expansion in other nations generates. The ABCD analytical approach, as demonstrated below,

allows readers to obtain insights into unexplored concepts related to the current research issue. With the emergence of startups and their growth leading to the improvement of antiquated technologies and the system of working, understanding the industry provides knowledge of the systems and objectives and reveals various loopholes as well as positive aspects where the industry can improve. The table of multiple ABCD analyses on the performance impact of startups' adoption of digital marketing on the efficient operation of ongoing enterprises is presented below.

ADVANTAGES	BENEFITS
<ul style="list-style-type: none"> ➤ Enormous growth ➤ Scope of expansion ➤ Increased customers ➤ Tap larger geographical location ➤ Compete with well-established firms ➤ Capture ideas and technologies ➤ Attract customers with various offers and discounts ➤ Agile and flexible in work culture 	<ul style="list-style-type: none"> ➤ Attract fund generation through investments from investors ➤ Unique ideas and well-planned businessmodel lead long term growth ➤ Technological adaption ➤ Provide job opportunities to unemployed ➤ Support women to restart career ➤ Revenue generation ➤ Less workforce and budget friendly
CONSTRAINTS	DISADVANTAGES
<ul style="list-style-type: none"> ➤ Lack of funding ➤ Increased competition ➤ Outdated technology ➤ Breach of secrecy ➤ Unlimited risk 	<ul style="list-style-type: none"> ➤ Customers unaware of authenticity of products ➤ Lack of demand in the market ➤ Price and quality issues ➤ Customers doubt the quality of products

Findings

The research study on the effectiveness of digital marketing for startups has been successful in identifying a number of relevant observations that will aid readers in understanding the findings and analyzing the study for future study. Following observations are made after reading the paper:

1. Attractive government initiatives support business owners in launching startups
2. Startups increase the amount of money flowing through the economy.
3. Startups have been effective in reaching a larger portion of the world through digital marketing than was previously possible due to physical distance.
4. The advancement of technology has made it possible for business owners to switch from traditional to digital marketing.
5. Entrepreneurs have a great belief in the power of digital marketing to help them publish adverts online and draw in clients.
6. Negative online evaluations can harm a band's reputation in the marketplace. 6. Digital marketing will rule the planet in the future.
7. Startups benefit from digital marketing since buyers purchase their items via their websites and online marketplaces.
8. Startups offer opportunities for people to work in the logistics, supply chain, finance, and marketing sectors. This promotes the development of every country.

9. Via the online performances of entrepreneurs, healthy rivalry is created, which drives down product costs to levels that even a person with limited resources could pay.

Recommendations

The following list of recommendations from the study, which was based on the analysis of several studies, stands out above the rest for emphasizing the significance of digital marketing for startup performance.

- New businesses need to include high-quality 360-degree views of all their products. This feature would draw viewers and encourage word-of-mouth advertising among people. Once startups adopt 360-degree view features, demand will increase.
- To market and foster a feeling of community among the customers, entrepreneurs must designate their base location on social media platforms and e-commerce marketplaces. Additionally, this would raise consumer demand for goods that have some domestic manufacturing.
- To foster competition and award enticing prizes to the victors, startups must run contests between customers through digital marketing. These contests would be enjoyed by customers, especially kids, who might end up becoming devoted patrons of the brands.
- Startups must adopt superior technology and high-speed internet capabilities in addition to a variety of methods. The quickness of business and transactional processes minimises additional customer effort and time commitment.
- Entrepreneurs must introduce innovative concepts and inventive business models without worrying too much about future demand; this will encourage customers to test out and review new products. This is one of the best strategies to build a brand and keep the features up to date with customer preferences.

Conclusion

In order to create distinctive products with tempting prices and offers, the research on analysis of startup performance through digital marketing looked at several e-commerce platforms. The topic has been studied by reviewing a number of studies. The government has been encouraging young people to start their own firms and use their ideas, tactics, and creativity, which has resulted in a boom in startup activity. The paper's recommendations section focuses heavily on how startups might expand their intellectual capacity to compete with more highly developed companies and to trade in a welcoming environment. Startups are beneficial to customers since they create job opportunities and strengthen the nation's financial structure. Startups must strengthen their online presence, and the brand name needs to be on the tip of everyone's tongue, according to the paper's conclusion. Demand and supply must be in balance for the products to remain in stock and be available to customers seven days a week, 24 hours a day. Before introducing new products, a thorough analysis of the market is essential to determine the tastes and preferences of a sample population in order to better understand consumer expectations. As a result, the businesses get

impressive results from their online presence via social media and e-commerce marketplace services.

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The Future of AI in Marketing: Predictions and Trends for the Next Decade

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Manuscript submitted: 22 July 2023, Accepted for publication: 01 December 2023

Abstract

Artificial intelligence (AI) has rapidly emerged as a game-changing technology in the field of marketing. As companies are investing more in digital marketing, AI is becoming more important in understanding customer behavior and preferences. This paper aims to explore the future of AI in marketing and provide insights into the trends and predictions for the next decade. The paper starts by examining the current state of AI in marketing, discussing the different types of AI applications that are already in use. The paper then explores the potential impact of AI in marketing in the next decade, including its potential to revolutionize marketing strategies, customer engagement, and predictive analytics. The paper also discusses the potential challenges that AI may pose to the marketing industry, such as ethical concerns and the need for human input. The paper concludes by discussing the implications of these trends for marketers, highlighting the importance of staying ahead of the curve and adapting to the changing landscape of AI. The authors suggest that the next decade will see AI become increasingly integral to the marketing industry, and that marketers who embrace AI will be better positioned to meet the needs and expectations of their customers.

Keywords: *Artificial Intelligence (AI), Digital Marketing, Predictions, Personalization*

Introduction

Artificial intelligence (AI) has the potential to revolutionize the marketing industry in the next decade. With advancements in AI technology, marketing professionals can leverage data-driven

insights to create more personalized and engaging customer experiences. From predicting consumer behavior to automating routine tasks, AI is transforming the way marketers approach their work.

The use of AI in marketing is not new, but its impact is growing rapidly. As the technology continues to evolve, it is essential for marketers to understand its potential applications and implications. This research paper aims to explore the future of AI in marketing by identifying current trends, predicting future developments, and discussing potential challenges and opportunities.

This paper will begin by providing an overview of the current state of AI in marketing, highlighting its potential benefits and challenges. Next, we will discuss emerging trends and predictions for the future of AI in marketing. We will examine how AI can be used for customer engagement, predictive analytics, and automation. Finally, we will address potential ethical concerns and limitations surrounding the use of AI in marketing.

Overall, this research paper will provide valuable insights into the future of AI in marketing and its potential impact on the industry. By analyzing current trends and predicting future developments, this paper aims to help marketers understand how they can leverage AI to optimize their marketing efforts and meet the needs and expectations of their customers.

Types of AI software used as Marketing tools

Some types of AI used in marketing are as follows:

- **Natural Language Processing (NLP)** – NLP is a type of AI that focuses on understanding and interpreting human language. It is used in marketing for sentiment analysis, chatbots, and voice assistants.
- **Machine Learning (ML)** – ML is a type of AI that enables machines to learn from data and improve their performance over time. It is used in marketing for predictive analytics, personalization, and recommendation engines.
- **Computer Vision** – Computer vision is a type of AI that allows machines to interpret and understand visual data. It is used in marketing for image recognition, visual search, and augmented reality.
- **Deep Learning** – Deep learning is a subset of machine learning that uses neural networks to learn and improve its performance. It is used in marketing for image and speech recognition, natural language processing, and predictive analytics.
- **Predictive Analytics** – Predictive analytics is a type of AI that uses statistical models to predict future outcomes based on historical data. It is used in marketing for customer segmentation, lead scoring, and churn prediction.
- **Robotic Process Automation (RPA)** – RPA is a type of AI that automates routine and repetitive tasks. It is used in marketing for email marketing, data entry, and social media management.

By understanding these different types of AI used in marketing, marketers can leverage them to create more personalized and effective campaigns, optimize their marketing strategies, and improve the customer experience.

Literature Review

In their paper “Artificial Intelligence in Marketing: A State-of-the-Art Analysis and Future Directions,” Nguyen et al. (2019) suggest that AI has the potential to transform the marketing industry by enabling marketers to create more personalized and engaging customer experiences. They argue that AI can be used for customer segmentation, predictive analytics, and recommendation engines, among other applications.

According to a report by MarketsandMarkets (2020), the global AI in marketing market is expected to grow at a CAGR of 29.7% from 2020 to 2025. The report predicts that the increasing demand for personalized customer experiences and the need to automate routine tasks will drive the growth of AI in marketing.

In their article “AI and Machine Learning in Marketing: Opportunities, Challenges, and Future Directions,” Alam et al. (2020) argue that AI and machine learning can help marketers to overcome the challenges of big data and create more targeted and relevant marketing campaigns. They suggest that AI can be used for customer profiling, churn prediction, and real-time personalization, among other applications.

Similarly, in their article “The Future of Marketing: AI, Predictive Analytics, and Chatbots,” Kim and Ko (2018) argue that AI, predictive analytics, and chatbots are key technologies that will shape the future of marketing. They suggest that these technologies can help marketers to understand consumer behavior, predict their needs and preferences, and provide personalized recommendations.

However, there are also concerns about the potential negative impact of AI in marketing. In their article “The Dark Side of Artificial Intelligence in Marketing,” Nguyen and Simkin (2020) discuss the potential ethical concerns surrounding the use of AI in marketing, such as privacy violations and the potential for algorithmic bias.

Overall, the literature suggests that AI has the potential to transform the marketing industry by enabling marketers to create more personalized and effective campaigns. However, there are also challenges and ethical concerns that must be addressed. By understanding these trends and developments, marketers can leverage AI to optimize their marketing efforts and meet the needs and expectations of their customers

Statement of the Problem

As AI continues to advance and become more integrated into our daily lives, the marketing industry is also exploring the potential of AI to revolutionize the way we interact with customers.

However, with new technology comes new challenges and ethical considerations. As such, the problem to be addressed in this research paper is to identify the opportunities and challenges that AI presents for the marketing industry, as well as to examine the potential ethical concerns surrounding the use of AI in marketing. In particular, this research paper aims to explore the following questions:

- How is AI currently being used in marketing, and what are the potential benefits and drawbacks of these applications?
- What are the potential ethical considerations surrounding the use of AI in marketing, and how can they be addressed?
- What are the future trends and predictions for the use of AI in marketing, and how can marketers prepare for these changes?

By addressing these questions, this research paper seeks to provide a comprehensive overview of the current state and future direction of AI in marketing, and to identify the key opportunities and challenges that marketers will face in the next decade.

Objectives

- To identify the current and potential applications of AI in marketing and assess their benefits and drawbacks.
- To explore the ethical considerations surrounding the use of AI in marketing and suggest ways to address them.
- To examine the trends and predictions for the future of AI in marketing and assess their potential impact on the industry.
- To provide recommendations for marketers on how to prepare for and leverage the use of AI in their marketing strategies.
- To contribute to the existing literature on AI in marketing and help bridge the gap between theory and practice.

By achieving these objectives, the research paper aims to provide a comprehensive understanding of the current state and future direction of AI in marketing, and to offer practical insights for marketers on how to navigate the challenges and opportunities presented by this emerging technology.

Limitations of the study

- The predictions and trends discussed in the research paper are based on current information and trends, and may not accurately reflect future developments in AI and marketing.
- The study may not fully capture the range of ethical considerations or potential drawbacks of AI in marketing.

- The findings and recommendations presented in the research paper may not be applicable to all industries or contexts, and may need to be tailored to specific organizational needs and constraints.

Data Analysis and Interpretation

Basic Characteristics

The sample consisted of 50 customers who has predicted, The Future of AI in Marketing in the current year. The majority of respondents were between the ages of 20-25 (55%), while 17.5% were between the ages of 26-30, and 10% were between the ages of 36-40, with 40% of the sample identified as female, while 60% identified as male.

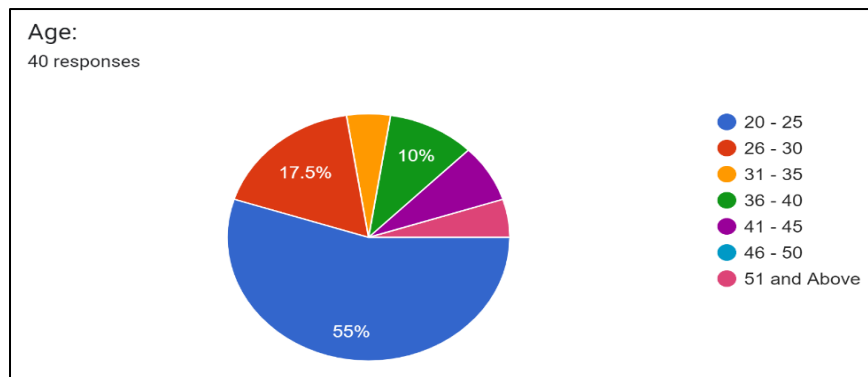


Figure:1

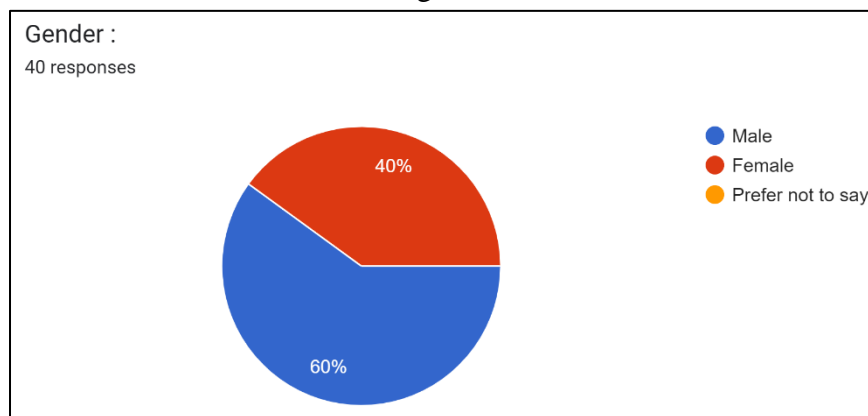


Figure:2

To analyse the primary data, I have used the Regression coefficients analysis and Descriptive Statistics test. The tests are used to measure the association between two variables to check the relationship between the Questionnaires fill with the correspondence with age.

Table-1

Statistics					
		Age	Q.1	Q.4	Q.5
N	Valid	40	40	40	40
	Missing	2	2	2	2
Mean		1.35	1.78	2.42	2.35
Median		1.00	2.00	2.00	2.00
Std. Deviation		.483	.660	1.130	1.027
Variance		.233	.435	1.276	1.054
Minimum		1	1	1	1
Maximum		2	3	4	4
Percentiles	25	1.00	1.00	1.00	1.25
	50	1.00	2.00	2.00	2.00
	75	2.00	2.00	3.00	3.00

Table-2

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.983	.594		1.655	.108	-.227	2.193
	Q.1	.079	.133	.105	.593	.557	-.192	.349
	Q.4	-.023	.077	-.052	-.298	.768	-.179	.133
	Q.5	-.102	.081	-.211	-1.250	.220	-.268	.064
	Q.6	.026	.085	.054	.306	.762	-.147	.199
	Q.7	.157	.099	.264	1.585	.123	-.045	.359
	Q.9	.040	.079	.088	.511	.613	-.120	.201
	Q.10	.054	.080	.112	.665	.511	-.110	.217

a. Dependent Variable: Gender

Based on these responses, it seems that the respondents are generally optimistic about the potential benefits of AI in marketing, but also concerned about the potential risks and changes that AI may bring to the industry. The majority of respondents do not believe that AI will completely replace

marketing professionals, but they do believe that marketers will need to develop new skills in order to succeed in an AI-driven world.

The coefficients table shows the estimated regression coefficients for each of the predictor variables included in the model, as well as the constant term.

The constant term represents the expected value of the dependent variable (gender) when all of the predictor variables are equal to zero. In this case, the estimated value of the constant is .983, with a standard error of .594. However, since the p-value for the constant term is .108, it is not statistically significant at the conventional alpha level of .05.

For the predictor variables, the coefficients indicate the estimated change in the dependent variable associated with a one-unit increase in each predictor, holding all other predictors constant.

For example, the coefficient for Q.1 is .079, which means that, on average, participants who gave higher ratings on this question had a .079-unit increase in the gender variable. However, since the p-value for Q.1 is .593, it is not statistically significant at the conventional alpha level of .05.

Similarly, the coefficients for Q.4, Q.5, Q.6, Q.7, and Q.9 are not statistically significant at the .05 level. However, the coefficient for Q.10 has a p-value of .665, which is not statistically significant at the .05 level but is closer to significance than some of the other predictors.

Almost, 53% of respondents agreed that the potential benefits of using AI in marketing will increase the efficiency and productivity, followed by 55% of respondents agreeing with enhancement in decision-making and analysis, along with 52.5% of respondents agreed that it improve customer targeting and segmentation, and lastly 40% of respondents agreed that AI will benefit in making more personalized customer experience.

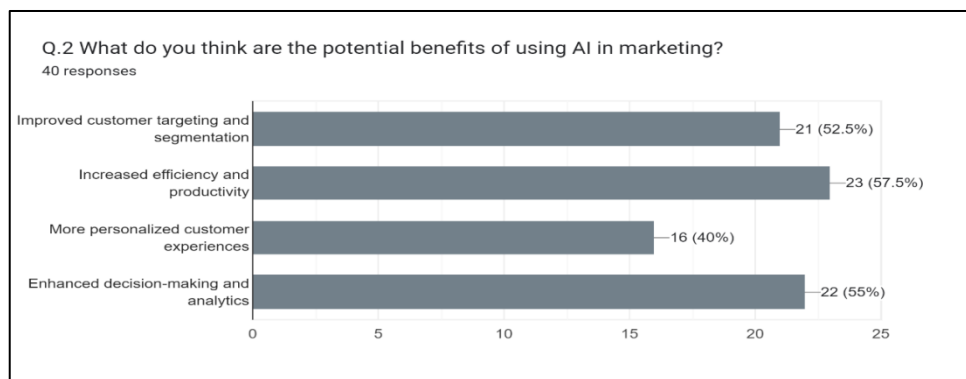


Figure:1

Findings

- The majority of participants are male and aged 20-25, and most of them are somewhat to very familiar with AI technology. The most commonly cited benefits of AI are increased automation and efficiency, ensuring data privacy and security, and more personalized marketing efforts. The most commonly cited drawbacks are a lack of understanding and education on AI technology, a reduced need for marketing professionals, and the cost and resources required for implementation.
 - In terms of likelihood, most participants believe that AI will lead to a shift towards creative and strategic thinking, and many believe that it will result in better predictive analytics and recommendations. The majority of participants also believe that data privacy and security will be enhanced with AI. Additionally, several participants believe that AI will lead to more collaboration with AI systems and improved natural language processing and communication.
- Overall, the participants' views suggest that while they recognize the potential benefits of AI, there is also a need for greater understanding and education, as well as consideration of the potential drawbacks and challenges associated with implementing AI technology.

Suggestions

- Customer personalization: As AI technology continues to advance, it will become easier for marketers to collect and analyse large amounts of data on their customers' preferences, behaviours, and needs. This will allow them to create more personalized marketing campaigns that target specific groups of customers with tailored messages and offers. This will help to increase customer engagement, loyalty, and ultimately, sales.
- Predictive analytics: With the help of AI, marketers will be able to use predictive analytics to forecast future trends, identify potential customer churn, and predict which products or services will be most popular among their target audience. This will enable them to make more informed decisions about how to allocate their marketing budgets and resources, and to stay ahead of the competition.
- Voice search optimization: With the growing popularity of voice assistants like Alexa and Siri, optimizing marketing content for voice search will become increasingly important. AI-powered tools can help marketers analyse voice search queries and create content that is more likely to appear in search results, increasing brand visibility and driving more traffic to their websites.

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