

**M. MAHADEVA  
LAKSHMI.P  
SUJI RAGA PRIYA**

# **TRANSFORMATIONS IN MANAGEMENT AND TECHNOLOGY**

**UNLOCKING THE RECENT PERSPECTIVES  
AND DRIFTS**

**VOLUME 1 ISSUE 1**



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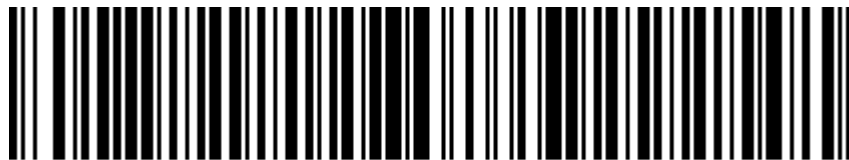
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# EDITORIAL DESK

## **Dr. Lakshmi.P**

Assistant Professor

IFIM College(Autonomous),Bangalore

lakshmi.p@ifim.edu.in

Dr. Lakshmi is currently working as Assistant Professor in IFIM College Bangalore and has been in teaching profession for more than 5 years. She has completed her research in Impact of non-tariff barriers on Foreign trade in international Economics. Her research interests lie in the fields of human resource Management, foreign trade and Consumer behavior. She has presented about 20 papers National and International Conferences and published more than 35 research papers in Scopus/Web of Science/UGC Carelist 1/ABDC category journals and ISBN book chapters.

## **Dr. M. Mahadeva**

Professor

IFIM College(Autonomous), Bangalore

profmmahadeva@ifim.edu.in

Dr M Mahadeva is Professor and Dean of Research at IFIM, and responsible to promote and monitor faculty and students research activities, including research incubation. He has both teaching and research experience of about three decades and academic administrative experience for over fifteen years. He obtained all three of his degrees from the University of Mysore (1916), including the PhD in Economics (1987- 93) on the theme “Human Settlements and Institutional Economics” under the guidance of an eminent Economist Professor C.K Renukarya. Since 1992, he was a research faculty of Economics in the Centre for Economic Studies and Research and the Centre for Agricultural Development and Rural Transformation, at the Institute for Social and Economic Change (ISEC), Bangalore. During the stint, he was nominated for the five international fellowships awards by the Commonwealth Commission (2008), Shastri Indo-Canadian Institute (2001), Indo-Dutch Programme in Alternative Development (1997) and Indian Council for Social Science Research (2010 & 1998). He was a visiting academic fellow in the University of Bristol, UK (December 2008 – April 2009), University of Toronto, Canada (October 2000- January 2001), Institute for Housing and Urban Studies, (December 1997- January 1998), Institute of Social Studies, The Netherlands (November-December 2010) and Maison Des Science De L’ Homme, France (December 1998). He served at the Planning Commission of India as the Chairman of the Sub-Committee (Twelfth Five Year Plan), Member of the Working Group (Twelfth Five Year Plan), Member of the Steering Committee (Twelfth Five Year Plan) and Member of the Mid-Term Appraisal (Eleventh Five Year Plan). Also, he was the Director of the Board of Management for State Bank of Mysore (Now SBI) from June 2003- November 2006. He has extensively published targeting the academics and general public, covering the areas of housing poverty and deprivation, housing market and housing development players, financial exclusion and inclusion policies, human settlement in urban and rural contexts of the poor and vulnerable households. Apart from guiding doctoral dissertations in Economics leading to PhDs, he has engaged himself as a subject expert and served in various committees/commissions at the regional and national levels.

# **Suji Raga Priya**

Program Manager EPGDM / Assistant Professor

Dayananda Sagar Business School (DSBS)

[suji@dsbs.edu.in](mailto:suji@dsbs.edu.in)

M R Suji Raga Priya specialized in HRM & General Management(MBA) and Karnataka State Eligibility Test (KSET) qualified is currently working as Assistant Professor at Dayananda Sagar Business School, Bangalore. She has been in teaching, research and corporate for more than 4 years. Her research interests lie in the Sustainable Developmental Goals and HumanResource; she has presented and published more than 25 research papers in various National/International Conferences with recognized journals and ISBN book chapters.

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# **INDUSTRY 4.0 EDUCATIONAL DIGITAL MODERNISATION: A STUDY FROM BANGALORE BUSINESS SCHOOL**

**MR SUJI RAGA PRIYA**  
**Assistant Professor, Dayananda Sager Business School**

**Dr. HEMALATHA R**  
**Head - Training & Placements, Global Group Of Institutions**

## ***Abstract***

*The digitalization of education sector services within the framework of achieving sustainable development objectives, notably environmental sustainability. The purpose of this paper is to demonstrate the significance of an educational platform for the digital modernization of Russia's regions in Industry 4.0 and to identify the functions and conceptual foundations of the regional market of educational services for the execution of functions to stimulate the digital modernization of the regional economy in Russia. It has been determined that the market for educational services plays a significant role in the transition of regions of contemporary Russia to Industry 4.0, serving two functions: the training of personnel who are capable of working with digital technologies and the training of personnel who are capable of developing new digital technologies within a region's businesses. The consequence is the formation of an educational platform for the digital transformation of the regional economy. The developed conceptual foundations of an organisation of the regional market of educational services for the execution of its functions on stimulating the digital modernization of Russia's regional economy permit three variants of the process of personnel training: within execution of the order of partner companies in a regional technological park, within participation of the region's companies in a tender for personnel training, and within an independent initiative.*

*Keywords: Educational Sector, Post Pandemic, Digitalization, Sustainability*

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## **Introduction**

Digitization concerns are growing. Digitalization has influenced every element of human life, including the household, market transactions, financial operations, banking, industry, agriculture, medical, education, and government. Digitalization has beneficial and bad impacts, such as saving time on data transmission and decreasing the cost of work operations (Yli-Viitala et al., 2019). Negative implications include new sorts of digital fraud and an over excitement for virtual reality (Tvaronaviien, 2018; Zhao et al., 2019; Chehabeddine, Tvaronaviien, 2020).

Science and technology advances and limited economic resources force the national economy to embrace digital technologies. Digitalization procedures must be investigated to avoid negative effects and enhance positive ones. To achieve national development goals and protect individuals,

institutions must make digitalization controlled. According to these documents, their outcomes should be an increase in domestic costs for the development of the digital economy from 1.7% to 5.1% of the country's GDP; the creation of a stable and secure information and communication infrastructure for the efficient transfer, processing, and storage of large amounts of data by organisations and households; and the use of predominately domestic software by state authorities, local government, and businesses (Vu, 2019; Vural, 2019; Fedulova et al., 2019; Sturm and Quaynor, 2020; Herningsih et al., 2019).

Such large projects need trained human resources, developers, and digital technology users. Universities must become digital, and the national innovation system and important development organisations must consider its ramifications (Selomo & Govender, 2016; Soleimani & Esfahani, 2018). The European Commission's Digital Education Action Plan defines digital competence as follows. Digital competence is the ability to use information and communication technologies confidently, efficiently, critically, and securely (Dvir & Yemini, 2017; Amirova et al., 2019; Ivanova et al., 2019; Pavlyshyn et al., 2019). Digital competence includes knowledge, skills, motivation, and responsibility, including safety. User basic digital skills require functional literacy in the use of electronic devices and applications; derivative digital skills consist of the ability to consciously apply digital technologies in everyday life; creative skills for working in digital services are important; specialised professional digital skills are the foundation of high-tech professions, for their development (Zeibote et al., 2019; Yemelyanov et al., 2018; Masood et al., 2019).

Only by improving digital literacy can education be fully digitised. To increase digital literacy, programmes and organisations must be created. Micro and macro institutional conditions for digitalization must be examined.

## **Literature Review**

External pressures, such as globalisation and digital technology, require current institutions to adapt and create a new framework for human interaction. There are also reverse processes - institutions, especially those in the national innovation system, impact the quality and content of innovation processes and the use of digital technologies to ensure effectiveness and safety (Freeman, 1987; Lundvall, 1992; Nelson, 1993; Sycheva et al., 2019; Nagimzhanova et al., 2019). In this regard, micro- and macro-level digitalization of the nation's education is urgently needed. Knowledge and human capital are increasingly important in modern businesses and services. Science and technology have expanded limited economic resources, given consumers with new goods and services, and helped national enterprises innovate globally (Singareddy et al., 2019; Akhmadeev et al., 2018). These patterns have several causes. First, business globalisation and digitalization. Globalization reduces national economic barriers while digitalization integrates research, education, industry, and the market. This causes colleges to expand both physically and virtually. Universities may establish a digital intellectual resource. Due to the growth of distance education, there's more time to examine theoretical and practical course materials.

In a unified digital area of the scientific, educational, and commercial domains, teachers have

access to hypertext information systems and technology. The state must promote the digital transformation of universities, shifting the focus from internal socioeconomic difficulties to external market conditions of demand for educational and research commodities (Nedelkin, 2018; Saenko et al., 2020; Polyakova et al., 2019; Magsumov, 2019a,b; Mullins, 2019; Franco and Bedin, 2019). Universities have long played a key role in societal development (Bykanova and Akhmadeev, 2019). The university is a centre for knowledge, culture, education, individual initiative, socialisation, and relationship-building. Due to a worldwide focus on innovation, colleges have become centres of creative demands and proposals. To accomplish this responsibility well, colleges must evolve faster than the outside world. Colleges are challenged by the new industrial (digital) revolution 4.0. Paradigm shift needed to drive digitalization of economy (Chichenev, 2019; Sousa et al., 2019; Girdzijauskaite et al., 2019).

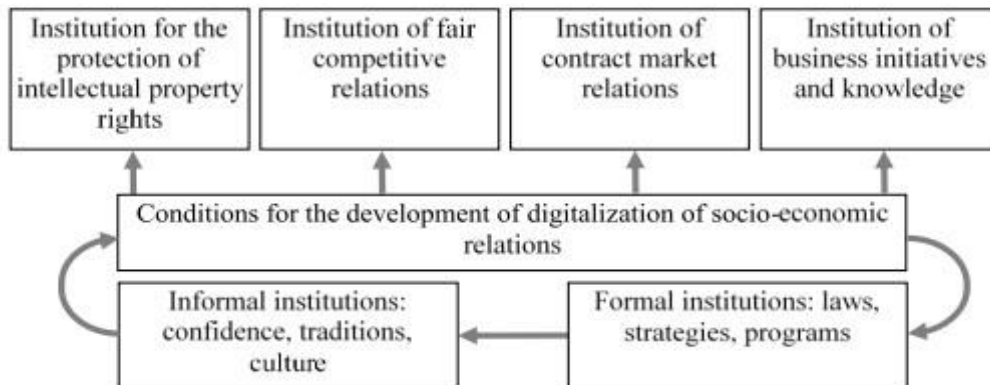
A contemporary university's digital system comprises of an Internet portal, student and faculty personal accounts, electronic educational materials, libraries and reference books, and modules for automating educational, administrative, and financial tasks. The digital capabilities of a contemporary university make it feasible to automate the conventional workflow (Rosa et al., 2019), which includes the formulation of contracts, orders, resolutions, reports, service requests, and other administrative choices. Incorporating data analysis units into the digital environment of a contemporary university will facilitate the evaluation of the unique features of students and faculty, the construction of individualised educational paths, and collaborative scientific research. Future integration of university digital environments may result in the establishment of a universal, mixed, human-machine intellectual resource that permits the growth of inventive activity to reach new heights.

University 4.0 is a component of a cognitive society, where the activities connected with the generation, processing, exchange, and diffusion of information become fundamental. The creator of knowledge is transforming into a collaborative (human-machine) intellect. Digital technologies enable the use of human and machine intelligence to solve difficult issues not only in the economic sector, but also in the cultural and social spheres. The society gains the characteristics of network interaction, and individuals get access to the collective consciousness. Using digital technology and the Internet, a person may affect the actions of other individuals in real time. In such circumstances, a unique culture of will and trust is required to enable the concentration of cognitive capacities, the fixation of meanings and goals, and the essential filtering of information and communications. Universities are becoming into platforms for communal knowledge, while all external connections are eliminated. Employees and students of the university actively engage in collaborative search activities to generate shared meanings while keeping their distinct perspectives and establishing effective communication links.

Coordinating promising research, creating businesses, implementing and enhancing a communications network, and promoting digital technologies are becoming the university's responsibilities (Efimov & Lapteva, 2017).



Figure 1: Educational Institution & Digitalization



Foreign experience with digital economy transformation indicates several ways. Literature classifies the paths of digital economy growth as the production sector (Germany), the service sector (United Kingdom), with priority governmental backing (China), and with priority in the development of private ventures (United States) (Polozhikhina, 2019). However, the literature does not adequately address the institutional aspects of ensuring efficient and secure digitalization of the economy, and for the educational system.

**Methodology**

On the basis of Bangalore's Business institutes, a study was done on digital technology's difficulties and results. The study revealed the main problems and ways to improve digital competency. 150 faculty members were polled for the estimations.

Table 1: Digitalization Barriers in educational Institutions

| Barrier (Variable)  | Indicator Value | Std. Dev. |
|---|-----------------|-----------|
| B1: Many aspects impossible to discuss remotely   | 1.53            | 5.95      |
| B2: Difficulties in motivating customers to explain certain aspects electronically                          | 3.33            | 11.24     |
| B3: Formation of ambiguities and misunderstandings during electronic consultation with the client/investor. | 2               | 7.9       |
| B4: Legal problems (procedures requiring signatures and original documents)                                 | 5.4             | 8.35      |
| B5: Problems related to the place of activities (presence at the investment site)                           | 2.22            | 8.17      |
| B6: Problems with access to documentation and data  | #1              | #7.6      |

Table 2: Factors impacting the digitalization

| Factors Contributing to Digitization   | Std. Dev. | Indicator Value |
|--|-----------|-----------------|
| F1: Better and more flexible contact with the client/investor due to the use of electronic communication | 5.93      | 2               |
| F2: Facilitated contact with the project team  | 6.32      | 2               |
| F3: Facilitated cooperation with representatives   | 7.8       | 2.5             |
| F4: Higher work-at-home efficiency   | 13.81     | 3.33            |
| F5: Higher working comfort at home   | 14.1      | 4               |
| F6: Using more effective, faster, and productive   | 8.6       | 2.86            |

Hypothesis:

H0: There is no significant impact of digital implementation in the educational institution

H1: There is significant impact of digital implementation in the educational institutio

Table 3: Regression analysis considering impact of digitalization on education sector

| Regression statistics |          |          |            |             |             |           |                |
|-----------------------|----------|----------|------------|-------------|-------------|-----------|----------------|
| Multiple R            | 0.9603   |          |            |             |             |           |                |
| R2                    | 0.9222   |          |            |             |             |           |                |
| Adjusted R2           | 0.9081   |          |            |             |             |           |                |
| SE                    | 2.4762   |          |            |             |             |           |                |
| Observations          | 14       |          |            |             |             |           |                |
| Dispersion analysis   |          |          |            |             |             |           |                |
| df                    | SS       | MS       | Regression | 2           | 799.5210    | F         | Significance F |
|                       | 399.7605 |          |            |             |             | 65.1979   | 0.000001       |
| Residual              | 11       | 67.4464  | 6.1315     |             |             |           |                |
| Total                 | 13       | 866.9674 |            |             |             |           |                |
| Coefficients          |          |          |            |             |             |           |                |
|                       | 13.7608  | 4.7022   | SE         | t-statistic | Y-intercept |           |                |
| x1                    | 0.0665   | 0.1585   | 0.4197     |             |             |           |                |
| x2                    | 0.6591   | 0.1195   | 5.5139     |             |             |           |                |
|                       |          |          |            |             | p-value     | Lower 95% | Upper 95%      |
|                       |          |          |            |             | 0.0138      | 3.4114    | 24.1102        |
|                       |          |          |            |             | 0.6828      | -0.2823   | 0.4153         |
|                       |          |          |            |             | 0.0002      | 0.3960    | 0.9222         |

Source: Calculated and compiled by the authors

Table 3 shows regression analysis considering variables, Independent Variable usage of digital technology in educational system and dependent variable high performance and productivity using technology.

R square value is 0.9 >0.5 proves that there is significant impact of digital implementation in the educational working. P value = 0.013 < 0.05 proving significant fit for the model.

The offered authors' recommendations ensure the following advantages during creation and development of the educational platform of region's digital modernization in Industry 4.0:

- High marketing activity of universities, which ensures large-scale information support for the process of personnel training;

- Direct sequence of training of personnel: regional universities determined the needs of the region's companies for personnel and then adopt educational programs and conduct training of personnel, which guarantees their demand in the labor market; and
- Improved treatment of effectiveness of regional universities as a ratio of efficiency in personnel training (according to the criterion of number, demand and quality) to expenditures (government financing, assets and reputation in the market of educational services), which stimulates the competition between universities and maximization of effectiveness of the educational platform of region's digital modernization in Industry 4.0.

To speed the education system's digital transition, institutions that promote the use of digital technology are necessary. Indirect stimulation should be guaranteed by incorporating digital media into the learning process. There is a need for adequate digital infrastructure. This will encourage the usage of digital technologies. Digital literacy must be ensured not only in the professional sphere, but also in multidisciplinary and daily activities. It is vital to build an institution that provides consistent, lifelong instruction in digital literacy and the creation of digital competences beginning in early childhood. Employers already seek such skills from incoming college grads. Improving the institution of intellectual property and copyright in the usage of digital technology is also required. Knowledge and information, which are the primary objects of use in digital technologies, have the quality of being separate from their source and, as a result, need more intricate protection of commercial rights in order to be used. On the other hand, knowledge and information also possess the characteristic of "club commodities," whose value grows with more usage. Such inconsistencies need the reform of copyright law.

## **Discussion**

Researchers of the digitization phenomena have seen substantial shifts in all spheres of socioeconomic activity, including higher education (Vasetskaya, 2018; Ziyadin et al., 2018; Tikhonov et al., 2019). The following are the effects of digital transformation on academic institutions: The implementation of fundamental information services — the establishment of a unified digital environment. This orientation permits digital interaction amongst all participants in the educational and research processes. (Korableva et al., 2019a, b) 4.0 service including research project management, procurement management, scientometrics digitization, and teacher-student interaction. This strategy permits the interaction processes of all study participants to be rebuilt on a fresh foundation.

Digitalization facilitates the effective organisation of knowledge-sharing interactions. Real-time engagement is taking place. Teachers, personnel of scientific departments, and students may collaborate to tackle innovation-related issues. The university's commitment to the deployment of "smart manufacturing" In this way, the institution joins the new digital realm created by the introduction of Internet technology to economic activity, production and services, family activities, and daily life.

Cognitive processes, online objects administration, big data analysis, and cloud storage are now widely used technologies. It appears pertinent to examine a digital transformation of the university as a process of generating new business circumstances, the interaction of all students and university personnel on a new, digital platform linked into the digital economy platform of the nation and the

globe.

Digital technology enables the creation of a student's digital profile, which takes into consideration his or her unique, physical, psychological, national, and social qualities. This enables the selection of the most suitable digital profile tools and training techniques (online and offline, problematic, practice-based), as well as the mode and forms of instruction (full-time and distance, mixed, individual and group).

Consequently, the digital profile of the student is an additional factor in creating the digital system of the new institution (Bockschecker et al., 2018; Villalobos, 2018). The modern digital environment of the university is a combination of information systems, technologies, and services that permit conducting educational, research, methodological, administrative, and business activities in digital format, working remotely, in real time via the Internet from any location to enter information into the digital environment of the university and use the data presented in it. Modern university digital environments have security, openness, accessibility, adaptability, dependability, reactivity, and informative content.

According to experts, the contemporary digital period is defined by the advent of such breakthroughs, the development of which needed the collaboration of a large number of individuals with diverse professions and motives. The circumstances generated at a business or university for the exchange of knowledge, especially on the long term for that at the level of intercorporate (inter-university) collaboration, are crucial to the success of any innovation process, including the development and use of digital technologies (Yagolkovsky, 2011). Knowledge sharing fosters a conducive socio-psychological environment for workers (Yankovskaya et al., 2019).

The elements that influence the open sharing of information include confidence, creative drive, organisational culture, and cognitive activity (Brachos et al., 2007). Therefore, it is vital, on a personal level and in the first phases of using digital technologies, to implement steps that enable the open interchange of knowledge and information. In contrast, firms and colleges are organisations that compete for diverse economic resources in a market system. Corporations compete for customers of their goods, while colleges seek candidates. This competition is intensified by digital technology, making it more dynamic and adaptable. Those businesses who have started the production of competitive items at the most appealing prices and levels of quality get the most sales revenue. Budgetary resources are allocated to institutions with more impressive research outcomes, graduate employment rates, and contractual commercial relationships with the real economy. The growth of their corporate information systems, digital educational technologies, digital environment, and communications is motivated by organisational competition. Competition is acknowledged as the driving force behind all inventions (Schumpeter, 1982).

Accordingly, the government must encourage the competitive process at the organisational level for firms and colleges. In Russia and throughout the globe, rating procedures and contests are extensively employed for this purpose, resulting in the provision of money. Conditions for the creation of a competitive environment include private property, freedom of entrepreneurial

activity, freedom of consumer choice, personal interest priority, and a restricted government involvement (Khasanova, 2016). Consequently, at the organisational level and at the stages of utilising digital technologies, where intellectual property rights are clearly defined, the development of suitable institutions is required: competitive conditions, state support on competitive terms, and public centres for collective use. The protectionist model of Indian education proposed by the authors in the context of the digitalization of the economy should include institutions of cooperation and knowledge sharing at the personal level of using digital technologies, and institutions of competition and fair competition for limited economic resources, including human capital, at the organisational level and stages of the market interaction of participants in the digital environment. In this context, the state strategy aimed at attracting and retaining the finest staff in the school system should consider this theory. The objective is not to allow employees to work overseas or for multinational corporations, but to foster the creative growth of scientists, researchers, and innovators and to sustain the competitiveness of Indian institutions and the actual sector of the economy.

### **Conclusions and Suggestions**

The micro-level examination of the institutional environment using the university as a case study enabled the formulation of the following findings and suggestions. The following components must be included into educational programmes: - motivating, aimed at defining particular objectives, showcasing the possibilities and significance of digital learning; - modelling, the primary objective is to envision the model of "a digital world citizen." The organisation of programmes should take into consideration, among other things, the peculiarities of the Internet activities of parents and kids, since the usage of digital devices rises dramatically on weekends and pupils are focused on acquiring information rapidly. Therefore, there is a need for educational programmes that are not connected to the school day, can be accessed from anywhere, and encourage the interchange of experiences and collaboration.

An effective educational programme should focus on the development of responsibility and the ability to ensure the safety of students and parents in the digital space, as well as the development of specific Internet skills, namely: working with information; communication; the technological realm; and consumption. Additionally, both adults and students must have an active and independent Internet presence. When dealing with parents, the most essential goal is to bridge the digital divide and educate them in the proper evaluation of their ability to assist pupils with Internet work. It should be emphasised that Indian users are more likely to participate in a digital competence-building programme that provides them with communication, collaborative search, and developmental games than in a programme resembling an electronic textbook. Thus, the significance of the conscientious and ethical use of digital technologies in training and daily activities, based on trust between digital product users, is highlighted. According to the findings of the aforementioned research, the process of developing digital capabilities in Russian pupils faces several obstacles. The international categorization divides the digital abilities underlying digital competences into user and specialist categories. The authors argue that digital competence must comprise, in addition to specialised knowledge, skills, and talents, the capacity to collaborate digitally, protect its security, and address digital issues. The personality of the instructor, his/her professionalism, and desire to grow; educational possibilities; parental activity and mobility; and the amount of student enthusiasm to study all play a significant part in this process. The analysis

of the macro-level institutional environment utilising the national education system and the economy enabled the formulation of the following findings and suggestions. The contemporary education system is undergoing an active digital revolution. Each institution of higher education is establishing its own digital environment. A considerable portion of the university's conventional operations are conducted digitally, and this proportion is growing fast. Universities are steadily approaching the University 4.0 paradigm, which is defined by the entire digitization of all sorts of operations, including instructional, methodological, scientific, financial, commercial, and entrepreneurial ones. The real sector of the economy is undergoing an even greater digital change. In addition, the digital development and digital competence gap between academia and the actual sector is progressively expanding. This is primarily owing to the market sector's most successful institutional incentives: competition, entrepreneurship, and property rights. To generate a profit, businesses are compelled to adopt digital strategies. University education, which is mostly state-funded, is also becoming digital due to the indirect impact of market incentives. As the primary criteria for the need for a university, the employment of graduates is heavily dependent on the digital competences of future experts earned at the university.

In order to strengthen the digitization processes of universities and businesses for the benefit of the national socioeconomic system, it is required to establish the proper institutions. The most important institution for the successful and secure growth of digitalization processes is trust. This research demonstrates that when digital technology users lack confidence, the negative consequences of digitalization grow and the favourable benefits diminish. If users raise the expense of protection and replication of electronic information on physical media, the time and resource savings made possible by digital technology tend to become null. The governmental strategy for the advancement of digitalization should consider the socioeconomic activity levels of users. At the individual level, collaboration, trust, and information sharing are of the utmost importance. At the organisational level, competition-supporting measures, intellectual property rights, contractual relations, entrepreneurial (digital) efforts, and knowledge are prioritised. Using formal institutions (laws, policies, and programmes), the state should facilitate the establishment of relevant informal institutions (confidence, traditions, culture). This procedure will be successful if sufficient strategies for the establishment of digital relationships at all educational levels are created and executed.

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# MACHINE LEARNING IN E-BUSINESS ENHANCEMENT: AN EMPIRICAL ANALYSIS

**Dr. B.S. PATIL**

**Professor & Director, Dayananda Sagar Business School, Bangalore**

## ***Abstract:***

*The study aims Machine learning to find the key aspects of using Machine Learning to boost E-business. Researchers studied how machine learning affected demand forecasting, purchasing behaviour, customer engagement, and cross-selling to enhance E-business and achieve sustainable growth. New machine learning technologies have helped the organisation realise additional advantages, properly forecast customer demand, and boost engagement and cross-selling. This research would use a closed-ended questionnaire to obtain data from 150 Indian E-business managers. The study emphasises machine learning's importance in E-business. Businesses must leverage new technologies to generate sales, engage consumers, and increase value. This research examines management's E-business machine learning methods. Machine-learning-driven analysis increases client interaction, analyses consumer behaviour, and tracks items from suppliers to buyers. This study reveals the key factors for applying machine learning to boost E-business. Machine learning helped e-commerce organisations analyse shopper behaviour, engage them, and improve goods and services. The paper analyses the influence of Machine learning on Retail E-business to assist organisations implement Machine learning to accomplish their objectives.*

*Keywords: Sustainability, E-Business, Buyer Behaviour, AI and Machine Learning,*

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## **Introduction**

The proliferation of emerging and cutting-edge technologies, such as data analytics, cloud computing, the internet of things (IoT), and artificial intelligence, amongst others, is presently influencing how people live their lives, how businesses operate, and how the government carries out its responsibilities. This is the fourth industrial revolution, also known as Industry 4.0, and it is characterised by a strong emphasis on generating effectively while simultaneously recognising customer wants and enhancing connectivity. Industry 4.0 is characterised by a strong emphasis on generating effectively while simultaneously recognising customer wants and enhancing connectivity. In the beginning, improvements in artificial intelligence (AI) are considered to be the single most essential element in boosting the performance of a variety of enterprises, including online commerce and electronic industry (E- Business).

The primary responsibility for generating and achieving a balance of qualitative and quantitative qualities in relation to the production and consumption of products and services lies with the realms of trade and commerce. This includes sourcing the raw materials, processing them, shipping them, storing them, and combining other processes in order to provide the finished product to the end



users. (Soni et al. 2018). Brick-and-mortar companies, which include the sale of products from a physical location, as well as distance selling, which involves the delivery of goods via the use of postal services, courier services, and so on, made up the bulk of businesses in the past. In spite of this, with the advent of technology such as the internet, applications for smart phones, and other methods, manufacturers are increasingly looking for ways to sell their wares and services online to customers located in a variety of locations across the world. As a consequence of this, a new corporate structure was developed that makes it possible to conduct research into the application of a variety of technologies, such as machine learning, data analytics, the internet of things, and others, in order to increase the operational efficiency and achieve sustainable development. A new paradigm that permits characterising the retail job based on the information system was presented by Schutte (Schutte, 2017). The most important master data are stored in the very centre of the model, and all other areas of the e-commerce firm, such as value-adding data and operational decision making, revolve around these essential master records.

The field of artificial intelligence (AI) is increasingly being recognised as a vital scientific discipline due to its ability to assist in the analysis of problems and activities that include human interaction and natural processes. Machine learning is a subset of artificial intelligence that makes use of important tools and techniques to collect and analyse large amounts of data, implement predictive models to estimate demand for products and services, and enable the development of efficient resources to allow businesses to effectively respond to the ever-increasing needs of their customers. Machine learning is also known as ML. The development of these technologies has led to a significant increase in the amount of business conducted online, which is known as e-commerce. Machine learning allows organisations to improve their ability to forecast demand based on a variety of variables, which in turn allows them to improve their ability to contact customers, influence their purchase behaviour, and engage in cross-selling (Leung et al. 2018). Companies in the retail industry, such as Amazon, Walmart, Suning Corp, eBay, and others, as well as traditional brick-and-mortar retailers, such as Tesco, Sainsbury, Waitrose, and Morrison, and others, are expanding their online presence in order to provide their customers with a higher level of service. The increased level of competition has led to the use of innovative technology as a means to differentiate themselves from their rivals, provide more services with additional value, reduce expenses, and sustainably increase income. The principles of machine learning have also been used very effectively by businesses for the purpose of intelligent city planning and management. The widespread movement toward modernisation that's been taking place in a number of cities throughout the world has given rise to a number of challenging problems, including rising levels of pollution and traffic congestion, inadequate management of water and sewage systems, and many more. It is essential for companies to use new technologies such as machine learning, deep learning, and other tools in order to bring about the creation of smart cities. The primary goal in the development and regulation of total energy consumption and usage in smart cities is to facilitate the creation of an environment that is friendlier to the environment. There is a possibility that sophisticated sensors will be a part of smart cities. These sensors will be able to control all of the city's assets and will play an essential part in the collection of fundamental data required for modernization. Electronic sensors often feature improved parking sensors, which help to reduce the amount of time spent in traffic and maximise the efficiency with which relevant resources are used. The partnership of machine learning and smart grid sensors will also make it easier to make informed decisions, as it will improve the efficiency of power production,

transmission, and forecasting in response to fluctuations in demand.

The purpose of this study is to conduct an inquiry with the goal of determining the most important factors for Machine Learning in relation to the expansion of e-commerce among the top firms in India. An empirical analysis of the global usage of machine learning in the expansion of e-commerce in large enterprises is the primary focus of this research (Sustrova', 2016). This study aims to contribute to the current body of literature and provide future researchers with the tools necessary to understand how machine learning might be used in corporate settings to accomplish growth and gain a competitive edge.

The organisation of the study is as follows: the first section focuses on the introduction; the second section focuses on the critical problem statement related to the implementation of Machine Learning in enhancing E-business by organisations in various industries; the third section focuses on the critical literature review; the fourth section focuses on the research methodology; and the fifth section describes how the research is being carried out. After that, the researchers conduct vital data analysis by using a variety of SPSS and AMOS software. The researcher also provides the results of the study as well as comments on it. In addition, the authors analyse all of the data and present major implications of the study, which they explain in terms of the future scope of the research that will be conducted.

### **Problem statement**

Numerous companies all over the world are making the transition to electronic commerce and business in order to broaden their potential market, better understand the requirements of customers located in various parts of the world, and supply those customers with the goods and services they require in order to fulfil their requirements in an efficient manner. The future of many different industries may be determined by machine learning and other related technologies, according to the opinions of industry experts. This is because business leaders are becoming more skilled at utilising data in order to enhance the shopping experience of customers, customise products, and target marketing campaigns for sustainable development (Silver et al. 2016). As the usage of internet-based technologies that create massive volumes of data, such as cloud computing, online payment systems like Google Pay, neural networks, and so on, rises, help is required to store this data and retrieve them as needed. A lot of companies are placing a strong emphasis on determining the many opportunities presented by data in the hopes of enhancing their business strategies, increasing their revenues, and more effectively meeting the needs of their stakeholders.

In addition, the proliferation of internet usage has led to a growth in the number of e-business activities, the most common of which is the purchase of products and services over the internet. As a result of the fact that modern customers make purchases online using their smartphones, the internet, and other connected technologies, traditional businesses are trying to transition into e-business in order to maximise their potential customer base. Therefore, it is vital for companies to forecast the demand for new and existing things, analyse the client's purchasing behaviour, boost customer interaction in order to ensure that they stay loyal customers, and deploy resources for cross-selling various products and services. Machine learning provides assistance to the organisation in the areas of effectively gathering, analysing, and storing data for the purpose of

enabling management to make informed decisions. The primary objective of this study is to investigate the elements of machine learning that are most vital to the development of E-business inside organisations.

The major purpose of this study is to evaluate the potential contributions that machine learning may make to the development of e-business. The following goals have been articulated for the research project:

1. To evaluate the impact that machine learning has on demand forecasting for online businesses.
2. To understand the role that engagement with customers plays in the growth of online businesses.
3. Using machine learning to aid e-commerce, determine the influence that cross-selling has on the things being sold.

### **Literature review**

Not only is it necessary for machine learning to play a large role in the process of predicting what customers want to acquire, but also the price paid and whether or not they will submit bids. Pricing and pricing campaigns are essential components of a successful sales strategy, and as such, they represent an essential area of research for academics who study marketing. Therefore, an important topic for research in the years to come is the most effective way for artificial intelligence to determine optimum pricing and whether or not currency trading should be permitted. (Russell and Norvig 2016). Electronic salespeople who employed machine learning to understand the behaviour of their customers were able to improve their e-commerce marketing strategy and provide extra services such as personalisation, customization, and referrals. According to Russell (Russell and Norvig, 2016), machine learning is a useful tool for online marketers because it can: (i) increase market sales; (ii) comprehend consumer behaviour; (iii) improve customer happiness; (iv) attract more customers; and (v) reduce the number of customers who reject their offers to purchase automobiles. In addition, machine learning has an effect on the decision-making process and guides the operations of e-commerce (Chen and Chen 2017).

When customers work with an application that uses machine learning, they could unintentionally start a culture of low-level interpretation. The purpose of research should be to determine what other concepts may serve as launching points for machine learning. For customers for whom artificial intelligence is still a relatively new technology, for example, machine learning could prioritise precautionary activities. [Citation needed] (Chui and Francisco 2017). Because the message would be more successful if it matched the customer's (initial) mood, relevant information would impact how the Machine Learning application should communicate with the client. When robots include machine learning, they will surely play a large role in the lives of customers as providers, companions, or pet representatives.

The customer's willingness to buy is the buyer's willingness to purchase again following the purchase and usage of a product or service, and it is a reasonably accurate predictor of the customer's actual repeated purchasing behaviour. The customer's willingness to buy refers to the buyer's willingness to purchase again following the purchase and usage of a product or service.

The conclusive data from the control show that there is a positive correlation between the four variables; nevertheless, the link has a different hierarchical structure (Jain and Pandey 2019a). The perceived worth of the product, as well as the perceived cost of conversion and customer pleasure, are the two key factors that influence a consumer's tendency to make subsequent purchases of the same or similar goods or services. At the end of the day, the created value component contributes to the development of a theoretical model of the customer's tendency to make repeat purchases.

One of the most important applications of machine learning being considered by this working group is the swapping out or automating of point-of-sale systems (POS). Customer service solutions that are based on machine learning are particularly well-suited for digitization, automation, and advertising at the point of sale. The following are examples of AI-based systems that also include monitors, audio resources, and robotics: (Hoffman and Novak 2018). The use of machine learning in automated systems for self-regulation will have the most significant effect on the processes and activities that are now being carried out.

In general, attitudes are made up of three different elements: knowledge, emotions, and the way that one should behave. The cognitive component of the customer's attitude refers to the qualities of the consumer item that the customer observes in all parts of the information he comprehends and assigns varying weights to the attributes based on his own market criteria. In other words, the cognitive component of the customer's attitude is what the customer thinks about when he thinks about the product (Jain and Pandey 2019b). The attitude of the consumer has an effect on the customer's evaluation, as well as the customer's behaviour when it comes to making purchases of goods and services. The buyer's positive or negative evaluation of the items purchased serves as the basis for determining the buyer's emotional mood (Guha et al. 2018). Not only does the emotional component have an effect on the cognitive component of the client's attitude, but it also has an effect on the client's behavioural bias. This is because the emotional component performs both an ascending and a descending function (Kishor and Chakraborty 2021). A transaction takes place, and the majority of the discussion in this section focuses on the buyer's willingness to make a purchase in the consuming mode. The reaction to the acquisition of the item is the condition that must be met for the behaviour to occur.

## **Research methodology**

This part is dedicated to detailing the research design employed for the study, along with any additional procedures that were used in the course of the inquiry. The present situation entails gaining a knowledge of the function that machine learning plays in boosting e-business operations in large businesses. An exploratory design was used by the researchers for the purpose of the study because the problem that was considered for the study is new and evolving. In addition, many businesses are now looking to implement machine learning in their e-business models in order to analyse data and develop strategies for improving process, income, and profits. The researchers used an exploratory design because the problem that was considered for the study is new and evolving. In addition, the results of this study could provide further support for research that has been done in the past and help with research that will be done in the future (Panwar et al. 2021).

The analysis of the acquired respondent data is divided down into percentage rate analysis, correlation analysis, regression analysis, and structural equation modelling in this section, which provides a full overview of the study.

According to the research that was done on the respondents' demographics, it was found that 86 % of the respondents were male and 14% were female; as a result, the male gender is more frequent in the assembled data. 44% of the respondents were between the ages of 31 and 40, 21% of the respondents were under the age of 30, 20% of the respondents were above the age of 50, and 16% of the respondents were between the ages of 41 and 50. In addition, 38% of respondents have a postgraduate degree, 23% have finished a professional course, 21% have graduated from their undergraduate programme, and 17% have finished diploma and affiliated courses. 44 percent of respondents have around 5–10 years of experience, 22 percent of respondents have fewer than 5 years of experience, 17 percent of respondents have more than 15 years of experience, and the remaining 17 percent of respondents have 10–15 years of experience. According to Table 3, around 76% of respondents have claimed that their company has implemented machine learning tools and methodologies in the process of doing E-business, while 25% have indicated that such tools are not currently being deployed in any capacity. The use of machine learning in a number of businesses.

Table 1: Demographic Analysis:

| <b>Variables</b>   | <b>Particulars</b>               | <b>Percent(%)</b> |
|--------------------|----------------------------------|-------------------|
| Gender Composition | Male                             | 86                |
|                    | Female                           | 14                |
| Age composition    | Less than 30 Years               | 21                |
|                    | 31–40 Years                      | 43                |
|                    | 41–50 Years                      | 16                |
|                    | Above 50 Years                   | 20                |
| Education level    | Completed UG program             | 21                |
|                    | Completed PG program             | 38                |
|                    | Completed Professional program   | 23                |
|                    | Others                           | 17                |
| Marital status     | Single                           | 37                |
|                    | Married                          | 63                |
| Experience         | Less than 5 Years of Experience  | 22                |
|                    | 5–10 Years of Experience         | 44                |
|                    | 10–15 Years of Experience        | 17                |
|                    | More than 15 Years of Experience | 17                |

### Correlational study

This section analyses the degree of relationship between the dependent variable improving E-business in the organisation and the independent factors such as demand forecasting, customer purchase behaviour, engagement levels, and cross-selling of items.

As the nature of the connection is 0.891, the machine learning-influenced purchasing behaviour helps the organisation to improve its E-business. Similarly, 0.866 correlation is seen between the cross-selling of items and the improvement of electronic commerce. In addition, all the independent factors have a stronger relationship with the dependent variables, hence it can be stated that all the variables have a significant and positive impact on the dependent variable (Kishor 2021).

Table 2: Correlation Analysis:

| Correlations          | Demand forecast | Purchase behaviour | engagement | Cross selling | E-Business |
|-----------------------|-----------------|--------------------|------------|---------------|------------|
| Forecast Demand       | 1               | .817**             | .832**     | .842**        | .823**     |
| Purchase Behaviour    | .817**          | 1                  | .848**     | .843**        | .872**     |
| Engagement            | .832**          | .846**             | 1          | .864**        | .812**     |
| Product Cross-selling | .847**          | .842**             | .868**     | 1             | .856**     |
| E-Business            | .821**          | .890**             | .833**     | .865**        | 1          |

Table 3: Reliability Analysis

| Variable              | Cronbach Value |
|-----------------------|----------------|
| Forecast Demand       | 0.86           |
| Purchase Behaviour    | 0.80           |
| Engagement            | 0.87           |
| Product Cross-selling | 0.77           |
| E-Business            | 0.73           |

Cronbach Alpha values for all constructs are more than or equal to 0.700, indicating that the model is credible and valid for further research. Utilizing machine learning methodologies for many sectors, including the industrial supply chain and financial institutions, is a future objective. It has been determined that machine learning is one of the most effective technology techniques for maximizing an organization's production and efficiency. In addition, machine learning technologies are used in the creation of smart cities.

Table 4: Regression Weights:

| Dependent Variable | Independent variables | Estimate | S.E   | C.R    | P value | Confirmation |
|--------------------|-----------------------|----------|-------|--------|---------|--------------|
| E-business         | Forecast Demand       | 0.07     | 0.091 | 0.75   | 0.002   | Accepted     |
| E-business         | Purchase Behaviour    | 0.44     | 0.101 | 4.04   | 0.000   | Accepted     |
| E-business         | Engagement            | - 0.0061 | 0.101 | - 0.05 | 0.95    | Rejected     |
| E-business         | Product Cross-selling | 0.54     | 0.141 | 3.71   | 0.00    | Accepted     |

The significance value (p) for three important independent variables including demand forecasting, purchasing behaviour, and cross-selling of products is less than 0.05. In contrast, the theory of customer involvement is denied. Consequently, it can be stated that machine learning has a significant impact on enhancing E-business by forecasting the demand for various products and services, estimating the purchase behaviour of customers, and providing support for cross-selling products to promote sustainable growth and development.

### Conclusion of the study

Historically, most companies were brick-and-mortar, which included sales from a fixed location and mail delivery. Manufacturers are using the Internet, smartphone apps, and other media to sell their products and services online and reach customers worldwide. Data analysis, IoT, etc., to boost operational efficiency and support sustainable development. This technology designs a retail project based on an information system; the model includes vital data at its heart and value-added data and other e-commerce operational options surrounding them. Machine learning allows organisations to estimate demand based on several parameters, improving consumer engagement, purchase habits, and customer management. Modern customers use smartphones, the Internet, and other technology to shop online. E-commerce helps firms capitalise on market opportunities. Businesses must foresee the demand for new and present commodities, examine consumer purchase habits, and engage consumers so they remain loyal.

According to the research, all intentional variables correlate more strongly with dependent variables, indicating that each variable has a large and positive impact on the dependent variable. Machine learning is supposed to affect e-commerce by anticipating demand for products and services, analysing customer buying habits, and allowing product segmentation for sustainable growth and development.

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# **A CASE STUDY ON RELIANCE RETAIL'S JOURNEY FROM A PHYSICAL STORE TO BECOME AN OMNICHANNEL RETAIL EMPIRE IN INDIA**

**MS. LIKITHA S REDDY & MR. SUBHASH REDDY**  
IFIM College, Bengaluru

**Dr.. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bengaluru

## ***Abstract***

*This case discusses how Reliance retail has built its way towards omnichannel and its journey of evolving as the country's largest omnichannel retail empire. Reliance retail is an Indian company that was started in late 2006. Being a subsidiary of Reliance Industries, in just a few years it emerged as the largest retailer in the country in terms of revenue. It has been at the forefront of bringing about the organized retail revolution with its unique operating model unleashing the aspirational energy of the new, resurgent India. The case takes through how Reliance Retail has forged stronger and created enduring bonds with millions of consumers with its unlimited choice of products, unique value propositions, enhanced quality, and unparalleled shopping experience across all its stores. It also serves all segment customers irrespective of mid, premium, and luxury. Further, the case points out its business model, strategies, and challenges. Reliance retail's core strengths were its multi-prong strategy and its wide range of store formats. It caters to the planned shopping needs of customers across all key consumption be it Grocery, Electronics, or Fashion & Lifestyle.*

*Keywords: Retail, Omni channel, physical store*

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## **Introduction**

### **A brief overview of the Retail Industry**

The Indian retail industry has become one of the most dynamic and quick-paced sectors due to the introduction of numerous new businesses, the advancement of IT, and FDI. The Sector contributes to more than 10% of the nation's GDP and generates a huge chunk of employment opportunities too. According to a recent study by the Boston Consulting Group, retailing in India is predicted to reach an astounding growth of US\$ 2 trillion in value by 2032 and the retail market is anticipated to expand from US\$ 779 billion to US\$ 1407 between 2019 and 2030. It will reach up to US\$ 1.8 trillion by 2030 (AT Kearney Research).

### **Reliance Retail**

Among the other portfolios of Reliance Industries Limited, the core of the group's consumer-confronting business is Reliance retail. The idea behind it was to democratize commerce by

making high-quality goods more accessible to customers at affordable prices. What distinguishes the company from its competitors is the vast amount of diversity that falls under the purview of the retail branch-off. Reliance Retail has been recognized as a global retailer with the fastest rate of growth. It is the only Indian retailer to be listed as the 56<sup>th</sup>-best global retailer and one of the top 100 companies in the country.

With its reach across India, it is the biggest and most successful retailer. The five main segments of their retail operation are consumer electronics, fashion and lifestyle, groceries, connectivity, and petroleum retail. Reliance Retail operates a variety of stores with consumption baskets ranging from groceries to fashion & lifestyle (**Exhibit 1**). Throughout the period of FY22–25, Reliance Retail is anticipated to develop at a 30% CAGR. Many of the company's most important details are given in (**Exhibit 2**). Reliance Retail recorded Rs. 1,99,704 crores in revenue as per the fiscal year 2021-22. It also runs 15,196 locations nationwide as of March 31st, 2023.

Reliance Retail's success has aided India in reaching its full potential. Reliance Retail promotes inclusion, development, and social value, all of which are advantageous to millions of Indians. With an unrivaled shopping experience across all its stores and an unlimited assortment of products at unbelievable prices, of outstanding quality, and of exceptional value, it has quickly and effectively built deep and enduring relationships with millions of customers. Many of the company's significant anniversaries include (**Exhibit 3**)

## **Business Model**

The business has developed a comprehensive retail strategy that spans "new commerce," traditional retail, and online shopping. Reliance Retail provides superior service to onboard Kirana on the B2B platform, lower pricing in comparison to other distributors, and credit for working capital. The company also has a substantial portfolio of premium brands that it can only promote on its platform. In the most recent quarter, Reliance Retail added 50 prestigious domestic and foreign brands. Mukesh Ambani emphasized the goal to integrate with "millions of small merchants and giving them a platform to succeed" to operationalize and expand different channels to boost Reliance Retail's reach to serve customers, especially in underserved rural India.

A variety of stores are operated by Reliance Retail as part of their multifaceted strategy namely supermarkets, hypermarkets, convenience stores, wholesale cash & carry format, specialty, and online retailers. Moreover, Reliance Retail runs online stores Giving Indian consumers access to a wide range of products and services has been easier in recent years across all segments of the Indian market. Currently, the biggest store in the entire country is Reliance Retail. Both well-known national brands and the business's labels are represented in the portfolio. A report from India's largest private sector organization claims that the country's expanding population and the expansion of fashion retailers are still the main drivers of growth in the fashion and leisure sector.

## **Business Strategy**

Porter's Five Forces Model is a straightforward yet effective method for evaluating and learning about the competitive forces that have an impact on a company's environment and for learning how to attain and make profits. Porter claims that industry analysis propels the industry to the top spot. These are the forces: Fear of new competitors is one. Suppliers' negotiating leverage is another. 3. The bargaining power of buyers Fear of Comparable or Replacement Goods 5. Competition from similar products.

## **Marketing Strategy**

Reliance stocks a wide range of goods, from groceries to pricey metals like gold and platinum. Reliance Retail uses a sophisticated segmentation base that includes demographic, geographic, and psychographic. It covers factors like occupation, gender, age, income level, and habit, to appeal to a wider part of the population. Several marketing techniques such as product innovation, investment in marketing, customer service and experiences, etc., have added to the company's significant growth.

**Product:** Its product range varies from the clothing and apparel, shoes and footwear segment, jewelry and diamonds shop, bakery, fresh products, home care products, electronics, and online clothing stores are just a few of the companies that Reliance operates in different names. In terms of its marketing mix product portfolio, it has a wide range of offerings. **(Exhibit 4)**

**Price:** Reliance Retail outlets provide products at incredibly low prices. They offer promotional pricing to boost volume sales and pocket-friendly pricing to draw a sizable client base, removing middlemen and passing the savings through to customers.

**Place:** The largest retailer in India, Reliance Retail, operates more than 1500 outlets nationwide. It has established itself in Tier 1 and Tier 2 metropolitan regions. Most Reliance Retail stores, as well as some online retailers, offer one-stop shopping for a wide range of goods. Instead of having to travel to numerous locations for various items, this makes it simple and convenient for the customers.

**Promotion:** As a promotion strategy, reliance retail gives a loyalty membership card to each customer, and it collects points for each purchase made wherein these points can be used by the customer as credit for future purchases. As per data, Reliance spends significantly less on advertising and promotional activities than other businesses. According to reports, it uses all three types of advertising and marketing tactics, including "Through the Line Strategy," "Below the Line Strategy," and "Above the Line Strategy." Reliance Retail's primary marketing tactic consists of the different product discounts they provide. For instance, "Buy 2 get 1 free" or "50% off the second item," etc. The positioning of various items and goods in retail stores also contributes to its success. The product placement done inside the store is strategically placed in such a way that the items with the greatest discounts are displayed near the entryway or in prominent areas like Endcap.

**People:** Over 1,20,000 people work for Reliance Retail, one of the biggest employers in the nation. This includes talented individuals who are drawn to work in sales. Every employee receives the necessary training to become knowledgeable about the product and familiar with it. The organization's hierarchy followed by the company is highly extensive. It is because the businesses are located all over cities and employ many employees who are conversant in regional sales techniques and local language

**Process:** Reliance Retail's main goal from the start was to never run out of inventory, which required them to develop a very effective logistics business. Reliance Fresh, which sells items like fruits and vegetables, is rotated using daily replacement processes. Reliance Digital is one of the largest tech markets, both in terms of product variety and accessibility because of strong connections to key suppliers and a quick delivery network.

**Physical Evidence:** Reliance Fresh has been successful in becoming the go-to retail location for most shoppers. Large hoardings in busy streets advertise their presence in the fashion retail sector. The stores that are chosen for installation are often large areas that display a variety of retail products. Typically, they travel across several floors, stopping at various shop locations. Most of them are merged such as Digital, footprints, and Reliance trends are frequently combined.

## Challenges

**Legal problems/scams/controversies:** The main obstacle to Reliance's continued expansion is the fact that it has always experienced issues in one form or another. Some of the instances are Amazon's disapproval of the acquisition of Future group, SEBI's show cause notice for insider training, and the demerger of Reliance Industries.

**Tough competition from across the Globe:** Even though the company has all the necessary resources and infrastructure, there is always fierce competition from retailers from inside and outside that occasionally open.

**Rigorous Government policies and inflation:** Government policies are always a hindrance and challenge for Reliance. Apart from that, increasing inflation rates are also a concern when it comes to the financial growth of the company.

## Reliance's success

One factor in their development is their reliance on strategic alliances with big entities throughout the world to increase their capabilities. With low disruptive pricing, Jio and Reliance Retail entered the competition and were able to win over the Indian consumer. All of RIL's companies are designed to accommodate the Indian market. Reliance always demonstrates flexibility as it has changed its focus several times in the last four decades. Its ability to change as per market conditions and diversify its business lines allows them to remain relevant even in today's tumultuous times.

## **Journey to Omni channel Way**

Reliance made several attempts between 2014 and 2018 to take on India's expanding e-commerce business. Nonetheless, the company was having trouble due to a lack of understanding of customer behavior and poor execution. To capitalize on the 700 stores of its offline brands which were into selling the daily needs of the customers, the company created Reliancefreshdirect.com to deliver food and grocery items in late 2014. To appeal to millennials and Gen-Z, Reliance established the fashion website Ajio.com in April 2016. Reliance Digital even though it had a significant offline presence in the electronics sector, it chose not to launch an online version because of the discount war between Amazon and Flipkart.

After the pandemic caused a decline in physical retail in 2020, Reliance revived the electronic segment. which had been idle for some time and also launched Reliancejewels.net as a distinct online platform for its jewelry business. Its massive e-commerce project JioMart was also launched during that time. The company launched AJIO.com in April to target consumers with high-margin, curated clothes. As part of its omnichannel strategy, the company opened AJIO "shop-n-shops" at more than a hundred Reliance Trends stores.

With the aid of the superior infrastructure, the company will be able to develop a unique omni-commerce model for its retail operation in combination with physical retail and physical retail presence. The chance to incorporate an "offline-online" approach would significantly distinguish omni-commerce for its retail operation. They are expanding their product selection across trade channels, both online and offline, to better reach customers. Their efforts to create a streamlined interface will be successful.

## **Road Ahead**

Reliance Retail is a front-runner in the competition because of its focus on providing value to customers and democratizing the retail sector. To give customers, the most options possible constantly, Reliance Retail wants to deepen the categories in which it operates, focusing on enhancing the customer experience across all digital and physical touchpoints, and strengthening its logistics and supply chain capabilities by building a robust, technology-enabled supply chain. Additionally, it wants to empower millions of small businesses and retailers with cutting-edge, plug-and-play solutions provided via the cloud, propelling them to new heights. The same digital capabilities that were previously only available to larger enterprises will be made available to millions of medium-sized businesses. As part of its drive to extend the product catalog and source from the broadest selection of items for its clients, the company plans to partner and integrate with all brands, small producers, and MSMEs. Additionally, he added, the business would expand its product and design capabilities to MSMEs so that they may provide goods of the best quality at various price points and gain access to the global market.

**Exhibits:**

**Exhibit 1**

**Details of Reliance Retail’s Main Consumption Basket**

| <b>Grocery</b>  | <b>Consumer Electronics<br/>With 8732 stores</b> | <b>Fashion and Lifestyle<br/>With over 4000 stores</b>   |
|---|--|--|
| Reliance Fresh Signature<br>SMART<br>Smart Point<br>Fresh Pick<br>Shree Kannan Departmental<br>Jayasurya stores<br>JioMart serves 250+ cities | Reliance Digital<br>MyJio                        | Trends<br>Trends Woman<br>Trends Man<br>Trends Footwear<br>Reliance Jewels<br>Avantra by Trends<br>Hamleys |

**Exhibit 2**

**Key Facts about Reliance Retail**

| <b>Revenue</b>                                  | <b>EBITDA</b>                                 | <b>Retail stores</b>                  |
|---|---|---------------------------------------|
| 1,99,704 Cr<br>in FY2021<br>(US\$ 26.3 billion) | Rs. 12,381 Cr in FY2021<br>(US\$ 1.6 billion) | 15,196                                |
| <b>Retail Area</b>                              | <b>Cities</b>                                 | <b>Customer served/week</b>           |
| 41.6 million Sqft                               | >7,000 Cities                                 | > 5 million                           |
| <b>Fruits/vegetables sold per day</b>           | <b>People employed</b>                        | <b>Loyalty membership base</b>        |
| > 500 Metric Tonnes                             | > 3,60,000                                    | > 200 million                         |
| <b>Distribution Centers across 28 states</b>    | <b>Warehousing space</b>                      | <b>Liters of milk sold every year</b> |
| > 500   | > 12 million Sqft                             | > 14 million                          |

**Exhibit 3**

**Milestones of the company from 2006-2023**

| <b>2006</b>   | <b>2007</b>  | <b>2008</b>  |
|---|--|--|
| Reliance Fresh<br>Reliance Industries got into the organized retail format with its first store in Hyderabad. | Reliance Digital: Launched its consumer electronics retail chain   | Reliance Trends and Reliance Footprint- Opened its first fashion & lifestyle store |
| <b>2010</b>   | <b>2011</b>  | <b>2012</b>  |
| Crossed 1,000 stores and partnerships with Zegna,   | Reliance Market- Launched its wholesale cash-and-carry store chain | Becomes India’s largest fashion Retailer   |

Quicksilver & Steve  
Madden

**2013**

Reliance Market becomes the largest wholesale store. Achieved Break-even

**2014**

Launched Reliance Digital Express Mini

**2015**

Launched multi-channel initiatives and moved towards Retail 2.0

**2016**

Launched a fashion digital commerce platform called www.ajio.com

**2017**

Reliance Retail crosses the \$5 billion revenue mark and Reliance trends launched a multi-channel e-commerce platform

**2018**

Launched 3,736 Jio Points across more than 4,400 cities in India.

**2019**

International acquisition of British Toy retailer Hamleys.

**2020**

Launched JioMart, the largest Hyperlocal solution.

**2022**

Partnership with global retail chain 7-Eleven.

#### Exhibit 4

#### Various brands and products of Reliance Retail

| Brand            | Description  |
|------------------|--|
| Fresh Pick       | It is a one-of-a-kind contemporary food and grocery destination store with rich, new, unique, and diverse engagements and experiences.   |
| Fresh Signature  | It is a reimagined contemporary supermarket offering a broad range of kitchen essentials – including local ethnic snacks & foods, premium ingredients for global cuisines as well as fresh fruits & vegetables, dairy products, and other everyday grocery items |
| Reliance Fresh   | A Chain of stores for fresh vegetables, fruits, and dairy products   |
| Reliance Smart   | A Supermarket that offered all goods from fresh produce, bakery, dairy products, home appliances to other general merchandise under one roof   |
| Smart Point      | A convenience store that helps to order goods online and pickups from local Smart Points.  |
| JioMart          | An online grocery store  |
| JioMart digital  | It is a neighborhood mobile & consumer electronics store that offers a wide range of products across all electronics categories  |
| Reliance Digital | Retail chain of almost all electronic items and goods under one roof   |
| Trends           | It is a fashion shopping store for families including men, women, and kids.  |
| Trends footwear  | Chain of footwear stores.  |
| Reliance jewels  | Specialty chain which offers Jewelry only  |
| Azorte           | Which offers a wide range of fashion accessories, beauty products  |
| Ajio             | It is a digital commerce initiative that is a destination platform for fast fashion that can be handpicked, on-trend, and at prices that are the best.   |

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## IMPACT OF ENCLOTHED COGNITION ON WORKPLACE PRODUCTIVITY.

CHARANYA K , DEEKSHA N  
IFIM College, Bangalore, India

Dr .JUDE ASHMI

Assistant professor, Department Of Management, IFIM College Bangalore

### **Abstract**

*Adam and Galinsky (2012) coined the term “ENCLOTHED COGNITION” and put it into a common understanding stating it as systematic influence of clothes on wearer's and viewers' psychological process and also the change in behavioral tendencies. After that, many researchers have studied Enclothed cognition in relation to various concepts and have given measurable impact on selective qualities like attentiveness (Adam and Galinsky,2012)<sup>1</sup>, change in empathetic concern (Belen lopezperez, Tamara Ambrona ,Ellie L WILSON ,Marina khalil (2016)<sup>2</sup>,problem solving(Van Stockum and Decaro,2014)<sup>3</sup>, influence perception( Behling &Williams,1991)<sup>4</sup>,focus centric( Correll ,park ,Judd & Wittenbrink,2002;sadler,Correll,park&judd,2012)<sup>5</sup>.etc This paper consists of primary research finding through the questionnaire distribution along with other secondary research available to support our concept. This paper illustrates about the work place productivity in regards to the enclothed cognition, color of cloth having influence on cognition , judgmental view based on clothing, change of dressing style during covid pandemic, accessories and makeup being considered under enclothed cognition.*

**Key Words:** *Enclothed Cognition, workplace productivity, color cognition, physiology, professionalism.*

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### **Introduction**

We often spend most of our time in digging the wardrobe to select proper outfit for the day, because consciously or subconsciously we believe the type of clothes we choose can be an expression of how we would feel. People choose to wear different kind of clothes for different activities.

For example- people are seen with formal dress like suits in working profession or for an interview, casual outfits in travelling or to take rest, bright shining outfits for party and best picked outfits for special occasions. We also tend to match our outfits with the accessories that suit the outfits. It does not end here; we also associate our clothes and accessories with our makeup to make us feel pleasant, elegant, and confident in ourselves. But there is little exception on people who prefer to be simple and natural in their own way and some stay out of box to create their own clothing style. This is because the type of clothes or the outfits we

wear outside would influence our inside feeling, thinking, helps in giving confidence and satisfaction.

We often notice that our mood changes based on type of clothes we choose to wear , example – when we put our sweat pants, track pants our mood turns up to be ready to go to gym or do work. Wearing uniform, blazer, and tie would make us feel professional and confident. Not only type of clothe even the Color of clothes also has an impact on our mental state. This is because colors can actually evoke different range of emotions like bright colored dress is associated with energetic mood and dull colors associated with relaxing mood. In fact, clothing can change our mind chemistry due to symbolic meaning that we as a society ascribe to different sorts of outfits. One of foremost researchers on enclothed cognition, Adam Galinsky said, “It has long been known that clothing affects how other people perceive us, as well as how we think about ourselves”<sup>6</sup>, knowingly or unknowingly clothes project about the role we are playing in to the outside world.

Sometimes, the dress can also define state of class, like branded dress is generally associated with high class, richness and Uniforms associated with professions. In our life we would have come across sayings like “dress for work you want; not the work you have” or” look good, feel good” or “dress for success”, “what a strange power there is in clothing” many times. The above lines are actually stating that clothing or dressing is playing some major role in reflecting our ability, personality, and mood, how others perceive us, building image etc. This is a phenomenon that is actually connected to psychological theory that clothes have to impact or influence on wearer’s mood, behavior, cognitive abilities and this theory has been coined as enclothed cognition.

## **Back Ground**

Our motive behind choosing this topic is based on two parameters. Firstly personal interest and experiences which made us deep dive into the topic and to understand clothing psychology among management students and working professionals. Personal interest and experience involve the importance of clothing and its impacts on cognition in our daily life. As wears we came over various situations where we could find clothing influencing our behavior style and mood. And this made us to dive more into the topic and explore its influence in other qualitative measures. The reason for our other parameter is that, we researchers belong to management area so we wanted to know in particular about these peoples. As a viewer we noticed that every sector have a indicative clothing like doctor wear white cote, Police has a prescribed set of uniform but in managerial sector we don’t have a particular clothing style but formal clothing is dominant and more preferred. So we started studying on this particular area along with its psychological impacts.

## **Literature Review**

There are many subsequent researches by other investigators regarding the theory of enclothed cognition in relation to different domains.

Saaid A. Mendoza and Elizabeth J. Parks-Stamm (2020), in their paper states the findings

between the police offices and the uniform they wear would affect the shooter task i.e. the measurement of response time they take to wear a uniform and their reaction after that. It also says about their attitude and the power they impose by wearing uniform to the public/innocents. Vikash Ramnanan(2018), this thesis stated the positive significant correlation of two components that is Enclothed Cognition & Machiavellianism. And the detailed impact it shows in today's business world, technology and in politics. Coline Crutzen and Stephane Adam(2022), they had findings of the relationship between the symbolic representation in healthcare using uniform (white coats) and its preferences level for the old adult patients especially in nursing home.

Belen Lopez-Perez, Tamara Ambrona, Ellie L Wilson and Maria Khalil(2016), The paper clearly explained that empathetic response and helping behavior increase depending on enclothed cognition framework. They explained this by doing an experiment that wearing a tunic (loose garment) and identifying it with nursing scrub increased empathetic concern, working hours in participants compared to solely physical experience of wearing the scrub. M Orakcioglu, I Orakcioglu and B Fletcher (2016), this paper help to find the hidden detail behind the motto of wearing certain garments and their cultural relevance and it is demonstrated by the 16th century ottoman clothing. JG Lu, RE Nisbett And MW Morris(2022), It states the findings by demonstrating the psychological and behavior change in general public of china by wearing face mask during covid-19 pandemic. It's related to the public health with their individual mental health. Hannah R Gnegy and Deborah A. Christel(2016), The paper explains garment/ textile industry targeting the plus-size middle aged women between 18-25 and professional attires they wish to choose. Also, the market strategy behind this textile industry uses to attract their customers. Charles A. Van Stockum Jr And Marci S. Decaro (2014), The paper contains experiment regarding problem solving insights and controlled attention in relation to enclothed cognition (wearing white lab coat). It states that wearing white coat in regard to WMC would increase attention control towards problem solving.

From the above research articles we can know that there are various measurable qualities in relation to enclothed cognition. The works include various concepts like attitude and power in relation to uniform, symbolic representation, clothes in regard to cultural relevance, psychological and behavioral change in relation to clothing, problem solving insights and attentiveness and many more concepts. But, these papers did not have information related to productivity in relation to clothing. So, we tried to fill this research gap by our work on productivity in relation to enclothed cognition. Our paper's one of objective was Clothing influence on workplace productivity. Apart from it, we worked on other objective like, color of clothes having influence on cognition, judgmental view based on clothing, change of dressing style during covid pandemic, accessories and make up being considered under enclothed cognition.

### **Synthesis**

We accumulated our research objectives from above mentioned research articles by understanding their studies (conceptual hypotheses, qualitative measures and results)

### **Workplace productivity –**

- Police offices and the uniform they wear would affect the shooter task (Saaid A. Mendoza and Elizabeth J. Parks-Stamm (2020)).
- Regarding problem solving insights and controlled attention due to white cloth (Charles A. Van Stockum Jr And Marci S. Decaro (2014)).
- Encloded Cognition & Machiavellianism. And the detailed impact it shows in today's business world, technology and in politics ( Vikash Ramnanan (2018)).
- Tunic (loose garment) and identifying it with nursing scrub increased empathetic concern, working hours in participants (Belen Lopez-Perez, Tamara Ambrona, Ellie L Wilson and Maria Khalil(2016)).

### **Judgmental view-**

- Attitude and power that police impose by wearing uniform towards the public/innocents. (Saaid A. Mendoza and Elizabeth J. Parks-Stamm (2020)).
- Detailed impact of clothing styles in today's business world, technology and in politics. (Vikash Ramnanan(2018)).
- Relationship between the symbolic representation in healthcare using uniform (white coats) and its preferences level for the old adult patients especially in nursing home. (Coline Crutzen and Stephane Adam(2022))

### **Encloded Cognition during Covid Pandemic-**

- Psychological and behavior change in general public of china by wearing face mask during covid-19 pandemic (JG Lu, RE Nisbett And MW Morris(2022))

### **Accessories and Makeup Being Considered Under Encloded Cognition-**

- Moto of wearing certain garments and there cultural relevance and it is demonstrated by the 16<sup>th</sup> century ottoman clothing (M Orakcioglu, I Orakcioglu and B Fletcher (2016)).

### **Research Framework**

Proposed objectives illustration-

#### **Clothing Influence on the Workplace Productivity**

When, we go out to work or for any external activity we do where clothes as our second skin which should meet our personal comfort and that would be a brand of representation of us to others and more about our personality and profession. On one hand, when it comes to few set of people, who are working in the organization, they do need match certain level of organizational dress code policies and the set of uniformity in clothing like ironed formal shirt, pant, skirts, blazers, tie, heels and shoes representing formal wear which are made for the corporate representation over period of time. Such dressing style could disturb the wearers comfort zone and creates a sense of irritations and decreases the productivity or in opposite, boost their sense of belongingness in organization helps in skill development, knowledge acquisition and gradually increases the productivity<sup>7</sup>.

On the other hand few millennium organizations or freelancers does not implicate any dress

codes or suggests the new trendy clothing style like casual-comfort clothing's which make them feel comfortable and no restrictions in choice of their clothing which helps in more idea generation and creative thinking which benefits both organization and viewers. So such obligations of the organization norms and dress code policies affect the wearers' psychological behavior and comfort that could affect the work productivity directly or indirectly in terms of confidence, responsibility holding, sense of unity and belongingness with co-workers, along with body language, work conscious and so on. This psychological change in the wearer's behavior is, associate with the work that would be implementing in the cognitive behavioral changes over period of time and would influence the work productivity.

### **Wearers Color Choice and Its Cognitive Changes**

In a vast spectrum of colors in an individual's day to day life we come across many colors around us from the bottom of earth to the unpredictable sky. We individuals do prefer to carry a specific choice on color that touches our heart. Colors do have the power that could affect the individual emotionally, intellectually and physically. Sometimes, it also provides confidence, feel privileged, boost motivation and makes people excited. So it's not just in the colors around people but also in what they tend to wear<sup>7</sup>. The wearer's personal choice would be different and unique from others could be from past choice of interest which could be from stored memories of joy, success, accidents, promotions, demotions and so on. Such choice of interest would lift the wearer's mood, it promotes the creative feeling, helps in making statements to others and ready to act perception. This influence is made not only in the wearer's personal life but also in professional life to create an impact in situations like meeting, presentations, get together and so on. The choice of dress color would play a very important role and helps in representing professionalism not just for the viewers but also for the wearer psychological belongings and their individual performances.

To see in particular every color has its own diplomatic meaning like, RED brings out excitement, energy, love and strength. GREEN color provides freshness, healing, nature and quality. BLUE color brings competence, loyalty, peace and trust. WHITE promotes clean, honesty, innocence, and simplicity. BLACK promotes dramatic, formality, sophistication and security. GREY color signifies calm, maturity, neutrality and reliability. Today's world most people prefer to wear black, white and blue clothing which states to represent the professionalism in the corporate world so it knowingly or unknowing signs the meaning of formality, honesty, loyalty and trust as a quality of wearers characteristics to the viewers and to themselves<sup>9</sup>.

### **Judgmental View Based On Clothing**

It has been a practice from past, that the way we dress is a part of how society judges or thinks about us. In general, some people perceive that the clothes people wear are indirect indication of what they are like. Sometimes, clothes acts as an instrument for some people to judge on basis of status, occupation, style etc. People have the view that if someone wears branded cloth or high priced cloth it indicates high privilege. Sometimes wearing branded cloth seems to impress others and increase a high state feeling in oneself and more trendy clothes makes people think they are fashion oriented and updated.

Clothes also indicate symbolic representation of occupation .example-seeing a person wearing white coat, people identify him as doctor. People can judge or identify our work based on clothes that we wear ,Example –wearing a formals will leave a professional image on others, seeing a person on sweat pants or track pant we assume they are workout or gym oriented persons.But, today we can see there is a lot of change in society in relation to dressing style. As before, judgmental view can't be done in present scenario, because today people follow their own style, prioritize their comfort over luxury status and each one of them have their own way to choose clothes for better appearance. For example- In past , prior to 20 years we have seen most of big entrepreneurs, leaders, rich people wearing suits, branded clothes, but today many are breaking that style. If we see Facebook founder –Mark Zuckerberg, has his own style of dressing in only gray color T-shirts and simple trousers. Though he is very rich yet we see him in simple ordinary same type of dress. And now, people can't say he is not rich just by seeing him simple clothes. So, we can say that today, clothes alone can't illustrate persons personality, status accurately.

### **Change in Encloded Cognition during Covid Pandemic**

Covid pandemic has impacted a lot of changes in our life and one of the changes is our dressing style.We know that during covid many employees began working from home. Everyone has mainly two types of outfits that is work outfits and home outfits, but as the employees were working from home they dint really preferred work outfits at the same time they can't be in home outfits for video conferences in working hours. This led to a new style of dressing style that is mixed attire<sup>11</sup> –example, business tops with casual bottoms. Generally, on a large basis casual comfort was preferred by most of employees. We even saw how Mask during covid had become a new normal, it had been necessary clothing that everyone should wear when stepping out. Even, many top brands started producing masks with different prize ranges, quality, and designs <sup>12</sup>etc.

### **Accessories and Makeup Being Considered Under Encloded Cognition**

It's not just clothing that effects cognition, sometimes along with it accessories and makeup also plays a supportive role in influencing cognition. This is because every item we wear or we put on our body makes us feeling something about ourself Sometimes accessories help in identifying profession, example-stethoscope makes us imagine doctor, paintbrush indicates painting, and laptop indicates corporate professionals.. Accessories can also influence mood .Example- wearing glasses makes us feel smart and intellectual , wearing watch makes us time bound, smart watch makes workout people to focus, earphones makes us feel relaxed, jackets makes us feel rebel etc. Accessories like high priced phones, branded shoes, smart watches can make one feel high state or rich. Sometimes it also act as boosting confidence, for Example- a short women wearing high heels helps in increasing confidence. Make up also plays important role in presenting oneself boldly, confidently and beautifully. It's an art which is used to build image, hide emotions, and present oneself in the way they wish. Though it's not for all people, but for some, mainly for fashion oriented persons the 3 main essentials that they carry on themselves are accessories, makeup and clothing<sup>15</sup>. Thus today, we have style –makeup,

clothing and accessories, to make us feel bold, confident in ourselves as we move through this world.

## **Methodology**

This research study is conducted to evaluate people's view in relation to our objectives and to understand in detail. This study followed a quantitative and qualitative approach based data collection and analysis. A Questionnaire distribution was circulated to collect the data. The targeted participants were mostly college students and working professionals. Questionnaire was designed in a way that it had total of 31 questions among which first part consists of 5 questions which were demography and second part is the main part of questionnaire which included 26 questions related to our research objectives that were investigated. These questions were designed in different forms like some were in relation to five-point likert scale; some questions were open ended type and few included ranking and selection of options.

## **Data Collection And Sample Size**

In this research, a well structured questionnaire was used to collect the data. The data was collected by the Google Form and the participants answered to our questions. We were able to collect a data, of total 208 responses.

## **Research Findings**

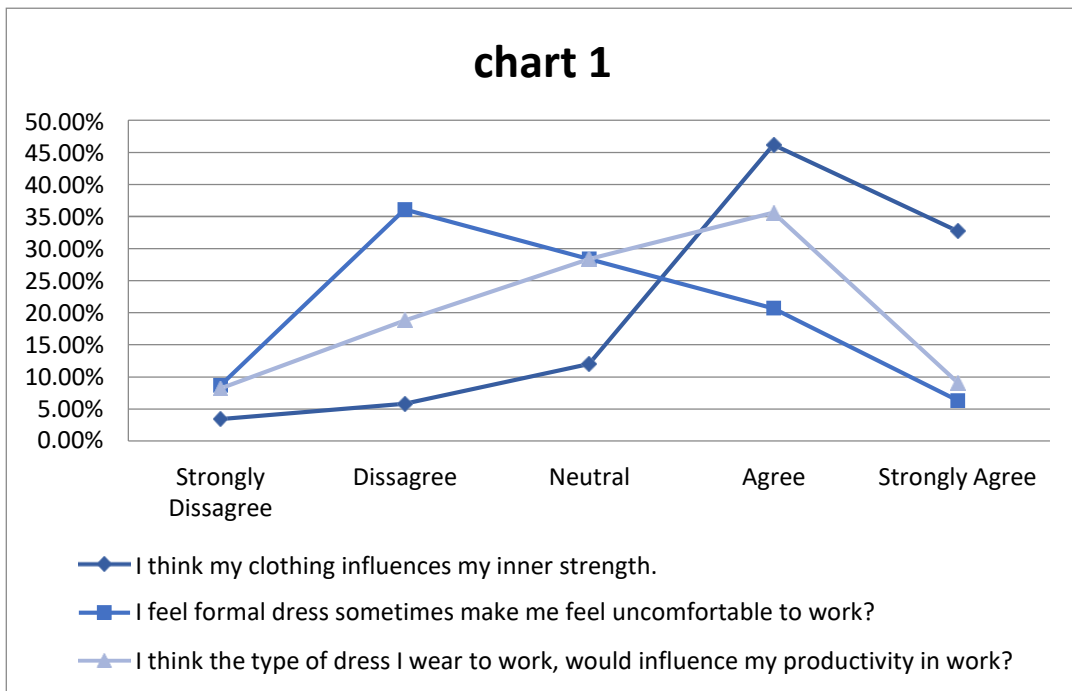
### **The Demographic Data**

In this study data accumulated were in total of 208. Out of 208 respondents most of the respondents 159 (76.4%) were between 18-27, 25 (12%) were between 28-37, 21 (10.1%) were between 38-47, 3 (1.4%) were between 48-57. By this analysis we could state that the majority of respondents were from age group of 18 to 27 which also states youngsters as the majority decision makers. 140 (67.7%) were female respondents and 68 (32.7%) were male respondents. 122 (58.7%) were students, 69 (33.2%) were working professionals and 17 (8.2%) did not fall in both the categories.

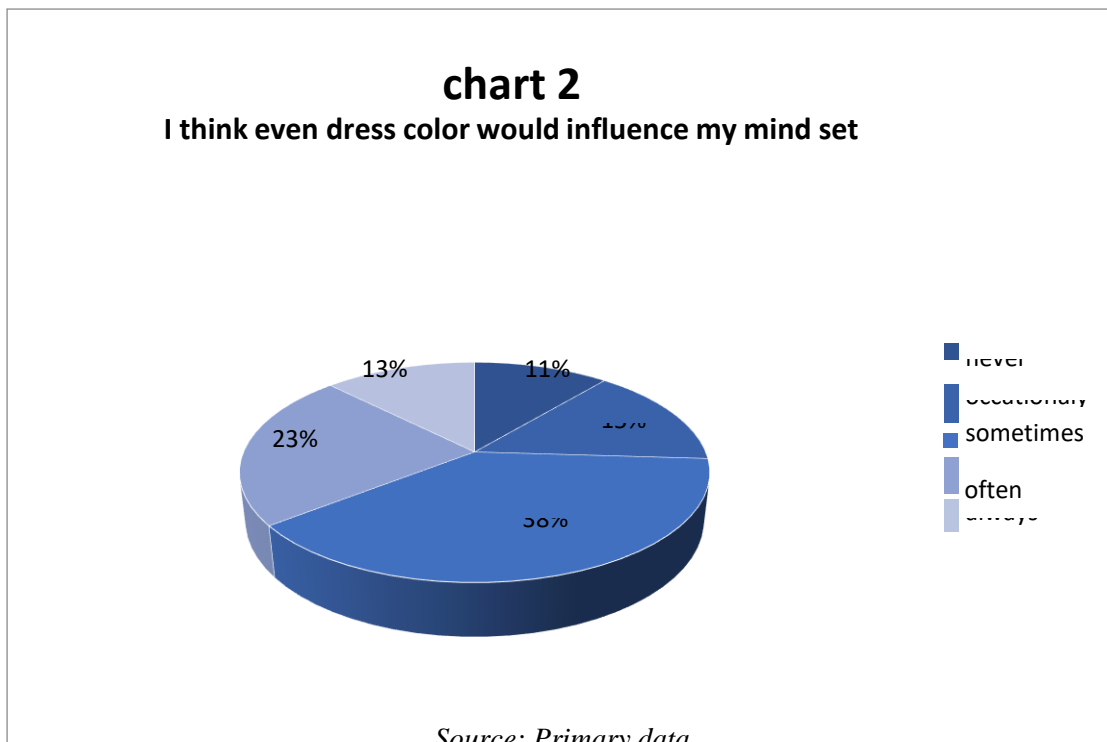
## **Results And Discussion**

First objective of the paper was to find the relationship between the influences of clothing over wearer's productivity level towards their work. So to draw the results few questions were asked to 208 respondents And their respond were like 1Q. Could clothing influence their inner strength? To this 96(46.2%) respondents agreed.(chart 1) 2Q. Does formal dress makes wearers feel uncomfortable in their work place? To this 75(36.6%) respondents Disagreed (Chart 1). 3Q. Does work productivity relays on the wearers work dress choice? For this 74(35.6%) of people Agreed that work productivity is influence one the wearers dress choice.

The followed objective was to determine the wearers color choice and its cognitive changes. For this we asked the respondents 3Q like, Q1.does dress color would influence the wearers mind set? To this 80(38.5%) stated sometimes the color would influences their mind set (chart 2). Q2.which color do wearers prefer professionally to make their mood productivity? To this majority choose blue, black and white.(chart 3)

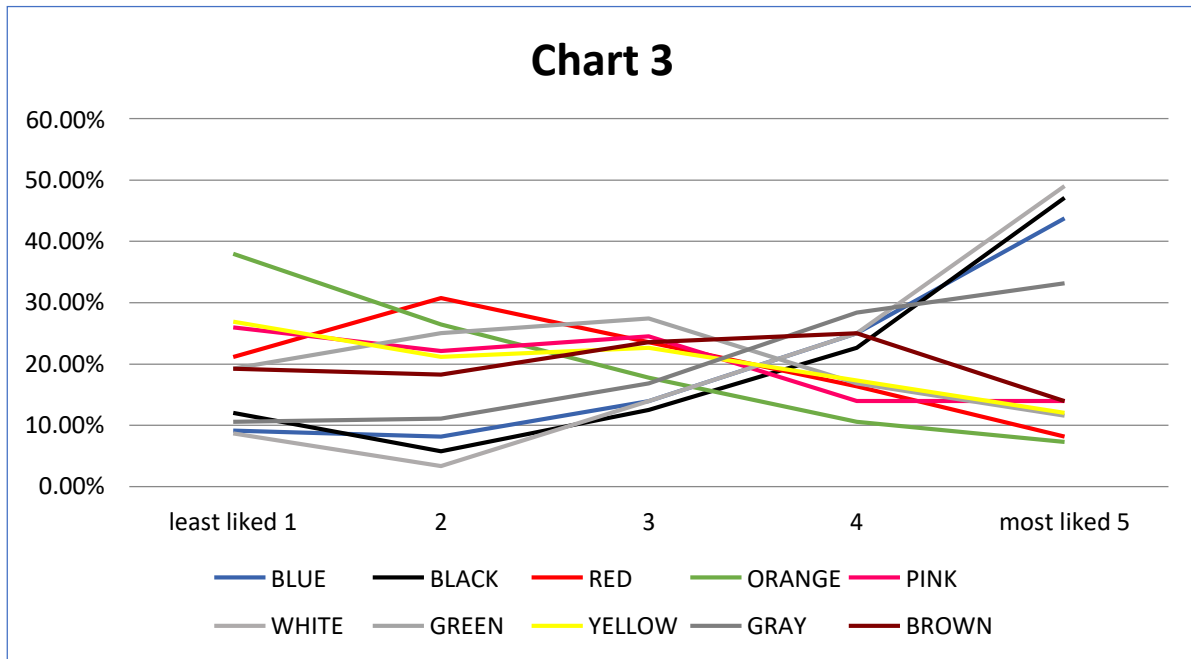


Source: Primary data



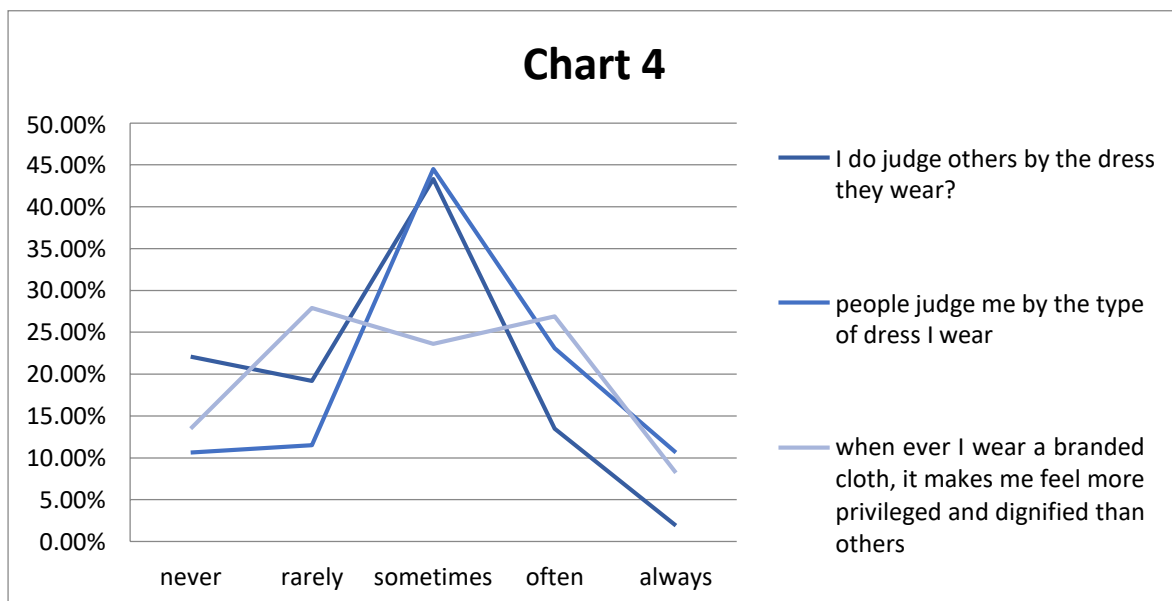
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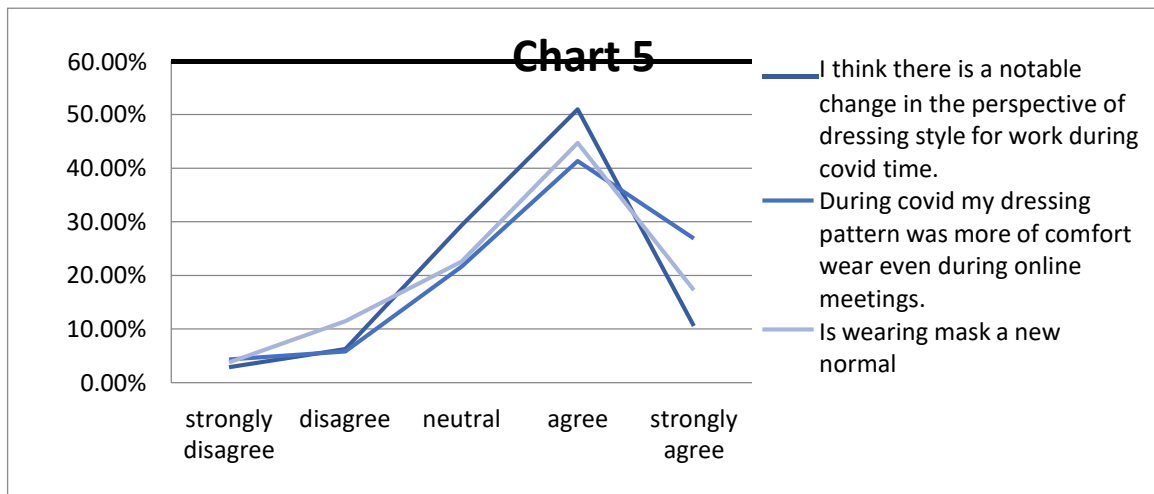
Source: Primary data

The next objective is Judgmental view based on clothing to determine these wearers were asked 3Q like, 1Q. Do wearers judge others by their dress? The responds were sometimes by 99(43.3%) (Chart4). 2Q. do people judge wearers by their dress? To this 92(44.2%) responded as sometimes (chart 4).3Q.Does branded cloth make wearers feel privileged and dignified than others? For this we got mixed respondents like 56(26.9%) agreed and 58(27.9%) disagree (chart 4).



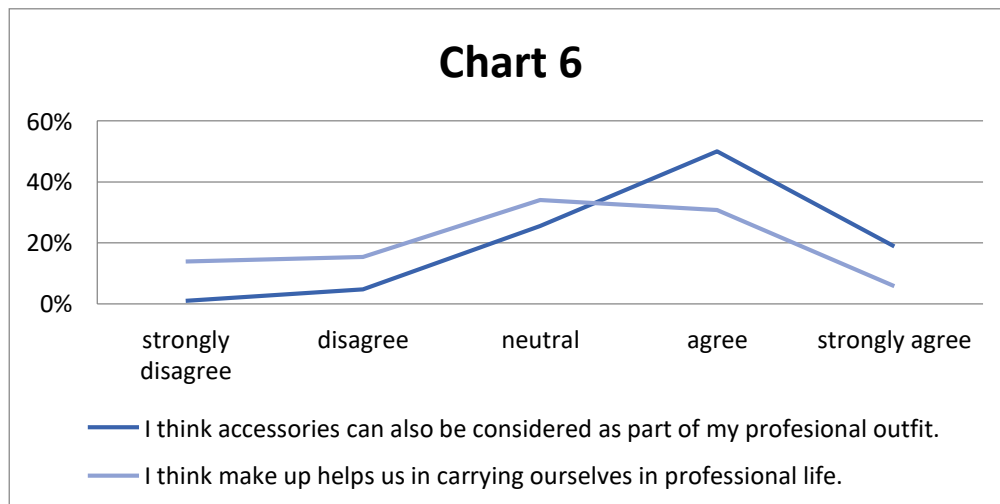
Source: Primary data

Next objective was regarding change in encllothed cognition during covid pandemic. For this 3Q's were asked.Q1. If there was notable change in wearers dressing style during covid time? To this 106(51%) agreed (chart 5).Q2.Did wearers preferred comfort clothing during online meetings in covid time? to this 86(41.3%) agreed.(chart 5)Q3. Did wearing mask become new normal? To this 93(44.7%) agreed.(chart 5)

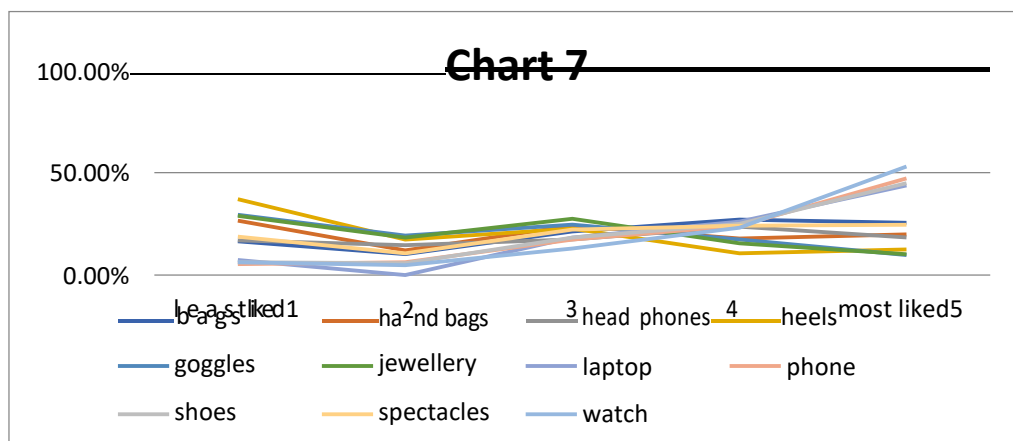


Source: Primary data

The last objective is to determine accessories and make up being considered under encloded cognition.5Q were asked.Q1.Does wearers prefer accessories to be part of their professional outfit? To this 104(50%) respondents agreed.(chart 6).Q2. Wearer’s accessories prioritization towards their professional outfit. For this most respondents preferred phones, watches, shoes. (chart7)Q3. Does makeup helps wearers to carry themselves in professional life? To this 30.8% respondents agreed and 34.1% has neutral opinion.(chart 6).



Source: Primary data



Source: Primary data

## Inference

The main aim of this research was to examine clothes influence in relation to workplace productivity, wearers color choice and view on its cognition change, judgmental view on clothing, encloded cognition during covid pandemic, accessories and make up being considered under encloded cognition. We assumed our objectives based on our personal experiences and studying other research materials. Then by collecting data from 208 respondents and analyzing it, we got results. Further we compared the results with our objective illustration. By analyzing the results, we say that most of our respondents agreed that clothes can influence on productivity by impacting their inner strength. In our objectification formal clothing either disturbs wearers comfortness or increases their uniformity, work conscious; for this respondents disagreed the point -formal dress disturbing comfortless in workplace. About 80% of respondents agreed that color of clothe would influence their mindset, and said that blue, black and white clothes makes their mood productive in workplace. As we said in our objective illustration that judgmental view based on clothing has been changing, we saw the same response from results. People couldn't select a proper agree or disagree, they had chosen sometimes option because we as a society had been illustrating something based on clothing, but today it has been slowly changing and people do think before judging. In pandemic time, there was notable change of dressing style, respondents preferred comfort clothing and mixed formal was in trend. Mask had become a new normal. We formulated that accessories and make up also acts in encloded cognition, more than 50% response says that they prefer accessories to be part of their professional outfit and most people do not particularly agree that make up helps them in carrying themselves in professional life. We conclude the paper by saying that, first 4 of our objectives were correct, expected and positive result have come from respondent's side. But, for 5th objective, we got mixed response, so it will not completely agree our objective.

## Conclusion

Our outcomes says that Clothing influence on workplace productivity by inceasing their inner strength and formal dress or uniform will not make people uncomfortable. Blue, black and white color clothes are preferred more in workplace. In our survey people did not completely accept on the judgment they make on other and the judgmentally view they overcome by the type of clothe they wear. There was a new change in dressing style during pandemic. Apart from

clothes, people do give importance to accessories to be a part of their professional outfit. Most preferred accessories are phone, watch and shoes. Make up to be part of professional outfit is not encouraged as much as accessories and clothes.

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## WALMART: LESSONS FROM THE WORLD'S MOST ADMIRER RETAILER

**AKHILESH SARDA, PRAVEEN N & RAHUL RATHOD**  
IFIM College, Bengaluru

**Dr. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bengaluru

### *Abstract*

*This Case study discusses how Walmart, a US-based retailer, expanded its operations globally and the lessons that can be learned from the most admired retailer across the globe. Walmart entered international markets in the early 1990s and has since become a global leader in the retail industry. It highlights Walmart's strategy of adjusting to local market conditions and tailoring its value proposition to meet the specific needs and preferences of customers in each country. Walmart also focused on developing strong logistics management systems, which helped it to economically manage its operations and maintain prices low. It also discusses many challenges Walmart faced when expanding globally, including cultural differences, regulatory issues, and competition from established local players. However, Walmart was able to overcome these challenges through strategic partnerships and acquisitions, as well as by leveraging its scale and expertise. Walmart's success in taking its business global offers valuable lessons for other companies looking to expand their operations internationally.*

*Keywords: retail, market, business, Walmart*

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### **Introduction to Walmart**

Walmart, an American global retail firm runs a series of grocery stores, hypermarkets, and discount department stores. Sam Walton established the business in 1962, and it has its corporate headquarters in Bentonville, Arkansas. With more than 11,000 stores operating under 56 distinct banners across 27 countries, Walmart is one of the biggest retailers in the world.

With more than 1.5 million people, Walmart is the largest private employer in the US, operating over 4,700 locations. Walmart, Amazon, and Costco are the top three largest retailers, respectively, according to Deloitte Global's "Global Powers of Retailing 2023 Report," which identified the 250 biggest retailers worldwide. Some of the milestones are mentioned in **Exhibit** The company's retail operations include Walmart Supercentres, Walmart Neighbourhood Markets, and Sam's Club membership warehouses. In addition, Walmart runs online stores in several nations, including the US, Canada, and the UK. Walmart's revenue surges 6.7% to \$611.3 bn in FY23. Walmart is renowned for its "Every day Cheap Pricing," and because of effective supply chain and inventory management systems, it has been able to keep costs down. In recent years, the business has recently placed a major emphasis on sustainability and social responsibility, establishing ambitious goals to lower its carbon footprint and use more

renewable energy.

## Rise of Walmart

Several factors have led to Walmart's emergence as one of the biggest and most prosperous retailers in the world. Here are a few key factors that have contributed to Walmart's growth and success:

**Founder's vision and business strategy:** Sam Walton, the founder of Walmart, had a clear vision for his business from the beginning. He aimed to provide customers with a wide selection of premium goods at the most affordable costs. To achieve this, he focused on creating an efficient supply chain and inventory management system and strongly emphasized cost-cutting and operational efficiency.

**Expansion and innovation:** Walmart has continuously expanded its operations and entered new markets, both geographically and in terms of product offerings. It has also been at the forefront of innovation in retail, adopting new technologies and strategies to improve its operations and customer experience. For example, Walmart was an early adopter of RFID technology for inventory management and has also invested heavily in e-commerce and online retail.

**Large scale and buying power:** Walmart's massive scale and buying power have allowed it to negotiate lower prices from suppliers, which it passes on to customers through its "Everyday Low Prices" strategy. This has helped it maintain a competitive advantage over other retailers and attract price-sensitive consumers.

**Focus on customer experience:** Despite its focus on low prices, Walmart has also been successful in creating a positive customer experience through factors such as friendly and helpful employees, clean and well-organized stores, and convenient store locations. This has helped it build a strong brand and customer loyalty over the years.

## Business Model

Walmart's style of operation is based on providing a large selection of goods at the lowest possible prices to customers. Here are some of the key components of Walmart's business model:

**Low pricing:** Walmart's "Everyday Low Prices" strategy is at the core of its business model. The company focuses on reducing costs through operational efficiency and scale, and passing on the savings to customers in the form of lower prices.

**Efficient inventory and supply chain management:** Walmart has created an extremely effective inventory and supply chain management system that enables them to move goods swiftly and affordably from suppliers to retailers. This helps Walmart maintain low costs and minimize waste.

**Wide range of products:** Walmart manages multiple categories, including groceries, household goods, electronics, and clothing. This allows the company to serve a broad customer base and compete with a variety of retailers.

**Multiple store formats:** Walmart operates a range of store formats, incorporating Sam's Club membership warehouses, Walmart Supercentres, and Walmart Neighborhood Markets. This allows the company to serve customers in a variety of settings and price points.

**E-commerce:** Walmart has made major investments in its operations recently. Its e-commerce operations include building its online platform and acquiring online retailers such as Jet.com.

This allows the company to reach customers who prefer to shop online and compete with other e-commerce giants like Amazon.

**Community involvement:** Walmart has also made community involvement and social responsibility a key part of its business model. The company supports local communities through donations and volunteerism and has established challenging sustainability objectives to lessen its environmental effect.

## Walmart's Retail Marketing Mix

A series of grocery stores, cheap department stores, and hypermarkets are all run by the international retail company Walmart. Its retail marketing mix includes the following elements:

**Product:** Walmart provides a variety of commodities, such as food, electronics, clothing, household goods, and more. Its product mix is designed to cater to the needs of a diverse customer base.

**Price:** Walmart is known for its low-price strategy. The company offers everyday low prices and price rollbacks on select products. It also offers price matching to ensure customers get the lowest possible price.

**Place:** Walmart has a strong physical presence, with stores in almost every major city in the United States and worldwide. The company also has a robust online presence, with a website that offers online shopping and home delivery.

**Promotion:** Walmart uses a variety of marketing channels to promote its products. This includes traditional advertising such as TV commercials, print ads, and billboards, as well as digital marketing channels such as email marketing and social media.

**People:** Walmart places a strong emphasis on customer service. Its employees are trained to provide friendly and helpful service to customers, and the company offers a range of benefits and career opportunities to its employees.

**Presentation:** Walmart has a well-known reputation for its store layout and presentation of products. Some of the ways are Aisles, End Caps, Signage Boards, Merchandising, Product Placement, etc., which help, the customers in greater visibility and attract well.

**Customer Service:** Walmart employees are trained to provide friendly and helpful service to customers to increase customer loyalty and meet their satisfaction level. Some of the ways they follow are In-store Customer Service, Online Customer Service, Return Policy, Price Match Guarantee, Satisfaction Guarantee, Community Outreach, etc.

## Challenges

Walmart has faced several challenges over the years, including:

**Competition:** Amazon, as well as other brick-and-mortar retailers like Target and Costco, are among the fierce competitors that Walmart must contend with. This has put pressure on Walmart to continue innovating and improving its operations to maintain its competitive edge.

**Labor issues:** Walmart has faced criticism over its treatment of workers, with some employees

alleging low pay, inadequate benefits, and poor working conditions. This has led to high turnover rates and challenges in retaining skilled workers.

**Regulatory challenges:** Walmart is subject to a range of regulatory requirements, including environmental regulations, labor laws, and antitrust regulations. It can be expensive and time-consuming to comply with these rules and breaking them could result in consequences on the legal and financial fronts.

**Reputation management:** Walmart has faced criticism over its impact on local communities, including concerns over its effect on small businesses and local economies. The company has also faced negative press over issues such as product quality and safety.

**Supply chain management:** Walmart's complex and large supply chain can be challenging to manage, and the company has faced issues with product quality and safety in the past. The company has made efforts to improve its supply chain management and reduce its environmental impact, but these efforts can be expensive and time-consuming.

Overall, Walmart faces a range of challenges related to competition, labor, regulation, reputation management, and supply chain management. The company has made efforts to address these challenges, but they remain ongoing concerns for the business.

## Road Ahead

Looking ahead, Walmart is continuing to focus on several key areas to drive growth and address ongoing challenges. Here are some key initiatives and opportunities for Walmart in the coming years:

**E-commerce:** Walmart is continuing to invest heavily in its e-commerce operations to compete with online retail giants like Amazon. The company has made several high-profile acquisitions, such as Jet.com and Bonobos, and is expanding its online grocery business. Walmart is also using its network of physical stores to offer a range of online ordering and delivery options.

**Sustainability:** Walmart is dedicated to minimizing its negative effects on the environment and has established challenging sustainability targets, such as obtaining all its energy from renewable sources and cutting greenhouse gas emissions throughout its supply chain. The company is also focusing on reducing waste and increasing recycling.

**In-store experience:** Walmart is focusing on improving the in-store experience for customers, including by re-modeling to make them more appealing and easier to navigate. The company is also investing in new technologies, such as autonomous floor-cleaning robots and augmented reality shopping apps, to enhance the shopping experience.

**Private label brands:** Walmart is expanding its range of private label brands to offer more exclusive products at competitive prices. These brands can help differentiate Walmart from competitors and improve margins.

**International expansion:** Walmart is continuing to expand internationally, particularly in emerging markets like India and China. The company is also exploring new partnerships and acquisitions to expand its global footprint.

Overall, Walmart faces both challenges and opportunities in the years ahead. By focusing on e-commerce, sustainability, in-store experience, private label brands, and international



expansion, Walmart is well-positioned to continue growing and competing in the retail industry. **(Exhibit 2)**

## Conclusion

In conclusion, Walmart's global expansion has been a fascinating case study in the retail industry and provides valuable insights into the opportunities and challenges of expanding a business internationally. Through a combination of careful planning, local adaptation, and strategic partnerships, Walmart was able to establish a presence in several international markets, including Mexico, China, and the United Kingdom.

One of the key lessons from Walmart's global expansion is the importance of adapting to local market conditions. Walmart's success in different international markets depended on its ability to understand and adapt to local consumer preferences, cultural differences, and regulatory environments. This required a flexible approach that balanced standardization across stores with the need for localization to meet the specific needs of each market.

Another key lesson from Walmart's global expansion is the importance of building strong local partnerships. Walmart's partnerships with local businesses and suppliers were critical to its success in many international markets, as they helped the company navigate complex regulations and cultural differences.

Overall, Walmart's global expansion provides a valuable case study for companies seeking to expand internationally. By understanding the local market, building strong partnerships, and investing in human capital, companies can overcome the challenges of global expansion and achieve success in new markets.

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## **Exhibits**

### **Exhibit 1 Milestones**

|             |   |
|-------------|---|
| <u>1962</u> | Sam Walton opens the first Walmart store in Rogers, Arkansas.   |
| <u>1967</u> | The Walton family owns 24 stores, ringing up \$12.7 million in sales.   |
| <u>1969</u> | The company officially incorporates as Wal-Mart Stores, Inc.  |
| <u>1970</u> | Walmart becomes a publicly traded company. The first stock is sold at \$16.50 per share.  |
| <u>1971</u> | The first distribution center and Home Office opened in Bentonville, Arkansas.  |
| <u>1972</u> | Walmart is listed on the New York Stock Exchange (WMT). With 51 stores, Walmart records sales of \$78 million.  |
| <u>1975</u> | Inspired by a visit to a Korean manufacturing facility, Sam Walton introduces the Walmart cheer.  |
| <u>1978</u> | The first pharmacy opens.   |
| <u>1979</u> | The Walmart Foundation is established.  |
| <u>1980</u> | Walmart reaches \$1 billion in annual sales, faster than any other company at that time. Walmart has 276 stores and employs 21,000 associates.  |
| <u>1983</u> | The first Sam's Club opens in Midwest City, Oklahoma.<br><br>Walmart replaces cash registers with computerized point-of-sale systems, enabling fast and accurate checkout   |
| <u>1984</u> | Sam Walton does the hula on Wall Street, making good on a promise to associates after the company achieves a pre-tax profit of 8% for the previous fiscal year  |
| <u>1987</u> | The Walton family establishes the Walton Family Foundation. The company installs the largest private satellite communication system in the U.S., linking the company's operations through voice, data, and video communication. |
| <u>1988</u> | The first Walmart Supercenter opens in Washington, Missouri, combining general merchandise and a full-scale supermarket to provide one-stop shopping convenience.   |
| <u>1991</u> | Through a joint venture with Cifra, a Mexican retail company, Walmart goes global, opening a Sam's Club in Mexico City. First optical location.   |
| <u>1992</u> | Rob Walton becomes chairman of the board.<br>Walmart employs 371,000 associates in 1,928 stores and clubs.  |
| <u>1996</u> | Walmart opens its first stores in China.  |
| <u>1997</u> | The company celebrates its first \$100 billion sales year.  |
| <u>1998</u> | The Neighborhood Market format is introduced with three stores in Arkansas. Walmart enters the United Kingdom with the acquisition of Asda  |
| <u>2000</u> | Walmart.com is founded, allowing U.S. customers to shop online.   |
| <u>2002</u> | Walmart tops the Fortune 500 ranking of America's largest companies. Walmart enters the Japanese market through its investment in Seiyu.  |
| <u>2005</u> | Walmart announces major commitment to environmental sustainability. <ul style="list-style-type: none"> <li>• Create zero waste.</li> <li>• Use only renewable energy.</li> </ul>  |

|             |  |
|-------------|--|
|             | <ul style="list-style-type: none"> <li>• Sell products that sustain people and the environment.</li> </ul>   |
| <u>2009</u> | Walmart enters Chile with the acquisition of a majority stake in D&S S.A. Walmart exceeds \$400 billion in annual sales.   |
| <u>2011</u> | Walmart expands its business into South Africa by acquiring 51% of Massmart Holdings Limited.  |
| <u>2020</u> | Walmart and Sam's Club responded to COVID-19, turning parking lots into testing centers and sourcing PPE materials for frontline healthcare workers. Walmart launches the Walmart+ membership program to help customers save even more time and money. |
| <u>2021</u> | Walmart invests in drone delivery, fintech, and autonomous vehicles. Walmart launches Walmart GoLocal's last-mile delivery service. Walmart launches Walmart Data Ventures.  |
| <u>2022</u> | Walmart scales In-home Delivery reaching 30 million U.S. homes. Walmart celebrates its 60th Anniversary.   |

**Exhibit 2**

|                                  |   |
|----------------------------------|---|
| <b>Walmart Museum</b>            | Located in Bentonville, Arkansas, the Walmart Museum features exhibits that tell the story of Walmart's founding and growth, as well as the history of retail in the United States. Visitors can see a replica of the original Walmart store, as well as interactive exhibits that explore the company's values and business model. |
| <b>Walmart Innovation Centre</b> | The Walmart Innovation Centre in Shenzhen, China, showcases cutting-edge technologies and products that are being developed by Walmart's team of engineers and designers. The center features interactive displays and demos of innovations in areas such as supply chain management, product design, and customer experience       |
| <b>Walmart Academy</b>           | Walmart's training facility for employees, known as Walmart Academy, features exhibits and interactive displays that teach associates about the company's values, history, and best practices. The academy also includes a simulated store environment where associates can practice customer service and operational skills.       |
| <b>Walmart AI Lab</b>            | The Walmart AI Lab in Sunnyvale, California, is a research facility that focuses on developing cutting-edge artificial intelligence technologies for use in retail operations. The lab features interactive displays and demos that showcase the latest AI innovations, such as autonomous robots and predictive analytics.         |

## REACHING THE UNREACHED: INSURANCE SCHEMES FOR RURAL PEOPLE

DR. PARUL TANDAN

Associate professor, Dayananda Sagar Business School

### **Abstract:**

*India is one of the fastest growing economies of the world where more than 70 % of population lives in rural areas. Rural areas are the lifeline of our country, accomplishment of financial services in these areas is an inevitable one. Financial Inclusion is a topmost priority of the Government in recent days to enable country's inclusive growth. Financial Inclusion is the delivery of financial services at an affordable cost to vast section of disadvantaged and low income group of people. The extent of financial exclusion is still quiet huge in rural areas. Financial Inclusion like opening of bank accounts, access to digital money, availing of micro credit, insurance and pension were lacking. 110 million of country's population, only 20% of has any kind of insurance. Rural people are also highly excluded section in the Insurance market. Vulnerability is more in rural areas than urban areas, but they are largely unreached segment of Insurance. To cover these vulnerable sections of society, Insurance Regulatory and Development Authority (IRDA) has created a special category of insurance policies called micro-insurance. Jansuraksha, as an Insurance initiative with Government's Financial Inclusion step is one of the preceding sector to made inclusion in formal financial services. This paper entitles to give a glimpse on Government promotional measures of Micro Insurance and Jan Suraksha with rural people.*

*Keywords: Financial Inclusion, Insurance, Jan Suraksha, Micro Insurance, Rural people.*

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### **Introduction**

India has the second largest population in the world, but the penetration of Insurance is very low. Only 20 % of country's population has any kind of Insurance. Rural people are also highly excluded section in the Insurance market. Vulnerability is more in rural areas than urban areas, but they are largely unreached segment of Insurance. To eradicate and remove disparity in the society, careful allocation of economic and financial resources could be guarantee only if poor are also bought under the umbrella of financial inclusion through the access to bank accounts and insurance coverage. To cover these vulnerable sections of society, Insurance Regulatory and Development Authority (IRDA) has created a special category of insurance policies called micro-insurance.

Micro-insurance is a key element in the financial services package for mass people particularly, for economically weaker sections of people. The potential of micro-insurance is very high, for a developing country like India where efforts made by the government to cover a major portion of population lives below poverty line. Making betterment of life for poor people is a vital for sustainable development. Building on the recommendations of the consultative group, IRDA notified Micro-Insurance Regulations on 2005 with some key features to promote and regulate micro-insurance products. Jansuraksha, as an Insurance initiative of Indian government's financial inclusion scheme to cover all low income group people like unorganized sector workers, farmers etc., in come to the domain of formal financial services. Jansuraksha covers both accident and life insurance scheme to the vulnerable sections of society unorganized sector

worker at an affordable cost of low premium.

### **Literature Review**

Christina Blanchard-Horan and Michael J. McCord (2007) explain the concept of Micro insurance as “Microinsurance, in general, is the protection of low-income people against specific perils in exchange for regular premium payments proportionate to the likelihood and cost of the risk involved. Low-income people can use micro insurance, where it is available, as one of several tools to manage risks.”

Subir Ghosh (2008), while explaining the concept of rural insurance says that rural insurance helps to safeguard rural income against probable danger involved in rural activities. Insurance business is spreading mainly in urban areas. But in rural areas, income generating activities like agricultural operations, livestock productions etc. for survival of human being are very much dependent on various unpredictable factors or risks like flood, drought, and storm, earthquake etc. Therefore rural activities need protection and should come under insurance coverage. In this context, the concerned government either should provide protection to the rural people directly or should encourage private or foreign insurers to bring the rural population under the insurance coverage in safeguarding their income.

Ponreka and Rao (2009) revealed that Insurance is the best form of fortification against risk that has been formulated by man. Since its emergence, insurance has become unavoidable to every aspect of human life from health disorders to building properties, from household articles to multimillion-dollar projects.

Chandhok (2009), Micro insurance is a vital tool to eliminate poverty, as the logic behind it is that it helps to climb the economic ladder. It is designed specifically for the poor in developing countries, who are either self-employed or employed in small firms and do not have access to insurance products. The people BPL (below poverty line) need financial tools to protect themselves and their families against perils like illness, death, weather etc.

Private health expenditure constitutes 81% of total health expenditure in India of which 94% is paid for out of pocket (Berman et al., 2010). Less than 15% of the population is covered by health insurance (Berman et al., 2010; World Health Organization 2012). The absence of pre-financing arrangements for health care exposes many households to financial hardship when confronted with ill-health, or causes them to forego care altogether (Bonu et al., 2009; Binnendijk et al., 2012; Murray et al., 2012). The impoverishing effects of catastrophic health care expenses have been highlighted by Devadasan et al., (2006).

### **Research methodology**

This study is descriptive in nature. The data used for the study is secondary in nature and has been collected from various reputed journals, newspapers and Brochure of Pradhan mantri Jan dhan yojana, Jan Suraksha website.

#### **Importance Of Insurance with Rural people**

Insurance is a form of risk management used to protect oneself against an uncertain loss. Risk is inevitable in everyone's life. Risk may be in the form of loss of life, loss of property, High cost of health etc. A human being cannot avoid all these risks. But through proper mechanism

loss can be reduced or compensated in one or another form. Insurance is the one way which helps us to get protection against various types of losses.

A well developed insurance sector has both micro implications for households and macro implications for the economy as a whole. At the household level, insurance serves as a tool for addressing risks as opposed to coping with a disaster after an unfortunate event has occurred. At the macro level, insurance provides long term funds that can be used for infrastructure development (UNDP.2007) Prahlad.C. K highlighted the importance rural market in his “bottom of pyramid “inspired by researchers to concentrate on rural market especially in India. The reason is India has 70% of rural population its huge compare to other developing countries.

Rural people are not much aware and enrolled Insurance policies. The rural scenario in India today, provides a greater opportunity than the urban markets. The increasing rural-urban connectivity, basic nature of rural economy and the rural market has undergone fundamental transformation (Anabil Bhattacharya .2008). The changing behaviours and attitudes of the rural people, rural industrialization paves the way for regular income with rural people which lead to saving and investment attitude with them. The savings and financial institutions are getting tremendous growth for investment potential. There is lot of institutionalization of savings. Opportunities in the rural market are wide and huge.

#### Micro Insurance

Micro insurance has the ability to change the economic condition of millions of people. While insurance companies target only those who can pay easily, Micro insurance targets those who need it the most, i.e. those at the bottom of the pyramid. The population at this segment is just about making ends meet. Micro insurance is a risk protection made particularly for the Bottom of the Pyramid. Micro-insurance is relatively a new term referring to insurance services that are specifically aimed for the poor, delivered through a nodal agency (as in the case of micro-credit), which involves modest premium and coverage amount. Micro-insurance is also referred to as community based insurance (Ahuja.2005)

Insurance Regulatory and Development Authority (IRDA) has created a special category of insurance policies called micro-insurance policies to promote insurance coverage among economically vulnerable sections of society especially with rural people. The IRDA Micro-insurance Regulations, 2005 defines and enables micro-insurance. A micro-insurance policy can be a general or life insurance policy with a sum assured of Rs.50, 000 or less.

A general micro-insurance product could be

Insurance coverage should be either on an individual or group basis

There is flexibility in the regulations for insurers to offer composite coverage or package products that include life and general insurance covers together. Micro-insurance business is done through the following intermediaries:

- Non-Governmental Organizations
- Self-Help Groups
- Micro-Finance Institutions

Micro insurance is a crucial part of the financial services needed by the poor in developing countries, and includes life, health, agricultural and property insurance. Unpredictable events, such as illness, accidental death or disability can bring devastating consequences to poor

households, particularly in developing countries. Worse, entire communities face upheaval from catastrophes such as droughts, tsunamis, hurricanes and earthquakes in areas without protections from the government and private sector that are readily available in developed countries. Micro insurance can help the poor—and the tenuous markets in developing countries—recover if one of these events occurs (Maria and sidhu .2009)

**Jansuraksha**

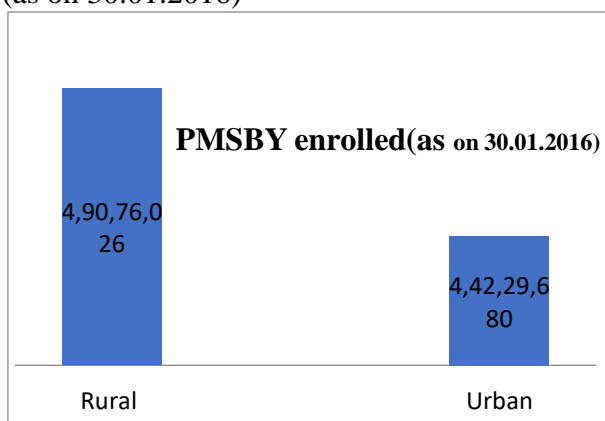
The Indian Economy is characterized by the existence of a vast majority of informal or unorganized labour employment like farmers,agri labours in rural areas etc.,

Pradhan Mantri Suraksha Bima Yojana (PMSBY)

Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY)

**Pradhan Mantri Suraksha Bima Yojana (PMSBY)**

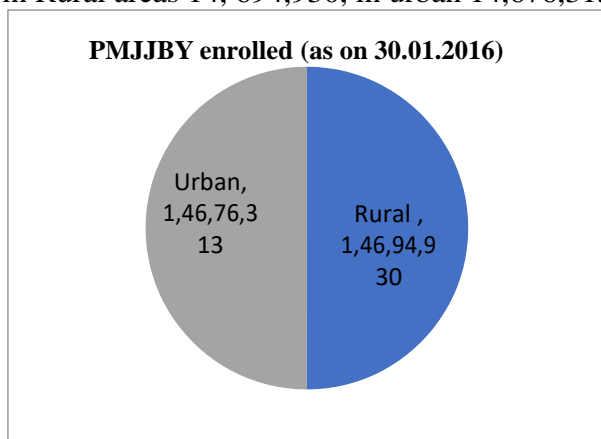
India's population only 20% of has any kind of insurance; this scheme aims to increase the number. Pradhan Mantri Suraksha Bima - Yojana is a government backed accident insurance scheme in India. Pradhan Mantri Suraksha Bima Yojana is available to people between 18 and 70 years of age with bank accounts. It has an annual premium of Rs.12. Progress of PMSBY (as on 30.01.2016)



Source: <http://www.jansuraksha.gov.in/>

**Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY)**

Pradhan Mantri Jeevan Jyoti Bima Yojana is a government backed Life insurance scheme in India. Pradhan Mantri Jeevan Jyoti Bima Yojana is available to people between 18 and 70 years of age with bank accounts. It has an annual Premium of Rs.330. Progress of PMJJBY Enrolled in Rural areas 14, 694,930, in urban 14,676,313 (as on 30.01.2016)



Source: <http://www.jansuraksha.gov.in/>

This Insurance drive is billed as 'Jandhan to Jansuraksha.'

### Findings and Suggestions

Rural People much enrolled in Jan suraksha schemes than urban people. In Jan Suraksha scheme Pradhan Mantri Suraksha Bima Yojana higher number of enrollment than Jeevan Jyoti bima yojana due to low amount premium. Health Insurance schemes are not available with Jan Suraksha scheme.

The penetration of insurance with rural people in India by innovative product design for rural, effective and lower-cost distribution channels, awareness, access and affordability.

### Conclusion

Rural people also inseparable and integral part of the economy, Insurance availability of this sector may help them come out in emergencies positive way. The rural market is vibrant and holds tremendous potential for growth of insurance business, particularly because of the strong saving habit. Rural population is a pillar stone of our economy, extending the financial services to them will be the key drive towards an inclusive growth.

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## **FINTECH AND THE DIGITAL TRANSFORMATION OF FINANCIAL SERVICES: A STUDY WITH REFERENCE TO SMES & MSMES**

**M R SUJI RAGA PRIYA**  
Assistant Professor, Dayananda Sagar Business School

**Dr. PRIYANKA KANZODE**

### ***Abstract***

*With the Covid-19 Pandemic, this research intends to investigate whether there has been a digital shift of financial behaviour in the usage of fintech by micro, small, and medium-sized companies (SMEs & MSMEs) in Bangalore, India. The sample was comprised of fifty small and medium-sized enterprises (SMEs & MSMEs) from Bangalore, India. Analysis of data using variance-based SEM. The findings indicate that the Covid-19 epidemic has an impact on SMEs & MSMEs' & MSMEs & MSMEs' & MSMEs & MSMEs' (old behavioural intention) use of fintech, and this represents a strengthening of the impact on new behaviour in utilising fintech (new behavioural intention). Moreover, the New Normal policy has a beneficial and substantial impact on the present use of fintech (new behavioural intention). As for the new normal since a moderating variable, the old behavioural intention to the new behavioural intention play no major impact, as many SMEs & MSMEs used fintech before the new normal. Suggestions for small and medium-sized enterprises (SMEs & MSMEs) to continue using fintech in their company operations to prevent the negative effects of Covid-19 and to ensure the smooth operation of their businesses.*

*Keywords: The Covid-19 Pandemic; Intention Behavior; New Normal; Intention Behavior*

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### **Introduction**

The corona virus outbreak affects businesses, especially SMEs. Covid-19 has affected retail, according to the Bangalore, Indian Retail Entrepreneurs Association (2020). An unexplained pneumonia case was found in Wuhan, China, on December 31, 2019. (Liang, 2020). Covid-19 virus caused sickness (Corona Virus Disease-2019). The Covid-19 outbreak has changed human life. WHO calls the new virus Covid-19 (WHO,2020). This virus's ability to propagate between individuals is unknown. Finally, individuals may transmit pneumonia (Reiman, 2020). SARS-CoV-2 is a respiratory virus.

Bangalore, India passed Government Regulation (PP) Number 21 of 2020 on Large-Scale Social Restrictions (LSRR) to fight Covid-19 (Covid-19). LSRR bans some residents' activities in areas where Covid-19 is suspected to occur. The 14-day incubation period included LSRR. If a new case is found after 14 days, the quarantine may be prolonged. The Covid-19 outbreak changed economic transaction behaviour, defining the new normal in trade (Meita, 2020). The new standard is to adapt to Covid-19, which promotes a healthy, clean lifestyle. This strategy applies to the commercial, educational, and religious sectors to avoid positive examples (Dipna, 2020). The workplace is a risk factor for disease transmission due to contact and communal assembly. Dewi (2020) found that some workplaces no longer enforce a work-from-home

policy but still impose protocol restrictions. Using public transit requires vigilance since you'll meet people with unknown hygiene histories.

## Literature Review

The Covid-19 epidemic has changed the purpose of SME business transactions from before to after. Aditya and Wardhana (2018) define behavioural intention as the desire to do something. Behavior predicts SME use of digital tools for performing transactions during the Covid-19 outbreak. Prior to the Covid-19 pandemic, a research (Old Behavioral Intention Utilizing Fintech) found that SMEs & MSMEs' anticipated benefits of using fintech had a positive and large effect on their behaviour (Nursiah, 2017; Bangkara, Putu, & Harta, 2016; Putri & Jumhur, 2017). (2019). Perceived Ease of Use did not improve fintech excitement (Gendro & Kusuma, 2020). It's also connected to new behaviour when Covid-19 became normal. According to Aditya and Wardhana (2018), behavioural intention to utilise fintech would have the same tendency during a pandemic or under new normal circumstances. According to Naufal (2020), SMBs in the new normal era should integrate payment systems using fintech. SMEs & MSMEs may leverage this integration immediately. SMEs & MSMEs may withstand the new normal by embracing the digital economy, especially fintech. This advantage allows SMEs & MSMEs to reach a bigger market (Yan, 2015; Ahlstrom et al., 2020). Coronavirus has changed how firms reach customers. SMEs & MSMEs must detect patterns of altering customer behaviour, including the ambitions, goals, and needs of customers living a new normal. Consider customers' avoidance of physical touch while shopping. After the outbreak, internet shopping will resume.

Nielsen's (2020) survey on consumer behaviour in Bangalore, India shows that 30% of respondents increased their online buying and 40% stated they would continue to make online purchases once the pandemic ended, consistent with the new normal. Companies must retain customer ties to survive the global pandemic and the new normal. The popularity of online shopping forces small and medium-sized businesses (SMEs & MSMEs) to expand their digital presence. During the Covid-19 outbreak, these conditions made the digital economy a type of industrial revolution 4.0. Due to restricted physical connection, digital technology is used to execute economic transactions remotely and online. According to Agus (2020), who references Don Tapscott, who initially advocated a digital economy in 1995, he is delighted that the digital economy has a large role and impact in this pandemic moment. SMBs that use traditional business methods face growing pains. Adopting digital technologies may help SMBs recover in the new normal era. Collaboration with e-commerce organisations in product marketing and digital economy payment systems may boost SME development. Online money transfers and payments are available with digital apps. The Covid-19 outbreak has led to safer internet shopping (Tut, 2020). Fintech has emerged as the banking industry's principal adversary in supplying money transaction services in the digital economy (Ozili, 2020). GoPay, OVO, and Dana provide users an alternative to banks for payment services (Fu & Mishra, 2020).

Numerous signs show that the world is transitioning to a digital economy. Digital technologies will first improve production efficiency. Second, it's hard to disentangle human reliance on ICT so as much human action as possible is digital. Increased social distance in the new normal period has made physical connection more enticing. Various studies and research reveal a strong link between digital technology and global economic growth. Fifth, all countries need economic globalisation to improve the welfare of all people, thus the digital economy will be the foundation for international communication and trade in the future (Agus, 2020). Covid-19

indirectly helps consumers and SMBs. The shift in buying preferences toward digital platforms is due to a drop in community mobility and the introduction of Large-Scale Social Restrictions (LSSR) to curb the spread of the corona virus. Since the outbreak, e-commerce merchant accounts have grown. Analysts predict a shift from offline to online transactions (Cindy & Agung, 2020; Javed, 2020). Fintech and business digitalization need new behaviours (Benuf, 2020; Giese & Haldane, 2020). What do SMEs and MSMEs think?

Gendro and Kusuma (2020) show that SMEs and MSMEs are actively adopting fintech. More benefits will encourage fintech usage. Man is logically motivated by what benefits him. SMBs won't utilise user-friendly fintech if the benefits are little. Fraud doesn't affect whether SMEs and MSMEs utilise fintech. Since the community has never encountered cyber risk, public awareness of security has not been a big concern (Chang et al., 2020). SMEs & MSMEs are aware of the hazards that affect their intention to utilise fintech (Smeets & Zeisberger, 2020), yet these difficulties haven't limited their ambition to embrace fintech.

This study examines whether SMEs and MSMEs in Bangalore, India have changed their digital financial behaviour after the Covid-19 pandemic and the New Normal era. This study aims to inform small and medium-sized enterprises (SMEs & MSMEs) in Bangalore, India, that in the era of the Covid-19 pandemic and the new normal, the digital economy payment system that uses fintech towards contactless payments is more efficient and provides convenience and smooth business operation, despite risks. SMBs that use traditional business methods face growing pains. This research is integrative. A psychological standpoint is someone's desire to accomplish something (behavioural intention). A pandemic is a new worldwide sickness (WHO, 2020). Fintech combines finance and IT. This study uses an empirical way to examine new normal situations as a moderator for fintech-based behavioural patterns. This multidisciplinary and empirical research is thus intriguing.

**Hypothesis:**

|     |   |
|-----|---|
| H1  | Covid-19/LSSR affects Old Behavioral Intention of using fintech   |
| H2  | Old Behavioral Intention affects the New Behavioral Intention of using fintech  |
| H3. | New Normal affects the New Behavioral Intention of using fintech  |
| H4  | New Normal effect on Old Behavioral Intention of using fintech has an impact on New Behavioral Intention of using fintech |

**Analysis**

Bangalore, India SMEs & MSMEs are the study's topics. Each province's SMEs and MSMEs were purposefully sampled. SMEs and MSMEs used fintech before Covid-19. Online ordinal scale questionnaires were issued to 34 Bangalore provinces (Likert scale).

Validity and reliability are checked before distributing the questionnaire. The validity test employs Pearson bivariate correlation analysis, which is significant below 0.05. Cronbach's Alpha reliability test with 0.05 significance threshold (Wiyono, 2020). Sekaran & Bougie

(2017) say dependability is poor if alpha is below 0.6, fair at 0.7, and excellent at 0.8. In order to determine the quality of the variables, a descriptive analysis was carried out from the results of data collection using a Likert Scale for each variable used. As for inferential analysis, it was carried out with SmartPLS 3.2.9 software through the following stages: (1) testing the validity and reliability of the construct; (2). fit model test, and; (3). Test the hypothesis

Table 1: SME’S Business Types

| Types of Business |                 |        |        |
|-------------------|-----------------|--------|--------|
| No                | Business        | Amount | %      |
| 1                 | Tourism         | 12     | 14.29  |
| 2                 | Transportation  | 6      | 7.14   |
| 3                 | Hotel           | 5      | 5.95   |
| 4                 | Culinary        | 20     | 23.81  |
| 5                 | Souvenir        | 10     | 11.90  |
| 6                 | Education       | 8      | 9.52   |
| 7                 | Home Production | 12     | 14.29  |
| 8                 | Store           | 11     | 13.10  |
|                   | Total           | 84     | 100,00 |

Table 2. The fintech used by respondents

| No | Fintech            | Old Behavioral Intention (Use of Fintech) | New Behavioral Intention (Use of Fintech) |        |
|----|--------------------|---|---|--------|
|    |                    | (Use of Fintech)                          | Amount                                    | %      |
|    |                    | %   | Amount                                    | %      |
| 1  | Gpay               | 25.00                                     | 26  | 30.95  |
| 2  | PhonePay           | 17.86                                     | 16  | 19.05  |
| 3  | Paytm              | 8.33                                      | 7   | 8.33   |
| 4  | RazorPay           | 10.71                                     | 11  | 13.10  |
| 5  | ZestMoney          | 9.52                                      | 8   | 9.52   |
| 6  | MoneyTap           | 7.14                                      | 4   | 4.76   |
| 7  | <b>Lendingkart</b> | 3.57                                      | 2   | 2.38   |
| 8  | Other              | 9.52                                      | 8   | 9.52   |
| 9  | No use             | 8.33                                      | 2   | 2.38   |
|    | Total              | 100,00                                    | 150                                       | 100,00 |

Source: Processed data

Instrument Test

The results of the research instrument test for each variable used SPSS ver.25 software as shown in the table below.

Variable of Covid-19/LSSR

The test results are as follows:

Table 4. Test the Validity and Reliability of the Covid-19/LSSR Variables

| Point | Pearson Correlation | Sig   | Status |
|-------|---------------------|-------|--------|
| X1    | 0.78                | 0.000 | Valid  |
| X2    | 0.83                | 0.000 | Valid  |
| X3    | 0.94                | 0.000 | Valid  |
| X4    | 0.70                | 0.000 | Valid  |

Score cronbach's alpha 0,811 are reliabel.

Source: SPSS output

Based on the table above, 4 question items on the Covid-19 variable have a significance smaller than 0.05, so all question items are declared valid. Croncbach's alpha value of 0.811 is greater than 0.7 so that the questions on the Covid-19 variable can also be declared reliable (Wiyono, 2020).

Variable of Old Behavioral Intention

The test results are as follows:

Table 5. Test the Validity and Reliability of Old Behavioral Intention (Use of Fintech) Variables

| Point | Pearson Correlation | Sig   | Status |
|-------|---------------------|-------|--------|
| Y1.1  | 0.79                | 0.000 | Valid  |
| Y1.2  | 0.90                | 0.000 | Valid  |
| Y1.3  | 0.90                | 0.000 | Valid  |
| Y1.4  | 0.90                | 0.000 | Valid  |
| Y1.5  | 0.86                | 0.000 | Valid  |
| Y1.6  | 0.94                | 0.000 | Valid  |
| Y1.7  | 0.94                | 0.000 | Valid  |
| Y1.8  | 0.93                | 0.000 | Valid  |
| Y1.9  | 0.91                | 0.000 | Valid  |

Score cronbach's alpha 0,970 are reliabel.

Source: SPSS output

Based on the table above, 9 question items on the Old Behavioral Intention (Use of Fintech) variable have a significance less than 0.05, so all question items are declared valid. The Croncbach's alpha value of 0.970 is greater than 0.7 so that the questions on the Old Behavioral Intention (Use of Fintech) variable can also be declared reliable (Wiyono, 2020).

Variable of New Normal

The test results are as follows:

Table 6. Test the validity and reliability of the New Normal variable

| Point | Pearson Correlation | Sig   | Status |
|-------|---------------------|-------|--------|
| Z1    | 0.73                | 0.000 | Valid  |
| Z2    | 0.64                | 0.000 | Valid  |
| Z3    | 0.69                | 0.000 | Valid  |
| Z4    | 0.72                | 0.000 | Valid  |
| Z5    | 0.52                | 0.000 | Valid  |
| Z6    | 0.59                | 0.000 | Valid  |

Score cronbach's alpha 0.852 are reliabel.

Source: SPSS output

Based on the table above, the 6 item questions on the New Normal variable have a significance smaller than 0.05, so all question items are declared valid. The Cronbach's alpha value of 0.852 is greater than 0.7, so that the questions on the service variable can also be declared reliable (Wiyono, 2020).

Variable of New Behavioral Intention (Use of Fintech)

The test results are as follows:

Table 7. Validity and Reliability Test of New Behavioral Intention (Use of Fintech)

| Point | Pearson Correlation | Sig   | Status |
|-------|---------------------|-------|--------|
| Y2.1  | 0.843               | 0.000 | Valid  |
| Y2.2  | 0.831               | 0.000 | Valid  |
| Y2.3  | 0.750               | 0.000 | Valid  |
| Y2.4  | 0.797               | 0.000 | Valid  |

Score cronbach's alpha 0.852 are reliabel.

Source: SPSS output

Based on the table above, the 4 question items on the New Behavioral Intention (Use of Fintech) variable have a significance smaller than 0.05, so all question items are declared valid. The cronbach's alpha value of 0.852 is greater than 0.7 so that the questions on the service variable can also be declared reliable (Wiyono, 2020).

Confirmatory Factor Analysis

Confirmatory Factor Analysis includes testing of: Convergence Validity, Discriminant Validity, and Composite Reliability with the following results. The initial model of this study prior to confirmatory factor analysis is shown in the following figure.

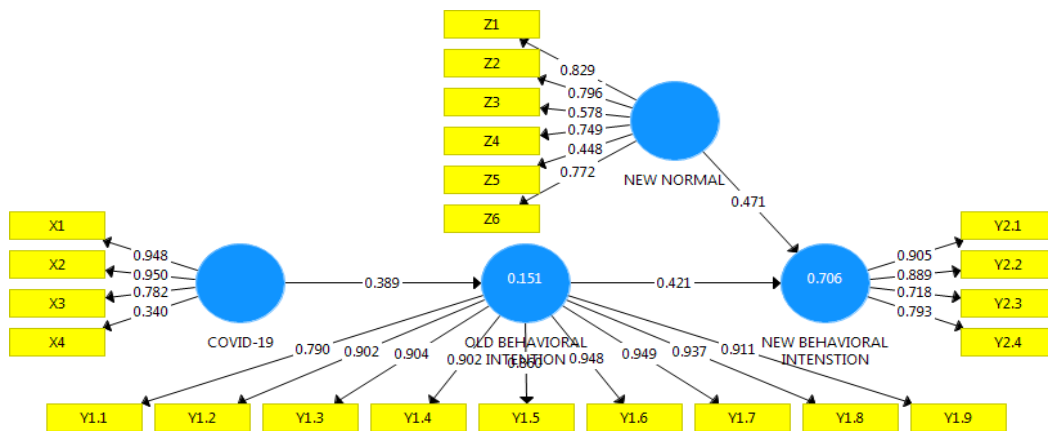


Figure 1. Models Before the CFA Test

Convergent Validity

The results of the convergent validity test are as shown in the table below.

Table 12. Convergent Validity

| Indicators | Covid-19 (X) | Old Behavioral (Y1) | New Normal (Z) | New Behavioral (Y2) | Behavioral Status |
|------------|--------------|---------------------|----------------|---------------------|-------------------|
| X1         | .            |                     |                |                     | Accepted          |
| X2         | 0,950        |                     |                |                     | Accepted          |
| X3         | 0.782        |                     |                |                     | Accepted          |
| X4         | 0.340        |                     |                |                     | not accepted      |
| Y1.1       |              | 0.790               |                |                     | Accepted          |
| Y1.2       |              | 0.907               |                |                     | Accepted          |
| Y1.3       |              | 0.904               |                |                     | Accepted          |
| Y1.4       |              | 0.860               |                |                     | Accepted          |
| Y1.5       |              | 0.948               |                |                     | Accepted          |
| Y1.6       |              | 0.949               |                |                     | Accepted          |
| Y1.7       |              | 0.949               |                |                     | Accepted          |
| Y1.8       |              | 0.937               |                |                     | Accepted          |
| Y1.9       |              | 0.911               |                |                     | Accepted          |
| Z1         |              |                     | 0.829          |                     | Accepted          |
| Z2         |              |                     | 0.796          |                     | Accepted          |
| Z3         |              |                     | 0.578          |                     | Accepted          |
| Z4         |              |                     | 0.749          |                     | Accepted          |
| Z5         |              |                     | 0.448          |                     | not accepted      |
| Z6         |              |                     | 0.772          |                     | Accepted          |
| Y2.1       |              |                     |                | 0.905               | Accepted          |
| Y2.2       |              |                     |                | 0.889               | Accepted          |
| Y2.3       |              |                     |                | 0.718               | Accepted          |
| Y2.4       |              |                     |                | 0.793               | Accepted          |

Based on the table above, the convergent validity test shows that there are two invalid indicators, namely: X4 and Z5, with a loading value of  $<0.7$  (Wiyono, 2020).

### Discriminant Validity

The results of the discriminant validity test are as shown in the table below.

Table 13. Discriminant Validity

| Indicators | Covid-19/LSSR (X) | Old Behavioral (Y1) | New Normal (Z) | New Behavioral (Y2) | Status   |
|------------|-------------------|---------------------|----------------|---------------------|----------|
| X1         | 0.948             | 0.436               | 0.278          | 0.456               | Accepted |
| X2         | 0.950             | 0.356               | 0.273          | 0.400               | Accepted |
| X3         | 0.782             | 0.160               | -0.030         | 0.144               | Accepted |
| X4         | 0.340             | 0.016               | -0.293         | -0.181              | Accepted |
| Y1.1       | 0.475             | 0.790               | 0.610          | 0.608               | Accepted |
| Y1.2       | 0.477             | 0.907               | 0.656          | 0.751               | Accepted |
| Y1.3       | 0.401             | 0.904               | 0.662          | 0.684               | Accepted |
| Y1.4       | 0.314             | 0.860               | 0.692          | 0.671               | Accepted |
| Y1.5       | 0.234             | 0.948               | 0.593          | 0.588               | Accepted |
| Y1.6       | 0.287             | 0.949               | 0.776          | 0.795               | Accepted |
| Y1.7       | 0.345             | 0.949               | 0.770          | 0.793               | Accepted |
| Y1.8       | 0.278             | 0.937               | 0.699          | 0.702               | Accepted |
| Y1.9       | 0.312             | 0.911               | 0.791          | 0.737               | Accepted |
| Z1         | 0.058             | 0.500               | 0.829          | 0.517               | Accepted |
| Z2         | 0.341             | 0.579               | 0.796          | 0.698               | Accepted |
| Z3         | 0.133             | 0.399               | 0.578          | 0.334               | Accepted |
| Z4         | 0.050             | 0.365               | 0.749          | 0.403               | Accepted |
| Z5         | -0.108            | 0.157               | 0.448          | 0.281               | Accepted |
| Z6         | 0.276             | 0.613               | 0.772          | 0.623               | Accepted |
| Y2.1       | 0.385             | 0.863               | 0.741          | 0.905               | Accepted |
| Y2.2       | 0.236             | 0.807               | 0.676          | 0.889               | Accepted |
| Y2.3       | 0.398             | 0.352               | 0.525          | 0.718               | Accepted |
| Y2.4       | 0.389             | 0.434               | 0.675          | 0.793               | Accepted |

Source: SmatPLS output

The discriminant validity test shows that all indicators are accepted, namely: with the results of cross loading the indicators have a higher correlation with the origin variable compared to other variables (Wiyono, 2020).



Composite Reliability

The results of the composite reliability test are as shown in the table below.

Table 14. Composite Reliability

| Variable            | Composit Reliability | Quality  |
|---------------------|----------------------|----------|
| Covid-19/LSSR (X)   | 0.861                | Reliabel |
| Old Behavioral (Y1) | 0.898                | Reliabel |
| New Normal (Z)      | 0.853                | Reliabel |
| New Behavioral (Y2) | 0.975                | Reliabel |

Source: SmatPLS

Hypothesis testing

The results of hypothesis testing are shown in table as follows:

Tabel 16. Hypothesis Test Results

|     | Hipotesis   | Original Sample | PValue | Status       |
|-----|---|-----------------|--------|--------------|
| H1  | Covid-19/LSSR affects Old Behavioral Intention of using fintech   | 0.391           | 0.000  | Accepted     |
| H2  | Old Behavioral Intention affects the New Behavioral Intention of using fintech  | 0.336           | 0.000  | Accepted     |
| H3. | New Normal affects the New Behavioral Intention of using fintech  | 0.480           | 0.000  | Accepted     |
| H4  | New Normal effect on Old Behavioral Intention of using fintech has an impact on New Behavioral Intention of using fintech | -0.017          | 0.788  | Not accepted |

Source: SmatPLS output

H1. Covid-19/LSSR positively affects Old Behavioral Intention to use fintech, as indicated by sample 0.391 and Pvalue 0.000 = 0.05. Covid-19 has no end date, thus SMEs & MSMEs must manage business cycle management through digital transformation (Abdurrahman, 2020). SME businesses' use of a digital marketplace during the Covid-19 outbreak was beneficial. Wan (2010) says SMEs & MSMEs should engage in e-commerce to survive. Large-Scale Social Restrictions (LSSR) prohibit activities in Covid-19-suspected areas. Covid-19 and LSSR impact Old Behavioral Intention to use fintech based on this argument.

H2. Old Behavioral Intention of adopting fintech has a positive and substantial influence on New Behavioral Intention, as indicated by sample 0.336 and Pvalue 0.000 = 0.05. Before Covid-19, Gendro & Kusuma (2020) discovered that perceived usefulness of fintech affected behavioural intention to use it. The Covid-19 epidemic has switched offline buying to internet. SMEs & MSMEs change practises to survive the new normal. At least six protocol corridors underpin SMEs & MSMEs' digitalization for the new normal. Online transaction activities are essential, to avoid the huge spread of Covid-19, either by undertaking social distance or physical separation (Sulistiyo, 2020). (Sulistiyo, 2020). Under these circumstances, SMEs &

MSMEs' use of fintech before the Covid-19 Pandemic has continued.

H3. New Normal positively affects New Behavioral Intention to use fintech, as shown by sample 0.480 and Pvalue 0.000 = 0.05. The government issued many policies from the LSSR to the adoption of the new normal. The consequence is less direct crowd engagement. Large industrial and micro, small, and medium-sized businesses were impacted (SMEs & MSMEs). Business must digitise. Communication, employment, and consumer behaviour patterns are changing. WHO says Covid-

Long-term, 19 remain. The pandemic's end is unknown. We believe the new normal will spur local business activists to go ahead (Juminto, 2020). Covid-19's worldwide influence has also enhanced finance sector use of digital technologies. This shift in behaviour will lead to The New Normal, which requires individuals to adjust to these circumstances to retain productivity and life (Churry, 2020). Based on these circumstances, the new normal has a favourable and substantial influence on the new behavioural intention of utilising technology since, among other things, direct crowd contact is reduced, making digital transformation unavoidable in business.

H4 The influence of New Normal on Old Behavioral Intention of utilising fintech does not moderate New Behavioral Intention, as indicated by sample -0017 and Pvalue 0.788 > = 0.05. Perceived usefulness of fintech had a favourable and substantial influence on behavioural intention before Covid-19, according to Gendro & Kusuma (2020). SMEs & MSMEs have benefited from utilising fintech. In the age of the Covid-19 epidemic and the new normal, fintech is also needed to limit direct crowd contact, making digital transformation unavoidable in business. SMEs & MSMEs are used to employing fintech, therefore the new normal variable can't moderate.

## Discussion

According to the Hypothesis Test Results table, Covid-19/LSSR positively affects Old Behavioral Intention to use fintech. Abdurrahman (2020) found that the Covid-19 epidemic has no end date, thus SMEs & MSMEs must manage business cycle management through digital transformation. Digital economy implemented by SME businesses via a marketplace will have a favourable influence during the Covid-19 epidemic. Findings were too. Wan (2010) encourages SMEs & MSMEs to use e-commerce to thrive. LSSR ban some activities in a Covid-19-suspected region. Many things are done at home. According to the Hypothesis Test Results table, Old Behavioral Intention of adopting fintech positively affects New Behavioral Intention. Gendro & Kusuma (2020) observed before Covid-19/LSSR that perceived usefulness (benefits) positively affected behavioural intention to use fintech. The corona epidemic has switched offline buying to internet. SMES & MSMES players change habits to survive the new normal. At least six protocol corridors underpin SMEs & MSMEs' digitalization for the new normal. Online community activities are necessary to limit the spread of Covid-19 by social or physical separation (Sulistiyo, 2020). The Hypothesis Test Results table shows that New Normal positively affects New Behavioral Intention to use fintech. Results match The government announced LSSR and new normal policies. The consequence is less direct crowd engagement. Large industrial giants and SMEs & MSMEs were also impacted (SMEs & MSMEs). Business must digitise. Communication, employment, and consumer behaviour patterns are changing. WHO says Covid-19 will continue. The pandemic's end is unknown. We believe the new normal will spur local business activists to go ahead

(Juminto, 2020). Covid-19's worldwide influence has also enhanced finance sector use of digital technologies. This behaviour shift will lead to The New Normal, which requires individuals to adjust to these circumstances to retain productivity and life (Churry, 2020). The following hypothesis is derived from this explanation.

Based on the Hypothesis Test Results table, New Normal's influence on Old Behavioral Intention of adopting fintech does not moderate New Behavioral Intention. SMEs & MSMEs in the new normal age integrate payment systems utilising fintech. Of course, this connection may be utilised immediately if you join the marketplace, and SMEs & MSMEs have already obtained experience of receiving the advantages of utilising fintech before the Covid-19 epidemic, so that new normal circumstances do not have a big influence on increased usage of fintech. SMEs & MSMEs' digital economy advantages. SMEs & MSMEs may offer their goods to a larger market because of fintech (Yan, 2015; Ahlstrom et al., 2020; Ratna et al., 2020).

## **Conclusion**

Covid-19 / LSSR affects old behavioural intentions to use fintech positively.

The deployment of digital economy via a marketplace by SME businesses will have a favourable influence on the Covid-19 epidemic. Wan (2010) found that SMEs & MSMEs need engage in e-commerce to survive. LSSR ban some activities in a Covid-19-suspected region. Many things are done at home. Old behavioural intention of utilising fintech positively affects new behavioural intention. The corona epidemic has switched offline buying to internet. SMES & MSMES players change habits to survive the new normal. At least six protocol corridors underpin SMEs & MSMEs' digitalization for the new normal. Online community activities are necessary to limit the spread of Covid-19 by social or physical separation (Sulistiyo, 2020). New Normal affects New Behavioral Intention to use fintech positively. The consequence is less direct crowd engagement. Large and smaller industries were impacted.

Medium-sized businesses (SMEs & MSMEs). Business must digitise. Communication, employment, and consumer behaviour patterns are changing. Covid-19 has enhanced digital technology use in the banking business internationally. New Normal has not been shown to moderate New Behavioral Intention to use fintech. SMEs & MSMEs in the new normal age integrate payment systems utilising fintech. This connection may be utilised immediately if SMEs & MSMEs join the marketplace and have experience utilising fintech before the Covid-19 epidemic, thus new normal circumstances won't affect fintech usage. SMEs & MSMEs' digital economy advantages. SMEs & MSMEs may offer their goods to a larger market because of fintech (Yan, 2015; Ahlstrom et al., 2020; Zehir et al., 2012). In light of the Covid-19 epidemic and the government's derivative rules, SMEs & MSMEs should use fintech for their commercial transactions to continue operating. Fintech will help SMEs & MSMEs for the foreseeable future.

This study's shortcomings include restricted research time and SMEs & MSMEs' unwillingness to complete out surveys. For future studies, they may expand data to include 34 provinces in Bangalore, India, and if money allows, they can give souvenirs to inspire respondents to take out the questionnaire.

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## **ZUDIO: RETAILING LESSONS FROM INDIAN ZARA**

**NIHARIKA TAK, SYED YOUSUF**  
**IFIM College, Bengaluru**

**Dr. VIDHYA PILLAI**  
**Associate Professor, IFIM College, Bengaluru**

### ***Abstract***

*Fast fashion has revolutionized the retail industry by offering affordable and trendy clothing to consumers. Among the notable fast fashion brands, ZUDIO has emerged as a popular retail brand that caters to the needs of fashion-conscious consumers. This research paper aims to investigate the key factors behind the success of ZUDIO retailing by analysing its business model, marketing strategies, and supply chain management. Moreover, the company's effective marketing strategies, including social media marketing and celebrity endorsements, have helped it to create brand awareness and engage with its target audience. The study also highlights the challenges faced by ZUDIO, including the need for sustainable practices and ethical sourcing. Overall, this case study contributes to the understanding of the fast fashion industry and the key factors behind the success of ZUDIO retailing. This case study can be useful for industry practitioners, academics, and policymakers who seek to understand the dynamics of the fast fashion industry and develop effective strategies for sustainable and ethical retailing practices.*

*Keywords: Retail, Business, Clothing, Zudio, Marketing*

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### **Introduction**

The textile and apparel industry is one of the key sectors of the Indian economy, which generates the majority of India's foreign exchange profits and employs over 38 million people. It contributes 4% to GDP (gross domestic product), 20% to industrial output, and a little over 30% to export revenues. The increase in disposable income, frequent changes in fashion trends, affordability (many firms now provide clothing at affordable costs, which wasn't the case previously), and other factors are all contributing to the apparel industry's explosive growth. As a subsidiary chain of the Trent brands, Zudio opened its first location in Bengaluru (India) in 2016. It is now one of the country's most rapidly expanding reputable fashion and apparel stores. They sell clothing, ethnic wear, loungewear, shoes, and additional items for men, women, and children. Because of their effective marketing strategies, franchising system, and sophisticated outlets providing best-in-class service to their customer, they have a significant presence with more than 230 locations spread throughout 57 different cities. Some of the products that the Zudio franchise offers at its outlet are Beauty Products, apparel, Ethnic Wear, Lounger Wear, and Footwear. With the extra benefit of providing clothing and accessories since 1998, the franchise has been able to significantly increase its market share in this industry.

### **Rise of Zudio**

Zudio has experienced strong growth and is still gaining market share in the value fashion

sector. Given its scalable business approach (one-third the size of Westside format) and great acceptability in Tier II/III cities with a sharp price point assortment (ASP | 500), it has become Trent's new growth engine. Zudio is a fast-fashion brand under the umbrella of the Tata Group's retail arm, Trent Limited. It was launched in 2016, with its first store in Coimbatore, India. Since then, the brand has expanded rapidly, with over 175 stores across India in just five years. Zudio's rise can be attributed to its affordable pricing, trendy and versatile collection, and wide range of sizes catering to all age groups. It has become a go-to shopping destination for people looking for affordable fashion without compromising on quality and style. Additionally, Zudio's digital presence has helped the brand reach a wider audience. Its online store offers a seamless shopping experience with a variety of payment options, easy returns, and free shipping. Overall, Zudio's rise in the retail industry is a result of its focus on customer satisfaction, innovative marketing strategies, and a commitment to providing affordable fashion to everyone.

### **Business Model**

The Indian conglomerate Tata Group owns the apparel retail brand ZUDIO. The business model of ZUDIO is focused on offering affordable fashion clothing and accessories to its customers. Here are some key aspects of the ZUDIO business model which focuses on Continued emphasis on aspirational fashionability, Scale-up exciting exclusive brands, Ensuring faster store opening to scale up to reach, Focussing on the speed of delivering the latest fashion each week and Building omnichannel presence. The basic model of Zudio's business strategy is to provide consumers in India with fashionable clothing that is both inexpensive and on-trend. Young middle-class people, who make up 60% of the population in India, are constantly on the lookout for high-quality, trendy items at reasonable rates. Zudio recognized this gap and entered the market directly by providing high-quality, affordable fashionable goods. They have prices that range from 99 to 999. Furthermore, Zudio prioritizes high-volume sales over great profit margins. The business has numerous locations all over India and depends on a rapid product turnover to stay profitable. Zudio can create big revenue and keep its reputation as an economical fashion brand by offering a lot of items at reduced pricing. Zudio does not use any celebrity or model posters in its commercials and does not spend any money on them. They merely rely on word-of-mouth marketing to promote their goods. They were able to save a tonne of money because of this.

### **Retail Marketing Mix**

The retail marketing mix of Zudio includes the following elements:

**Product:** Men, women, and children can choose from a variety of stylish clothes and accessories at Zudio. The product line consists of footwear, activewear, ethnic wear, casual wear, formal attire, and accessories including jewelry, belts, and purses. For men, women, and children, ZUDIO has a huge selection of apparel and accessories. Ethnic wear, casual wear, formal dress, and party attire are all included in the product line

**Price:** Zudio's pricing strategy is to offer affordable clothing and accessories for customers of all income levels. The prices are competitive and range from low to mid-range. Zudio offers discounts and promotional offers from time to time to attract customers. Most of its products are priced below Rs. 1000. This pricing strategy makes ZUDIO's products accessible to a wide range of customers

**Place:** Zudio has a strong retail presence in India with over 50 stores in different cities. The stores are in popular shopping malls and high streets to attract many customers. Zudio also has an online store that offers convenient shopping for customers. ZUDIO has a robust supply chain management system in place that ensures the timely delivery of products to stores. The company works with a network of suppliers and manufacturers to source its products.

**Promotion:** Zudio uses a mix of advertising, sales promotion, and public relations to promote its products. The brand uses print and digital media to advertise its products. Zudio also offers discounts and promotional offers to attract customers. The brand also participates in events and sponsorships to build brand awareness. It promotes its products using a combination of traditional and digital marketing channels. The brand regularly advertises in print media and uses social media platforms to engage with customers

**People:** Zudio's employees are well-trained to provide a high level of customer service. They are knowledgeable about the products and offer personalized recommendations to customers.

**Customer Service:** Zudio has a simple and efficient process for buying and returning products. Customers can buy products in-store or online and can return them within a specified period if they are not satisfied. ZUDIO places a strong emphasis on customer service, with well-trained staff that is available to assist customers with their queries and purchases.

**Presentation:** Zudio's stores have a modern and trendy look and feel that reflects the brand's fashion-forward approach. The products are displayed in an attractive and organized manner, making it easy for customers to browse and shop. ZUDIO stores are designed to provide a comfortable and convenient shopping experience to customers. The stores are well-lit, spacious, and have well-organized sections for different product categories.

## Challenges

Zudio Retailing, like any other retail business, faces several challenges. Here are some of the major challenges faced by Zudio Retailing:

**Competition:** Zudio Retailing faces intense competition from other retail brands, both online and offline. To stay competitive, Zudio Retailing needs to constantly innovate, offer unique products and experiences, and maintain competitive pricing.

**Changing Consumer Behaviour:** Customer behavior is evolving continually, and Zudio Retailing must adjust with it to stay relevant. For example, with the increasing popularity of online shopping, Zudio Retailing needs to provide a seamless online shopping experience to attract and retain customers.

**Inventory Management:** Retailing requires efficient inventory management, and Zudio Retailing is no exception. Overstocking or understocking can have a significant impact on the business. Zudio Retailing needs to optimize inventory levels to ensure products are always available for customers.

**Store Operations:** Managing store operations can be a complex task for a retail business. Zudio Retailing needs to ensure that its stores are well-maintained, staffed with knowledgeable employees and that customers have a positive shopping experience.

**Logistics:** Logistics and supply chain management are critical for any retail business. Zudio Retailing needs to ensure that products are delivered to stores on time and that the logistics network is efficient to avoid delays and reduce costs.

**Economic Environment:** The economic environment can have a significant impact on retail businesses. Fluctuations in the economy can affect consumer spending patterns and impact Zudio Retailing's sales. To mitigate this risk, Zudio Retailing needs to have a solid business

plan and contingency measures in place.

Overall, Zudio Retailing needs to remain vigilant and adaptable to overcome these challenges and maintain its position in the retail industry.

### **Road ahead**

ZUDIO is an Indian fast fashion brand that operates under the umbrella of the Landmark Group. As with any retail brand, the road ahead for ZUDIO will depend on various factors such as changing consumer preferences, competition, economic conditions, and technological advancements. Here are some potential areas of focus for ZUDIO to continue to grow and succeed:

**Expanding the product line:** ZUDIO can continue to expand its product line to cater to a wider audience. The brand can introduce new collections and categories such as activewear, loungewear, and accessories.

**Improving the online presence:** With the rise of e-commerce, ZUDIO must have a strong online presence. The brand can invest in its website and mobile app to provide a seamless and convenient shopping experience for customers.

**Increasing the store network:** ZUDIO can consider expanding its store network to reach a wider audience. The brand can focus on opening stores in tier 2 and tier 3 cities, which are rapidly growing markets.

**Sustainability:** Today consumers are becoming more aware of how rapid fashion affects the environment. ZUDIO can focus on introducing sustainable practices and products to appeal to these consumers.

**Personalization:** Personalization can be a game-changer for retailers. ZUDIO can leverage technology to personalize the shopping experience for customers, such as by recommending products based on their preferences and purchase history.

**Digital marketing:** ZUDIO can take advantage of social media and other online marketing tools to expand its audience and raise its brand's visibility.

Overall, ZUDIO has a strong foundation and can continue to grow and succeed by focusing on these areas and staying ahead of the curve in the ever-changing retail industry.

### **Conclusion**

In conclusion, ZUDIO is a successful fast-fashion brand that has revolutionized the retail industry by offering affordable and trendy clothing to customers. The brand's rapid expansion and market share in the value fashion space can be attributed to its scalable business model, innovative marketing strategies, commitment to customer satisfaction, and focus on providing affordable fashion to everyone. Despite its success, ZUDIO faces challenges such as competition, changing consumer behavior, inventory management, and store operations. The study also highlights the need for sustainable practices and ethical sourcing in the fast fashion



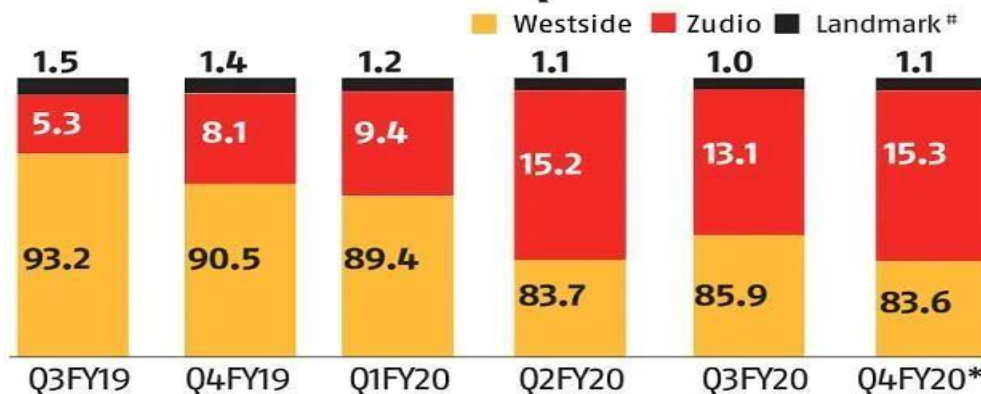
industry. The findings of this research paper can be useful for industry practitioners, academics, and policymakers in developing effective strategies for sustainable and ethical retailing practices.

**Exhibit 1: A rapid clip on Zudio and its growth**



**Exhibit 2: Revenue mix till 2020**

## REVENUE MIX: LAST SIX QUARTERS



#Landmark is Trent's books and stationary chain; \*estimates  
Source: Motilal Oswal/Industry

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## **CRM AND DATA MINING TECHNIQUES: A LITERATURE REVIEW & CLASSIFICATION**

**Dr.LAKSHMI.P**  
**Assistant Professor, Department of Management**  
**IFIM College, Bangalore**

**Prof.VEENA.N**  
**Assistant Professor, Department of Computer Sciences**  
**IFIM College, Bangalore**

### ***Abstract***

*Data Mining is a continuous business process for exploring large amounts of data to discover meaningful patterns and rules, which readily fits in with other strategies for understanding markets and customers .The key is to recognize the flow of customers and the commonalities of data across the enterprise. The current paper is an attempt to conduct an in depth review of different articles pertaining to data mining technologies to customer relationship management, which consists of four dimensions like Customer Identification, Customer Attraction, Customer Retention, Customer Development.*

*Keywords: CRM, Data Mining, business, customer*

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### **Introduction**

Information systems and technology are contributing to ever-growing volumes of user profiles of consumers. Even so, most of the profit-generating knowledge about consumers and their habits is still shrouded in mystery. Coupled with the current focus on consumer management, data mining has an excellent opportunity to help the role of marketing to determine which business strategies to follow. Data mining helps organisations to find previously unknown customers, predict future actions, and allow organisations to proactively gather knowledge. Once predictive analyses can process large amounts of new and evolving data in real time, these simulations can include information that was never before possible, such as planning for the future. Data mining tools satisfy complex questions that previously needed in-depth investigation. In any sector, understanding the needs of the customers is of utmost importance, no matter what it is the business you have to give them. Many different models and techniques were generated from the process of segmenting clients according to statistical properties (such as total amount of money received), followed by data mining models (like classification models), then going on to include neural networks and beyond. When we talk about customers, we also include the CRM department. Most major corporations apply their own model to analyse consumers' trends, define their behaviours, and eventually discern their desires. Towards the end of the decade, numerous creative works and new technologies were created in this area. Rogiels, Wang and Yen 2002: Many data mining techniques from discovery, predictive modelling, and forensic analysis have been identified in their review in 2012. In terms of business analytics, they start from the premise that customer relationship management is achievable thanks to data mining techniques that have become actual tools in the response to

our questions. they say that the priorities of managers have changed from product to customer management. There are two ways to accomplish this goal: to focus on what customers value the most, and to identify the methods to maximize customers equity. Shaving the same idea, the focus on customers value, Verhoef, Doorn and Dorotic (2007) make a wide literature review and read to the conclusion that customer lifetime value is a research area that has too few studies. The research in data mining has gained a high attraction due to the importance of its applications and the increasing generation information(Radhakrishnan et al., 2013). Data Mining technology allows marketing organizations to better understand their customers and respond to their needs.

### **Objectives**

1. To analyse the possibilities of data mining techniques in improving customer relations.
2. To examine the web personalization strategies adopted by major e-commerce sites

### **Literature review**

Customers whether they are individuals, households, or business, change over time. (Sheth et al.,2000). The business relationship with a customer evolves over time. Although each business is different, the customer relationship places customers into five major phases like Prospects, Responders, New customers, Established customers and former customers. Business processes move customers from one phase of the customer life cycle to the next. These business processes are important because they lead to making customers more valuable over time. Customer Acquisition is the process of attracting prospectus and turning them into customers. Albeit this is often done by advertising and word of mouth ,data mining is also play an important role. Available data limits the role that data mining can play. Response modeling is used for channels such as direct mail and telemarketing, where the cost of contact is relatively high. The goal is to limit the contacts to prospects that are more likely respond and become good customers and become good customers data available for such endeavours fall into 3 categories source of prospect appended individual household data appended demographic data at a geographic level .Data mining can play many roles in prospecting the most important of these are identifying good prospects choosing a communication channel reaching prospects picking appropriate messages for different groups of prospects .

It should be noted that customers drive every organization's revenues. Acquiring new customers, delighting existing customers and predicting buyer behaviour will improve the availability and profitability of products and services. Therefore the ultimate objective of any DM exercise in e-commerce is to improve processes which contribute to the value of the end customer. Consider an online store such as <http://www.amazon.com> in which the customer can select a product of their choice, order the same, track movement and pay for the product and services. Amazon has the potential to make the retail experience outstanding with the technology behind such a website. The details available in web log files will, in the most basic level, illuminate what prospective customers want from a platform. Are they shopping or just browsing intentionally? They're familiar with buying something or something they know nothing about? Are they shopping from home, work or a hotel? The information in the log files is frequently utilised for determining what profiling in the context can be dynamically

processed and indexed into the dynamic HTML generation and how the servers and network perform to help customer service and to make e-business interaction efficient. New computer systems have been designed to warn consumers of major incidents of concern. The paper by Jeng and Drissi (2000) describes a tool called PENS that not only notifies customers of things that happen, but also is able to anticipate scenarios and events. The event notification system in PENS (Planning, Engagement, Systems, Registries, and Collaboration Infrastructure) has the following components: Association rules and cluster analysis are the algorithms used for forecasting events. This e-commerce business introduces the PENS method to help itself better predict the needs of product category demand. How the data science of shopping has been used to evaluate how consumers respond to rewards offered by a credit card company (Zhang et al 2003). Fuzzy and conditional logic can be used to determine whether-or-and-and laws for personalised product strategy, Niu et al (2002) describe a method of building customer profiles using product hierarchy They sort each customer by demographic data, then by behavioural results, and lastly by association rules. Since customers are segmented according to their interests, the authors produce two kinds of recommendations, interests based recommendations. They propose a specialised search/matching data structure called a "tree"

### **Data Mining in web personalization**

A Guide to Customizing the Personalization and on Site Use, Mobasher (2004) provides an overview of how to customise the web from the perspective of Web Mining. Preprocessing and combining data from different sources are standard practises in this process. Any visitor's navigational behaviour is represented in the log data captured by the Web and application servers.

Data mining techniques in CRM assist the organisation in identifying and selecting appropriate data. This information can then be used to create a simple picture of the consumer life cycle. Customer detection, attraction, retention, and growth are all part of the life-cycle. The more data in the database, the more detailed the models generated would be, and hence the greater the value gained. Predictive modelling, forecasting, and descriptive modelling techniques are popular techniques used in data mining. CRM allows a company to participate in a variety of useful practises in the era of data analytics. You can control customer satisfaction, select the appropriate segments, establish optimal pricing strategies, and rank suppliers according to your requirements.

According to Swift (2001), Parvatiyar and Sheth (2001, p. 5) and Kracklauer, Mills, and Seifert (2004, p. 4), CRM consists of four dimensions: (1) Customer Identification; (2) Customer Attraction; (3) Customer Retention; (4) Customer Development

### **Applications of Data Mining in CRM**

**Basket Analysis:** Discover which products customers often buy together. Stocking, store layout plans, and promotions will all benefit from this experience.( Ailawadi et al., 2006)

**Sales Forecasting:** Businesses can make better re-stocking decisions by looking at time-based trends. It also aids supply chain management, financial management, and provides full control over internal operations. (Hiles, 2004)

**Database Marketing:** Retailers can build consumer profiles based on demographics, tastes, interests, and purchasing habits. It will also help the marketing team create the best marketing plans and promotional deals possible. This would result in increased efficiency, optimum

resource utilisation, and a favourable return on investment. (Tynan & Drayton,1987).

**Market Segmentation:** Find out who would be interested in buying your products. Create marketing campaigns and promotions that cater to their tastes and desires. Since you won't be approaching consumers who aren't interested in your product, this will improve productivity and yield the desired ROI.

**Product Customization:** Manufacturers have the ability to customise goods to suit the unique needs of consumers. They must be able to anticipate which features should be bundled to satisfy consumer demand in order to accomplish this.

**Fraud Detection:** You can avoid potential fraudulent transactions by reviewing previous transactions that turned out to be fraudulent. This function would greatly benefit banks and other financial institutions by lowering the amount of bad debts.

### Techniques of Data Mining for CRM

**Anomaly Detection:** Anomaly detection is when you look for information that doesn't fit expected behaviour or a predicted trend. Since they differ from the average in the data collection, anomalies may provide useful information.

**Association:**The goal of association is to create relationships between things that are found together in a record. (Ahmed, 2004; Jiao, Zhang, & Helander, 2006; Mitra et al.,2002). Association modelling is widely used in market basket research and cross-selling systems, to name a few examples. Statistics and apriori algorithms are popular methods for association modelling.

**Clustering:**The process of segmenting a heterogeneous population into a number of more homogeneous clusters is known as clustering. In contrast to classification, clusters are uncertain at the start of the algorithm. In other words, no predefined clusters exist. Neural networks and discrimination analysis are two popular clustering methods. (Ahmed, 2004; Berry & Linoff, 2004; Carrier & Povel, 2003).

**Classification:**In data mining, classification is one of the most popular learning models. (Ahmed, 2004; Berry & Linoff, 2004; Carrier & Povel, 2003). Its aim is to construct a model that can predict future customer behaviour by categorising database records into a collection of predefined classes based on certain parameters. (Ahmed, 2004; Berson et al., 2000; Chen, Hsu, & Chou, 2003; Mitra et al., 2002). Neural networks, decision trees, and if then-else rules are popular classification methods.

**Regression:**One of the more advanced data mining techniques in CRM is regression analysis. The aim is to identify the relationships between various data items and map out which variables are influenced by others. This method is used to figure out how satisfied customers are and how it affects consumer loyalty. Each data object is mapped to a real value using regression, a statistical estimation technique that provide a value for prediction (Carrier & Povel, 2003; Mitra et al., 2002). Linear regression and logistic regression are two popular regression tools.

**Sequence discovery:**The discovery of connections or patterns over time is known as sequence discovery. (Berson et al., 2000; Carrier & Povel, 2003; Mitra et al., 2002). Its aim is to model the states of the process that generates the series, as well as to extract and report deviations and trends over time (Mitra et al., 2002). Tools for sequence discovery are statistics and set theory.

**Visualization :**Visualization refers to the presentation of data that users can view in complex patterns (Shaw et al., 2001). It's used in combination with other data mining models to provide a deeper understanding of the trends or relationships that have been discovered (Turban et al., 2007). Visualization model are 3D graphs, “Hygraphs” and “SeeNet” (Shaw et al., 2001)

The following are some widely used algorithms in Data Mining

- (1) Association rule;
- (2) Decision tree;
- (3) Genetic algorithm;
- (4) Neural networks;
- (5) K-Nearest neighbour;
- (6) Linear/logistic regression.

Table 1: Distribution of articles according to Data mining Techniques

| CRM Dimensions          | CRM Elements              | Data Mining Functions                | Data Mining Techniques   | References   |
|-------------------------|---------------------------|--------------------------------------|--|--|
| Customer Identification | Segmentation              | Classification                       | Decision tree  | Kim, Jung, Suh, and Hwang (2006)   |
|                         |                           |                                      | Self-organizing map, decision tree and Markov Chain Model        | Ha, Bae, and Park (2002)   |
|                         |                           | Clustering                           | K-means  | Dennis, Marsland, and Cockett (2001), Raja et al.,(2020)                         |
|                         |                           |                                      | Data envelopment analysis, self organizing map and decision tree | Lee and Park (2005)  |
|                         |                           |                                      | Pattern based cluster  | Yang and Padmanabhan (2005)  |
|                         |                           |                                      | Self-organizing map  | Bae, Park, and Ha (2003), Verdú, García, Senabre, Marín, and Franco (2006)       |
|                         | Regression                | Logistic regression                  | Hwang, Jung, and Suh (2004)                                      |  |
|                         | Target customer           | Classification                       | Decision tree  | Chen et al. (2003), Wu, Kao, Su, and Wu (2005), Zhang, and Zhang (2005)          |
|                         |                           | Clustering                           | Self-organizing map  | Lee, Suh, Kim, and Lee (2004)  |
|                         |                           | Visualization                        | Customer map   | Woo et al. (2005)  |
| Customer Attraction     | Direct marketing          | Regression                           | Logistic regression  | Prinzie and Poel (2005)  |
|                         |                           | Classification                       | Bayesian network classifier                                      | Baesens et al. (2002)  |
|                         |                           |                                      | Decision tree  | Buckinx et al. (2004)  |
|                         |                           |                                      | Genetic algorithm  | Ahn et al. (2006), Chiu (2002)   |
|                         |                           | Neural network and genetic algorithm | Kim and Street (2004)  |  |
| Clustering              | Outlier detection         | He et al. (2004)                     |  |  |
| Customer Retention      | Complaints management     | Clustering                           | Self-organizing map  | Bae et al. (2005)  |
|                         |                           | Sequence discovery                   | Survival analysis  | Larivière and Poel (2005)  |
|                         | Loyalty program           | Classification                       | Decision tree  | Cox (2002), Douglas et al. (2005), Larivière and Poel (2005), Chen et al.,(2020) |
|                         |                           |                                      | Genetic algorithm  | Kim et al. (2003)  |
|                         |                           |                                      | Logical analysis of data   | Lejeune (2001)   |
|                         | Neural network, K-nearest | Datta et al. (2000)                  |  |  |

| CRM Dimensions       | CRM Elements           | Data Mining Functions | Data Mining Techniques                              | References   |   |
|----------------------|------------------------|-----------------------|---|--|---|
|                      |                        |                       | neighbor and decision tree                          |  |   |
|                      |                        |                       | Classification and regression tree and multivariate | Lee et al. (2006)                                    |   |
|                      |                        |                       | adaptive regression splines                         |  |   |
| Customer Development | Lifetime value         | Classification        | Bayesian network classifier                         | Baesens et al. (2004)                                |   |
|                      |                        | Clustering            | Neural network                                      | Drew et al. (2001)                                   |   |
|                      |                        |                       | Survival analysis                                   | Rosset et al. (2003)                                 |   |
|                      |                        | Forecasting           | Markov chain model                                  | Etzion et al. (2005)                                 |   |
|                      | Regression             | Linear regression     | Verhoef and Donkers (2001)                          |  |   |
|                      | Market basket analysis | Association           |   | Association rules                                    | Aggarval and Yu (2002), Brijs et al. (2004), Jukic and Nestorov(2006) |
|                      |                        |                       |   | Markov chain model                                   | Giudici and Passerone (2002)  |
|                      |                        | Sequence discovery    | Association rules                                   | Chen, Tang, Shen, and Hu (2005), Kubat et al. (2003) |   |
|                      | Up/cross selling       | Association           | Neural network and association rule                 | Changchien et al. (2004)                             |   |
|                      |                        | Sequence discovery    | Mixture transition distribution                     | Prinzie and Poel (2006)                              |   |

**Table No: 2 Quantification of Articles by CRM and Data mining models**

| CRM Dimensions          | CRM Elements             | Data Mining Model  | Number of Articles |   |           |  |
|-------------------------|--------------------------|--------------------|--------------------|---|-----------|--|
| Customer Identification | Customer Segmentation    |                    | 9                  |   |           |  |
|                         |                          | Classification     |                    | 2 |           |  |
|                         |                          | Clustering         |                    | 6 |           |  |
|                         |                          | Regression         |                    | 1 |           |  |
|                         | Target Customer Analysis |                    |                    | 5 |           |  |
|                         |                          | Classification     |                    | 3 |           |  |
|                         |                          | Clustering         |                    | 1 |           |  |
|                         |                          |                    |                    |   | <b>14</b> |  |
| Customer Attraction     | Direct marketing         |                    | 7                  |   |           |  |
|                         |                          | Regression         |                    | 1 |           |  |
|                         |                          | Classification     |                    | 5 |           |  |
|                         |                          | Clustering         |                    | 1 |           |  |
|                         |                          |                    |                    |   | <b>7</b>  |  |
| Customer Retention      | Complaints Management    |                    | 2                  |   |           |  |
|                         |                          | Clustering         |                    | 1 |           |  |
|                         |                          | Sequence Discovery |                    | 1 |           |  |
|                         | Loyalty program          | Classification     | 8                  | 8 |           |  |
|                         |                          |                    |                    |   | <b>10</b> |  |
| Customer Development    | Customer lifetime Value  |                    | 5                  |   |           |  |
|                         |                          | Classification     |                    | 1 |           |  |
|                         |                          | Clustering         |                    | 2 |           |  |

| CRM Dimensions | CRM Elements     | Data Mining Model  | Number of Articles |   |           |  |
|----------------|------------------|--------------------|--------------------|---|-----------|--|
|                |                  | Forecasting        |                    | 1 |           |  |
|                |                  | Regression         |                    | 1 |           |  |
|                | Market basket    |                    | 6                  |   |           |  |
|                |                  | Association        |                    | 4 |           |  |
|                |                  | Sequence Discovery |                    | 2 |           |  |
|                | Up/cross selling |                    | 2                  |   |           |  |
|                |                  | Association        |                    | 1 |           |  |
|                |                  | Sequence Discovery |                    | 1 |           |  |
|                |                  |                    |                    |   | <b>13</b> |  |

CRM elements identified with customer identification are customer segmentation and target customer analysis. The data mining models used for customer segmentation and target analysis are classification, clustering, regression and visualisation. 14 articles were reviewed u

### Discussion

The current study gives an in-depth review of different articles pertaining to techniques of data mining in CRM. For this study around 46 articles have been reviewed. Each article was carefully analysed and separately classified according to the four categories of CRM dimension and seven categories of data mining models, which serves as a comprehensive base for understanding different data mining techniques and functions. Even though there is no specific definition for CRM many scholars have tried to define it in their own ways. CRM as a “enterprise approach to understanding and shaping customer behaviour by meaningful interactions in order to improve customer acquisition, retention, and satisfaction customer profitability and loyalty” (Ling & Yen, 2001; Ngai, 2005). Swift (2001, p. 12). CRM is described as "the strategic use of knowledge, processes, technology, and people to manage your customer's relationship with your company (Marketing, Sales, Services, and Support) across the customer life cycle." (Kincaid (2003, p. 41). In today’s world E-commerce site are widely used, profitability of E-Commerce sites is linked with customers. So a prolific CRM is essential. The current study analyses different techniques and tools which can be used to boost the sales of E-commerce sites.

### Conclusion

Application of data mining techniques in CRM is an developing trend in the industry. It has enticed the interest of practitioners and academics all round the globe. CRM which is an emerging trend which can be linked to profitability of an enterprise includes a set of processes and supporting systems to boost up marketing strategies to build long term relationships with customers who are in turn stake holders of the company. Data mining is used in organization for decision making and forecasting of prospective customers. We have studied recent literature related to use of data mining techniques for CRM. Based on review of the contemporary literature, we analyzed different data mining techniques employed in different types of business, corporate sectors and organizations. We draw a critical review table which provides the problem addressed, proposed techniques, significance, limitations and suggested possible improvements for each proposed techniques review during this study. The critical review of the data mining techniques which are being used for CRM is provided in this paper.



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## REVOLUTIONIZING HEALTHCARE: UNLEASHING THE POWER OF 5G AND INTELLIGENT MEDICINE

**Dr. GEETHA K JOSHI**

**Assistant Professor, Dayananda Sagar Business School, Bangalore**

### ***Abstract***

*Despite extensive efforts, the provision of healthcare services to an ageing population is fraught with tremendous obstacles. Recent observations have raised concerns regarding the escalating costs of healthcare, the imbalance of medical resources, the ineffective administration of the healthcare system, and inconvenient medical encounters. To meet these challenges, however, cutting-edge technologies are being developed, such as Internet of Things (IoT), big data, artificial intelligence, and 5G wireless transmission technology, to improve the patient experience and healthcare service quality while reducing the total cost attributable to healthcare. This is not a pipe dream, as these emergent technologies are already beginning to influence and reshape healthcare in discreet ways. Despite the fact that the aforementioned technologies are integrated, this article focuses on the application of 5G wireless transmission technology in healthcare. In addition, we highlight potential obstacles to the availability of 5G technologies.*

*Key words: Healthcare, 5G, the Internet of Things, big data, and artificial intelligence*

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### **Introduction**

The term "5G" refers to the fifth iteration of wire- less transmission technology, which is anticipated to have a significant impact on numerous facets of modern society, including healthcare. Important characteristics of 5G technology include data transfer rate, latency, coverage, power, and network energy consumption, with the following unique features providing the most value to the healthcare industry: (i) high-speed data transfer rate; (ii) super-low latency (delay in the data transmission-response system); (iii) connectivity and capacity; and (iv) high bandwidth and durability per unit area.

The transmission speed of 5G is a technological breakthrough, with 5G offering up to 10 Gbps, a 10- to 100-fold improvement over 4G and 4G Long-term Evolution (LTE). In addition to performance enhancements, 5G is distinguished by its low latency; in the 5G era, latency is 1 millisecond, which is nearly equivalent to "0" data response time in the real world. In addition, 5G is anticipated to significantly expand Internet of Things (IoT) services. Based on 5G super bandwidth per unit area, connectivity, coverage (up to 100 percent), and the capacity to connect devices per unit, an ecosystem will emerge in which a "intelligence network" can support real-time interactivity for massive medical equipment and patients' wearable devices, with cloud computing-based trade-offs between speed, latency, coverage, availability, and low power IoT service. Before illustrating the specific applications of 5G in healthcare, for the purpose of more precisely deriving the potential value of 5G, we will briefly review the deficiencies of the current healthcare system. The system: (i) can make it inconvenient for patients to seek health-

care service; (ii) provides only a non-individualized diagnostic and treatment model; (iii) results in an imbalance of medical resources; and (iv) is not a data-driven healthcare practise model that is holistic in scope. In addition, transportation can be inconvenient, the hospital registration process is difficult, and the medical system is hierarchical. Importantly, the current healthcare service system applies a unified diagnosis and treatment plan, also known as a "one-size-fits-all" plan, to any population or group of individuals, while advocating for standardised guidelines and treatment procedures. The imbalance of health resources, such as medical equipment and well-trained practitioners, causes a large number of patients from rural areas to migrate to urban areas in search of a high-quality healthcare service, resulting in hospital overcrowding and overburdened medical staff in many developing countries and regions. In the provision of healthcare services, medical personnel rely significantly on their own experience as opposed to a comprehensive data-driven approach. Collectively, these are the most significant shortcomings of the current healthcare system. 5G, the next generation of wireless technology, has the potential to radically transform healthcare by facilitating the development of intelligent medicine.

### **Here are several ways 5G can contribute to the transformation of healthcare:**

**More rapid and dependable communication:** Compared to previous iterations of wireless technology, 5G provides faster data transfer rates, reduced latency, and enhanced network reliability. This allows for quicker and more effective communication between medical professionals, patients, and medical devices. Real-time transmission of medical data, such as high-resolution images and patient records, becomes seamless, enabling more rapid and precise diagnoses and treatment decisions.

**Remote patient monitoring:** 5G can significantly improve remote patient monitoring. Wearable devices and sensors can transmit real-time health data to healthcare providers, allowing for continuous patient monitoring outside of conventional healthcare settings. Physicians can remotely monitor vital signs, identify abnormalities, and administer opportune interventions, thereby decreasing hospital readmissions and enhancing patient outcomes. 5G's minimal latency enables immediate feedback and interventions, which is crucial in situations involving critical care. The widespread adoption of telemedicine and virtual care solutions is facilitated by 5G. Even in rural or underserved areas, high-quality video consultations, remote diagnosis, and virtual visits become more accessible. The increased bandwidth and dependability of 5G networks ensure uninterrupted and seamless virtual interactions between patients and healthcare providers. This reduces the need for in-person visits, improves accessibility, and increases the convenience of healthcare services. 5G's capacity to support a large number of connected devices and its low latency are especially advantageous for the Internet of Medical Things (IoMT). Wearables, implantable sensors, and monitoring equipment are capable of seamlessly connecting and transmitting data in real time. This enables healthcare professionals to more effectively access comprehensive patient information, monitor disease progression, and personalise treatment plans.

**Healthcare applications using AI:** Advanced artificial intelligence (AI) applications in healthcare require the high-speed connectivity and minimal latency provided by 5G. Massive quantities of medical data, such as genomics, medical images, and electronic health records, can be analysed by AI algorithms to identify patterns, predict outcomes, and aid in clinical decision-making. With 5G, AI models can be deployed in real-time, allowing for improved AI-assisted diagnostics, drug discovery, and treatment planning.

**Virtual and augmented reality in healthcare:** Due to 5G's low latency and high bandwidth, augmented reality (AR) and virtual reality (VR) technologies can be seamlessly integrated into healthcare. Using augmented reality (AR) overlays, surgeons can visualise patient anatomy during operations, thereby augmenting precision and minimising risks. Remotely administered VR-based therapies can aid in pain management, mental health treatment, and rehabilitation. 5G-powered immersive technologies offer new opportunities for training, education, and patient care. 5G technology has the potential to revolutionise healthcare by facilitating faster and more reliable communication, facilitating remote patient monitoring and telemedicine, enhancing connectivity for medical devices, powering AI-driven healthcare applications, and supporting augmented and virtual reality in healthcare settings. These innovations can lead to more personalised, accessible, and efficient healthcare delivery, thereby enhancing patient outcomes and reshaping the healthcare landscape. It is anticipated that 5G and concomitant emerging technologies can surmount some of the current obstacles in healthcare and reconstruct the system. As previously mentioned, 5G is not a singular technology or standard, but rather a combination of various technologies. Technically, 5G has at least four distinct technological characteristics that have the potential to have a substantial impact on healthcare. Notably, the effects of these features would not contribute equally, and it would be deceptive to promote a single significant benefit of 5G.

### **5G and its application in healthcare at a glance**

Consider the implications of 5G for healthcare. Although for most people 5G simply means quicker internet, 5G is likely to have multiple effects on healthcare. In addition to faster internet, the healthcare industry would benefit tremendously from dependable internet connectivity for large objects and medical devices, with superior bandwidth, coverage, and availability than 4G LTE provides. Virtual reality (VR) and augmented reality (AR) are most likely to benefit directly from 5G, with potential contributions to cognitive medicine once 5G technology matures. Due to their technical properties, promoting the integration of VR and AR is essential for comprehensive rehabilitation training, as well as concise extremity rehabilitation and telemedicine. Extremity rehabilitation exercise, including robotic support for the fine motor skills of the limbs, gravity compensation, and individually tailored video training programmes, is closely related to the application of VR and AR in healthcare. The use of VR in healthcare is not a 5G-era innovation; the medically applicable technology dates back at least 20 years.<sup>3</sup> However, this technology has not been completely developed because latency, the time between transmitting a data request to a terminal device and receiving the data, is a significant limitation. In comparison to 4G LTE wireless communication technology, 5G can offer a 10-fold reduction in latency, from the current 20 milliseconds to as low as 1 millisecond.

This advantage is crucial for VR technology and telemedicine.<sup>4</sup> In the 5G era, with its inherent high bandwidth and low latency advantage, it is anticipated that virtual reality will help expedite the entire hospital, particularly in telemedicine, teleconsultation, and even remote surgery. During intuitive surgical training or even remote surgery, vital signals could be transmitted to medical equipment or screen monitors in the hospital with almost no latency (1 ms radio latency with 10<sup>-9</sup> error rate). The current spectrum allocations for 4G LTE bands cannot satisfy these requirements. In addition, 5G is potent enough to simultaneously support thousands of medical devices, including sensors, mobiles, medical equipment, and video cameras. Supplemented by a 4 k or even 8 k ultra-high-definition television or monitor system,

this could provide sharper, more detailed streaming video beyond the retina.

Telemedicine would also benefit, as 5G would expand the scope of telemedicine, which could occur rapidly. People frequently associate big data and artificial intelligence with personalised medicine, also known as individualised or precision medicine. Nonetheless, it is evident that without the technical support provided by 5G, precision medicine is an unsolvable puzzle. Bandwidth and data transmission speed have long been regarded as the primary limiting factors. In the era of 4G, even 4G LTE-advanced can only provide around 50 Mbps and theoretical limits of 300 Mbps download speeds in the real world, not to mention the need to stabilise high-speed streaming video and image data and efficient super-low latency interventions. Telemedicine implementation with 4G LTE has been hindered by more than just slow data transfer speeds. Bandwidth and minimal latency are crucial factors. This enables vast medical devices to connect simultaneously to the central cloud computing platform, server, or inter-device connectivity without causing network congestion. This allows for genuinely immersive VR, instantaneous response, and augmented reality applications, which can create an interactive telemedicine experience. This type of telemedicine, along with a 4 k/8 k monitor and 360-degree virtual reality, could provide a "live" experience not only for clinicians in terms of immediate diagnosis and treatment strategy decisions, but also for medical staff in terms of more efficient operation and potent training tools.<sup>5</sup> 5G has revolutionised the delivery of low-latency stream video, 3D high-resolution medical imaging, and mission-critical interventions, in addition to facilitating high-speed data transmission. Self-determination medicine: a new model of health care that 5G could deliver As previously stated, 5G is not a singular technology but rather a combination of cutting-edge technologies, such as massive MIMO.

### **Potential pitfalls of 5G technology applications in healthcare**

The most evident pitfall is the emphasis on faster data transfer speeds. There are high expectations for transmission speed enhancements, so it is not surprising that the majority of individuals believe the primary characteristic of 5G is rapid data transfer. As the next-generation wireless communication technology, 5G is expected to increase data transmission speed by up to 100 times compared to the current 4G LTE network, making it competitive with the quickest wired broadband networks available today. This is significant! Nevertheless, 5G's revolutionary changes include its high bandwidth and low latency. The limitations of current bandwidth and latency frequently result in service interruptions, especially when many users in the same area attempt to access mobile online services simultaneously. More devices on the network will increase the demand for connections, which 4G cannot accommodate.

The separation of 5G and other emerging technologies is an additional pitfall. As previously stated, 5G is not a singular technology; rather, it is the foundation for the Internet of Things (IoT) and other emerging technologies such as big data, cloud computing, and artificial intelligence that can be combined organically with 5G. This pattern is applicable to the healthcare sector. Currently, cloud-native architecture is the foundation of 5G technology, and it is somewhat misleading to add other related technologies to exaggerate the role of 5G in healthcare.

## Conclusions

Increasing evidence indicates that 5G will open up opportunities for healthcare, and its effects on healthcare will be numerous and far-reaching.<sup>9</sup> In this review, we have not exhaustively discussed the impact of 5G on healthcare systems; rather, we have selected a small number of representative examples of how 5G will restructure the healthcare system in the disciplines of virtual reality, telemedicine, and self-determination medicine. Despite limitations and obstacles, such as data confidentiality, security risks, lack of entire network deployment and support, and the proposal for the regulation of healthcare data use, 5G has begun to demonstrate significant benefits in enhancing hospital intelligence services, enabling automatic patient monitoring, performance of precise remote surgical operations, promotion of the rational allocation of quality medical resources, and efficient utilisation of medical resources. Whether or not we are prepared to adopt these emergent technologies, the 5G era is arriving. Several top institutions, including the West China Hospital of Sichuan University, are pioneering the deployment and application of 5G in clinical practise and smart medical strategy in China.<sup>10</sup> Although the full deployment of 5G networks is anticipated to take between 5 and 10 years, an increasing number of medical research institutes and hospitals are laying out their healthcare strategies, such as determining 5G's clinical data centre architecture, medical equipment procurement strategy, and close cooperation with telecom operators. These are notable trends, particularly in the healthcare sector, that are driving the transition to the 5G era. 5G will restructure the healthcare system by intelligently enhancing the quality of medical service, harmonising the distribution of medical resources between urban and rural areas, and lowering the cost of healthcare. We are cautiously optimistic about these changes, but we still have a long way to go before achieving our ultimate objective of intelligent healthcare.

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## **A CASE STUDY ON LENSKART: HOW IT DISRUPTED THE INDIAN EYEWEAR SEGMENT**

**DEBAJYOTI ROY, PRATIK PAUL**  
IFIM College, Bengaluru

**Dr. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bengaluru

### ***Abstract***

*This case study outlines the numerous steps and strategies of the company's operations that have helped Lenskart establish itself as an innovative provider of eyeglasses solutions in India. The case is presented in such a way that it focuses on its journey as an online player and how it forayed into the offline mode. It goes on to detail the numerous marketing techniques, and models that were used by Lenskart to draw its customers. The case also sheds light on the strategies and retail marketing mix that have helped Lenskart become an omnichannel store with a physical and online presence.*

*Keywords: lenskart, segmentation, business, customer*

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### **About the company**

In the Indian market, almost 15 lac pairs of eyeglasses are sold each day. The former Microsoft developer Piyush Bansal founded the international optical prescription eyewear store company Lenskart, which has its headquarters in Faridabad. Valyoo Technologies was the name given to the parent firm during registration. In 223 Indian cities as of February 2023, Lenskart has more than 1,000 outlets. The business initially just sold contact lenses, but it has now expanded its product line to include glasses, contact lenses, sunglasses, and both men's and women's glasses. The founders concentrated on three primary issues that already existed in the Indian eyewear market that he attempted to address with his venture: eyewear was viewed as medical equipment and the wearer did not feel good about wearing it; branded eyewear had higher prices starting at Rs. 1500; and people in India had very limited access to optical. Ultimately, it emphasized three factors to satisfy customers and raise the perceived value. **(Exhibit 1)**

### **The business models of Lenskart**

The Lenskart business model is an illustration of prioritizing customers over all other considerations. With a wider selection of items and additional purchasing alternatives, the



company does all possible to satisfy clients. The goal of the business is to prevent clients from leaving the physical or online store empty-handed.

**Inventory-based model:** Around 5,000 frames and 45 premium lenses are available to customers through Lenskart, which operates on an inventory-based business model. The designers and stylists at Lenskart handle customizing the designs and styles of the frames and lenses as opposed to working with other designers. Incorporating both online and offline sales strategies without relying solely on one channel, boosts sales. Customers who want to purchase Lenskart products online can do so through a portal, while brick-and-mortar clients can visit franchise locations in different cities.

**Business-to-customer model:** This strategy is employed by Lenskart to market its goods on its mobile application and website. The brand has made its products accessible to everyone by using the B2C business model. To comprehend their marketing behaviors, it gathers client feedback. For speedy delivery services, Lenskart has partnered with a variety of logistics firms, including Blue Dart, Delhivery, etc. It makes sure that clients receive its items in a timely and secure manner.

**Omni-channel retail business model** – The company studied Indian mentalities and discovered that customers are wary of internet eyeglasses purchases. As a result, it concentrated on opening brick-and-mortar businesses in India. The business provides services both physically and online.

### **Rise of Lenskart**

With the introduction of Lenskart in 2010, the eyeglasses business experienced a dramatic new turn. The company had exponential growth, and some of the milestones it hit are listed in (Exhibit 2) The distribution channels used by Lenskart today include both online and retail ones. Its business approach enables the communication between several touch points. Provide customers with an omnichannel ordering experience so they may order from any physical or online retailer. As an omnichannel business, Lenskart allows customers to interact with its goods and services through a variety of digital channels, including its 750+ physical storefronts, home try-on service, and telesales.

They deliver glasses that are correct to three decimal places using robotic procedures. In addition to having a laser-like focus on business, Lenskart was driven to continually seek out ways to increase conversion rates, reduce expenses, and ramp up backward integration. While launching residential services and offering a free trial were key components of the strategy to increase volumes and, as a result, eliminate losses, gradually reducing costs assisted in keeping costs in check. The business then extended its franchisee network, went offline, created physical locations, and strengthened its ties to customers.

### **Strategies Used by Lenskart**

**Google Ads** – In the current digital era, Google advertising is the most successful marketing tactic for businesses. This strategy is used by Lenskart, which also spends money on Google-sponsored advertising. It makes use of well-known buzzwords like eyewear, frames, and computer glasses. Also, it advertises its goods through paid advertisements on Google Shopping, which allow for audience interaction. With display ads, video ads, app download ads, and other means, Lenskart makes use of Google ads.

**Social Media Campaign** – To promote their goods, they use Facebook and Instagram advertisements. Also, Lenskart makes use of traditional forms of advertising, including email

marketing, television, and newspaper commercials. All these small initiatives have helped the company become a well-known eyewear brand in India.

**Focus on quality and price** – Lenskart became aware of the issues facing the Indian market. It concentrated on introducing new, reasonably priced products without sacrificing their quality. One of their cutting-edge products, "Lenskart Blu," shields the eyes from dangerous UV rays. Under the brand name "Airflex," it also provides a vast selection of indestructible, incredibly lightweight, and incredibly flexible frames.

**Virtual Reality Technique** – Through its app, Lenskart provides customers with a real-time experience. The company originally unveiled a 3D experimental feature in association with the California-based business Ditto. Customers had the option to test any image in virtual reality thanks to the capability. This feature, according to Peyush Bansal, is a very successful marketing tactic because it generated daily traffic to the Lenskart platform of over 15,000 clients.

**Modern eye-testing-** Customers of Lenskart can get their eyes tested using cutting-edge technology both in-person and at home. Since it is more effective than the standard tools and equipment used in India, eye testing equipment is imported from the United States.

**In-House Manufacturing:** After obtaining materials from China, Lenskart started producing its selection of eyewear. In Gurugram, this manufacturing facility was created. Lenskart has made a name for itself as a manufacturer and marketer of high-quality products.

### **Retail Marketing Mix of Lenskart**

**Product-** A wide variety of goods, including sunglasses, designer eyeglasses, and different-shaped glasses, are available from Lenskart. It offers eyewear from manufacturers like Vincent Chase, Carrera, Fossil, Ray-Ban, and Tag Huer. Also, it comes in a variety of forms and designs, including aviator, round, and rectangular, as well as full-frame, bifocal, and half-frame. The newest ranges of sunglasses are available. Items like lens cleaner spray, eyeglasses, screwdrivers, rags for cleaning, and frames.

**Price:** Lenskart uses value-based pricing, whereby the price of a product is determined by the value it provides to the customer. Items can be found in value or premium sectors, depending on the user's needs at the time of purchase. When a retailer distributes directly to customers, several marginal costs in the supply chain are exceeded, which lowers various costs and results in a 50% decrease in the cost of eyeglasses.

**Place:** As an omnichannel brand, Lenskart is available everywhere. On the Indian subcontinent, it has grown to a few cities. In addition to its online and app-based offerings, the company has a substantial footprint in India with more than 750 stores. It distributes to more than 450 cities across India via its internet portal. It is regarded as a welcoming neighborhood eyeglasses shop that welcomes all clients. They have worked with several independent vendors who help the Lenskart brand spread out deliveries to different locations. It also stresses the fact that the supply chain is not based on middlemen.

**Promotion:** For the finest customer service, Lenskart promotes itself heavily on social media and provides a 24-hour helpline. Moreover, Lenskart uses email marketing. Additionally, they use a multi-channel digital marketing strategy that combines email marketing, social media advertising, and search engine optimization to boost website traffic, online sales, and brand exposure. They offer a variety of programs that make them very well-liked by people. Several of them offer customers a free first frame. Just pay for the lenses of the first frame, the ability to exchange an

old frame, the possibility for consumers to try frames at home by purchasing a maximum of 5 frames, trying them on at home, and choosing, a virtual try-on via a try-on a model's picture, and a home eye exam facility.

**People:** Young and passionate employees who operate with an entrepreneurial work culture make up the workforce. The management team's daily motivation is to first add value for its workers and secondly for its clients. The organization treats its people as its most valuable resource. By fostering a learning culture through certification programs and training facilities, experiential learning is given emphasis. They consistently provide value for their customers by offering top-notch customer service and cutting-edge technologies.

**Process and Presentation:** Before making a purchase, consumers can try on and feel several frames. It offers an offline experience via its retail store. Consumers can try on various frames in the comfort of their homes by using 3D try-on features and frames@home. Access to cutting-edge technology that uses robotics to deliver micro-precision glasses with errors corrected to 0.00 degrees is made possible by the Lenskart brand. They import equipment from a US-based company that makes advanced equipment that can also detect defects in a three-month-old baby's eyesight.

**Customer Service:** The business has a chat line set up to answer client questions and a 14-day, no-questions-asked return policy for all its goods. A warranty of one year and an authenticity card are given to customers. To inspire confidence in first-time internet buyers, they place more emphasis on customer service.

### Challenges faced by Lenskart

**Competition from other eyewear producers:** Lenskart competes with several other eyewear producers for market share in a very competitive market. Lenskart had to continuously innovate and enhance its goods and services to be competitive.

**Supply Chain and Logistics Management:** To get its products to customers, Lenskart, a retailer, relies on a thorough supply chain. It might be difficult to control this supply chain and make sure that goods are delivered effectively and on schedule.

**Maintaining high levels of customer satisfaction:** Lenskart places a high priority on customer satisfaction and has added several cutting-edge features to make buying simpler for its clients. But it can be difficult to keep up a high level of client satisfaction, particularly as the business expands.

**Management of Compliance:** As a retailer, Lenskart is subject to several legal obligations, including those relating to consumer protection and privacy. Making sure your business abides by all pertinent standards can be a difficult endeavor.

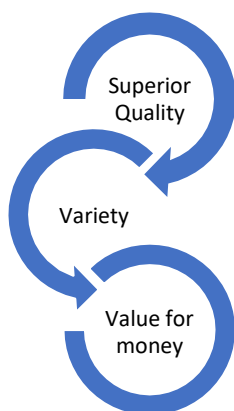
### The road ahead

In the fiscal year 2023, Lenskart expects to add 400 retail locations in India, bringing its total to more than 1,400. By entering metros and smaller cities, the company hopes to take 50% of the Indian eyewear industry. By developing a low-cost franchise model, "Vision India" hopes to reach the public. The framework will be introduced in tier 3 and tier 4 cities using the Lenskart Lite model, and their presence in tier 2 cities will be increased. Also introduced were conventional disposable contact lenses. With the Aqua lens product, Lenskart seeks to offer an easy and economical eyewear option. For the common people who want the trend, it will be quite reasonable

at only Rs. 40 each day. With more than 500 outlets set to operate in the next two years, Lenskart India's major goal is to close the gap between picked and non-selected lenses. In the following five years, it plans to open 2,000 stores.

**Exhibits:**

**Exhibit 1**



**Exhibit 2: Journey of the founder from Flyrr to Lenskart.com**

- 2009 Launched an online store “Flyrr.com”. It sold contact lenses, sunglasses, etc. US market
- 2010 launched Lenskart along with two friends Amit Chaudhary and Sumeet Kapahi.
- 2011 launched “Watchkart.com” to sell premium watches
- 2011 Bagkart.com was launched which sold handbags
- 2012 launched “JwelsKart.com” which sold jewelry
- 2015 Shutdown Watch kart, Bags kart, and Jewels kart
- 2017 launched the international eyewear brand, John Jacobs.
- 2018 Azim Premji invested. It increased the total valuation of the company to Rs. 3000 crores.
- 2019 launched Bhuvan Bam as its first male brand ambassador.
- 2020 Generated total revenue of Rs.1,000+ crore

**Exhibit 3 Key factors about Lenskart:**

|  |  |  |
|--|--|--|
| <b>Revenue</b><br>\$120.64 MN (Rs 905.3 crore in FY21)   | <b>EBITDA margin</b><br>7.75% in 2021                              | <b>Retail Stores</b><br>As of May 2022, Lenskart has 1,000 stores.     |
| <b>Cities</b><br>Lenskart spreads over 223 cities in India                                     | <b>Valuation</b><br>\$4.32 BN (April 2022)                         | <b>Company Acquired</b><br>Own days, DailyJoy                          |
| <b>Customer served per month</b><br>The company reaches out to over 1,00,000 customers a month | <b>Competitive Performance</b><br>Ranked 1st among 130 competitors | <b>Growth</b><br>It has seen a growth of over 200% in the last 2 years |

#### **Exhibit 4 Milestones of Lenskart from 2010-2022**

- 2010            Lenskart opens its first store in India
- 2013            Launched Lenskart@Home feature, to provide quality and affordable eye health services to all, at the convenience of their homes. A feature that hadn't been witnessed before in the eyewear industry; this was a truly revolutionary step for the Indian market.
- 2014-2017        • Introduced an advanced robotic technology-driven manufacturing plant, the first of its kind in India.  
                      • Launch of premium eyewear brand of John Jacobs.  
                      • 500+ retail stores across India.
- 2018            • 1 million app downloads in a month.
- 2019            • Launch of Aqualens.  
                      • Launch the first store in Singapore.
- 2020-2021        • Launch of Lenskart Foundation.  
                      • Launch of Lenskart Academy.
- 2022            • Expansion to the US and the Middle East and Indonesia.  
                      • Launched the first store in UAE.  
                      • Completed 1000 retail stores.  
                      • Acquired Owndays.  
                      • Another history was made with the establishment of the Bhiwandi Warehouse, which is the largest eyewear plant in the world.

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## **ORGANIZATIONAL DISABILITY: A NEW CONCEPT TO IMPROVE EMPLOYEE PRODUCTIVITY**

**DR. SUMIT SAHA**

**Associate Professor, Dayananda Sagar Business School, Bangalore**

### ***Abstract***

*This research work is not concerned with the physical disabilities of employees but purely focuses on the barriers and unfavourable conditions at the workplace for which employees cannot give their best during their employment. It is a way to look at existing organizational barriers or disabilities differently which prevents employees to get the best effort out of them. Employees in a healthy organization with good working conditions, a supportive work climate, healthy employees, and accessibility of buildings and facilities will have higher morale, which has a positive influence on the quality and productivity of work. This research reveals the areas where employees are needed to be enabled. A comparative analysis of different types of Industries (IT and Non-IT both) disabilities. How “Employee Enabling System” can be formed and implemented in an organization. Also, definitely, there is a need for a model which can easily identify the required factors and a scale to measure/ quantify statistically these factors which affect negatively on employee performance. How it leads to positive financial results with a reduction in costs and rising profitability. This research is completely exploratory research in nature. This research reveals the areas where organizations need improvement.*

*Keywords: Organizational Disability Index, flexible work culture, appraisal system, Human Capital Management, Organizational Change, Organizational Disability, Organizational Development*

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### **Introduction**

In today's world, everything is attached to financial factors. This research work does not say anything about the physical disabilities of any employees but purely focuses on the barriers, and unfavourable conditions at the workplace for which employees cannot give their best during their employment. It is also a step to measure the existing disabilities in any organization. In today's competitive business landscape, organizations are continuously seeking innovative strategies to enhance employee productivity and maintain a sustainable advantage. While efforts have traditionally focused on improving processes, technology, and leadership, there is a new concept gaining attention: Organizational Disability. This essay explores the concept of Organizational Disability and how it can contribute to improving employee productivity. By understanding and addressing the various factors that hinder productivity within an organization, businesses can create an inclusive and empowering work environment that maximizes the potential of their workforce.

**Defining Organizational Disability:** Organizational Disability can be understood as the internal barriers, limitations, and inefficiencies that hinder employees' performance and prevent them from

reaching their full potential. Similar to how individuals with disabilities may face obstacles in society, organizations can also suffer from "disabilities" that limit their ability to function optimally. These disabilities can manifest in various ways, such as ineffective communication channels, bureaucratic structures, inadequate training programs, rigid hierarchies, lack of recognition, and resistance to change.

**Identifying Organizational Disabilities:** To improve employee productivity, organizations must first identify and recognize the disabilities present within their structure. This requires a thorough analysis of the organization's processes, systems, and culture. Managers should engage in open and honest dialogue with employees, seeking their input and feedback regarding potential barriers to productivity. Additionally, conducting surveys, focus groups, and performance evaluations can provide valuable insights into the challenges faced by employees and areas that require improvement.

**Addressing Organizational Disabilities:** Once the disabilities are identified, organizations must take proactive measures to address them. Here are some strategies that can be employed:

**Foster a culture of inclusion:** Promote an inclusive work environment where employees feel valued and empowered to contribute their ideas. Encourage collaboration, diversity, and open communication, breaking down barriers between different departments and levels of hierarchy.

**Streamline communication channels:** Improve communication systems by implementing efficient tools and processes. Embrace technology platforms that facilitate real-time collaboration, information sharing, and feedback. Encourage transparent communication across all levels of the organization.

**Provide continuous learning opportunities:** Invest in employee training and development programs that focus on enhancing skills, knowledge, and adaptability. Offer opportunities for employees to acquire new competencies and stay up-to-date with industry trends. This will enable them to perform their roles more effectively and contribute to the organization's growth.

**Flatten hierarchies and empower decision-making:** Move away from rigid hierarchies and empower employees at all levels to make decisions within their respective domains. Encourage autonomy and ownership, enabling employees to take responsibility for their work and drive innovation.

**Recognize and reward performance:** Establish a system of recognition and rewards that celebrates and acknowledges employee achievements. This can be in the form of monetary incentives, public recognition, career growth opportunities, or a combination of these. Recognizing and rewarding employees fosters motivation, engagement, and increased productivity.

Organizational Disability represents a new concept that emphasizes the need for organizations to identify and address internal barriers that hinder employee productivity. By recognizing and overcoming these disabilities, organizations can create a work environment that promotes inclusivity, collaboration, and continuous learning. Empowered employees are more likely to be motivated, engaged, and productive, leading to enhanced organizational performance and competitive advantage. It is essential for businesses to embrace the concept of Organizational Disability and make it an integral part of their strategy for sustainable growth in the dynamic and evolving business landscape.

## Literature Review

Employees in a healthy organisation with good working conditions, changing working hours a supportive work climate, healthy employees, and accessibility of buildings and facilities <sup>[2]</sup> will have higher morale, which has a positive influence on the quality and productivity of work. Dr. Meredith Belbin's team role analysis <sup>[4]</sup> technique gives a fair idea to assign the team role among the team members to have an effective outcome for the team. Human Rights and Equal Opportunity Act <sup>[5]</sup> reveals employee rights, Drucker, Peter F. (1988) expresses a strong idea about "The Coming of the New Organization".

Prior research has focussed predominantly on identifying obstacles to career success within organisations. For instance, research has demonstrated how biases against those with a disability, or human resource practises such as crafting of 'ideal' job profiles, or unreliable appraisal instruments may cause those with a disability to miss out on certain positions, training or mentoring opportunities, and may negatively impact performance ratings, job assignments, or pay increases (Feldman, 2004; Schur, Kruse, & Blanck, 2005; Stone & Colella, 1996). Barriers to career success may also begin with employer biases that make it difficult for individuals with disabilities to obtain employment (Lengnick-Hall, Gaunt, & Kulkarni, Citation2008), which contributes to their low employment rates (Braddock & Bachelder, Citation1994; Schur, Kruse, & Blanck, 2013; World Health Organisation, 2011).

Relatedly, past research has identified which employees with a disability are more likely to face discrimination (e.g., those with lower levels of education or lower self-efficacy; Balsler, Citation2000; Feldman, Citation2004; Lindstrom, Doren, & Miesch, Citation2011) or be more successful (e.g., those who can form and utilise social networks; Kulkarni & Gopakumar, Citation2014; Noonan et al. This paper adds to this corpus of research by highlighting how employers are assisting employees with disabilities through career development initiatives within organisations. Thus, the focus of this paper is not on career-related barriers, but rather on organisational enablers for employees with disabilities.

In addition, the paper contributes to the literature on developing careers among a diverse workforce, a topic of practical significance to employers and human resource professionals. Disability is a form of diversity (Dipboye & Colella, 2005; Lengnick-Hall et al., 2008), and as incidence of disability is on the rise internationally (World Health Organisation, 2011), how to best develop and employ talent from one of the largest underutilised labour pools is an important topic for employers and human resource professionals (Baumgartner, Dwertmann, Bohm, & Bruch, 2014; Schur et al., 2014). Human resource practises are crucial in determining access to organisational opportunities and rewards, and thus influence promotion and advancement opportunities, particularly for minorities such as those with a disability (Klimoski & Donahoo, Citation1997). Insofar as certain practises are generalizable, it may be useful to describe what employers have done to assist the career development of individuals with disabilities.

Normally, in today's era, websites give us valuable information. Regarding this research websites mentioned in Bibliography helped me a lot along with the above-mentioned literature and published research papers.



### **Hypothesis:**

Enabling employees to overcome organizational disabilities at the workplace leads to positive financial results with a reduction in costs and rising profitability.

### **Research Problem:**

This research work is not concerned about the physical disabilities of employees, but the unfavourable conditions at the workplace for which employees can't give their best during their employment. To identify the organizational barriers at the workplace and how enabling middle-level managers leads to positive financial results with reduced costs and rising profitability.

### **Research Objectives:**

- i) To identify disability-creating conditions at the workplace and find out the ways to enable middle-level managers to overcome those disabilities.
- ii) A comparative analysis of different types of Industries (IT and Non-IT) disabilities.
- iii) A "statistical model" to identify and measure the existing Disabilities.

### **Scope of the Research Work:**

It will help to know about various factors which make employees disabled so that middle-level managers (old organizations- sr. executive, assistant managers, Deputy managers, Sr. Managers, deputy general managers and in new organizations- sr. executive, assistant managers, managers, Sr. Managers) or employees of similar positions with 2-10 years of experience mainly in Telecom/IT/Banking or Financial/Manufacturing Industries of the west-India (Mumbai only) can be enabled.

### **Research Methodology**

The instrument used for the research purpose was a structured questionnaire. The questionnaire was designed keeping in mind the objectives of the study. This questionnaire consisted of 80 statements.

### **Pre-Test / Pilot Survey**

Before the final questionnaire was administered to the sample, it was administered to 10 people to gather opinions about the instrument, thereby reducing the complexity of the same. They were requested to point out irrelevant and vague statements and offer suggestions to improve the instrument. After pre-testing, those questions considered relevant by the respondents were retained and those considered irrelevant by the respondents were ignored and didn't appear in the final questionnaire. Questions that were "not clear" were rephrased.

Here are ten (10) different factors for which employees are disabled by the organization. This is to be noted that these 10 major factors were identified through the pilot survey and focused group discussion for the final study:

Job description indicated in the job advertisement, Appraisal system, Infrastructural Disabilities, Caring for employees' personal problems ,Flexibility to work, Team working, Conflict Management, Relations with Superiors, Work Climate, Exit from the company

## Sampling Plan

- Sampling Unit: Middle-level managers & similar positions employees in Mumbai region only.
- Sample Size: 195
- Sampling Procedure: With more than 2 years of experience in the IT Industry and different Industries like Telecom, Banking & Financial, Manufacturing and others (e.g., Retail, Service etc.). I tried to find out the comparative analysis in different industries and where they are at present in creating disabilities for their employees at the workplace.
- Sampling model: cluster sampling
- Sampling method: Random method. Irrelevant or incomplete samples were not taken into consideration for the final data analysis.

## Data sources

Professionals and managers of different companies in Mumbai only. The participants were chosen in such a way that they represent the occupation-based categorization.

### 1. Data collection:

The fieldwork was carried out for a period of 40 days. Respondents of different occupational levels were approached in person by me the researcher. The samples were chosen in such a way that they also reasonably represented the different age groups, experience groups and Industries. A reasonable distribution of the samples across the different areas and different companies of the city was also taken care of, in order to minimize bias and to get the heterogeneous data. Information was analyzed based on Qualitative and Quantitative techniques using statistical tools, Microsoft Excel. Based on focus group discussion out of 25 different factors researcher chose ten (10) different independent variables for this study. The respondents were from different companies mainly Bayer Business Services, Informedia India, Reliance Communication Ltd., Vashi, HP-Mumbai, Mastek-Mumbai, Polaris Software Lab Ltd, Siemens Ltd, Honeywell Automation India Ltd, Accenture, 3i Infotech, Vodafone, ZTE, Mumbai, Corporation bank, SBI, Mumbai, Godrej & Boyce Mfg Co. Ltd, L&T Mumbai, Lehman Brothers, Sandoz Pvt Ltd etc., and experience wise the sample was considered those who have more than 2 years of experience. 3 samples with less than 2 years of experience were removed.

In the total questionnaire, there were 68 different statements to identify the existing situations in 10 different organizational areas. i.e., an average of 6-7 statements per area. The followings are the analysis of data obtained by the survey.

### Data Analysis:

76% of the respondents met the expectations visualized at the time of the interview. In fact, this question was asked to identify the GAP between the expectations at the time of the interview and the achieved expectations after joining the company, and the purpose was well served. However, half of the respondents believe that they are underutilized.

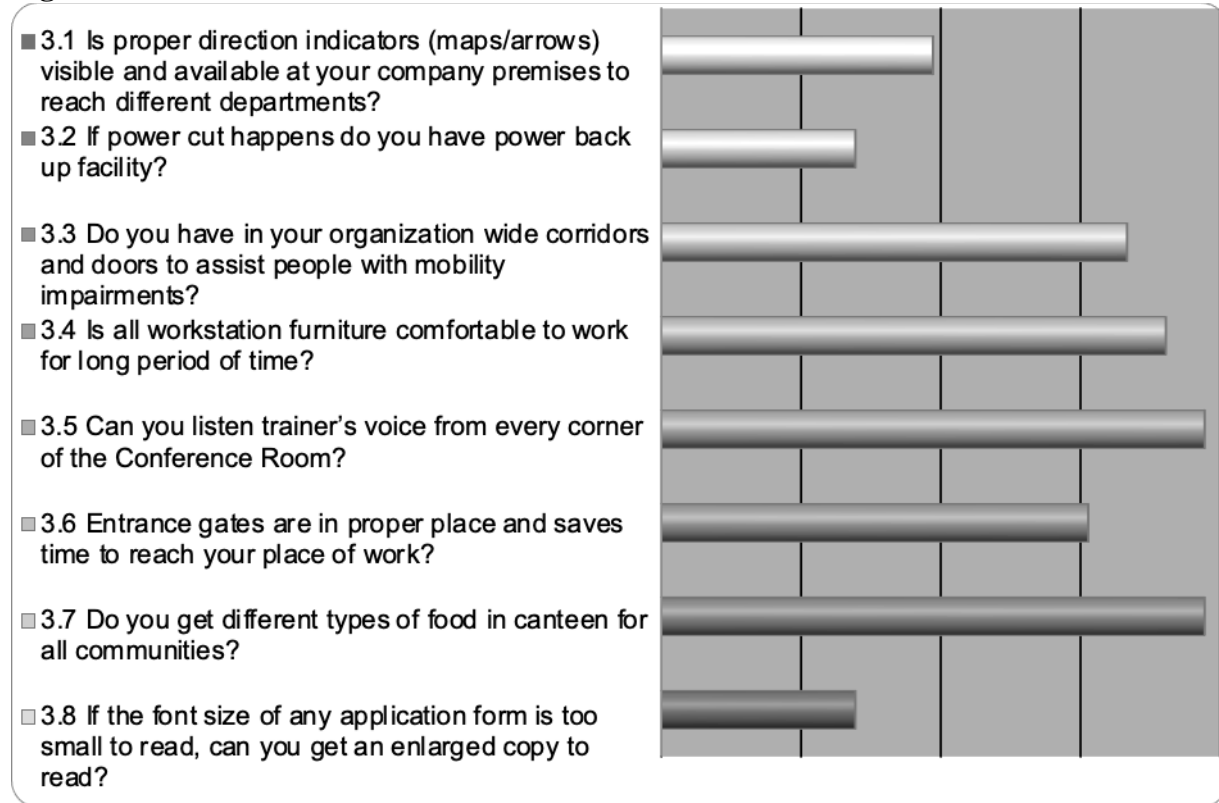
Respondents are sticking to the same company, being reasons like signed a bond, a Good working environment, job satisfaction and different opportunities, job satisfaction, brand name, learning, growth, job security, culture, work flexibility, pay package, loan and to do freelance work.

62% of respondents know that during appraisal reviewers are given preferential treatment during the appraisal, and it definitely makes them unhappy about the company appraisal system. 360-degree

appraisal encourages more open feedback. This type of appraisal also gives people a more rounded view of performance. Employees suggest implementing a 360-degree appraisal system in their company.

Infrastructure Shortfalls in IT Industries reflect Canteen facilities, Transportation & Security, Maintenance, Crowded cubicles, Recreation etc.

**Fig 1: Infrastructure shortfall**



Respondents strongly agree that caring for employees' personal problems gives a chance to employees for better performance. According to the study approximately 3 days per week an employee takes work at home. Different communities have different main festivals. For Hindu Iid/ Muharram, it's a holiday only, but he can take this leave during their main festival Ganesh Chaturthi instead of taking it at the time of Muharram, and vice versa. In this way, the company will remain open at all festivals, including flexible per-day work timing. There is no substitute for playing in a team. Quality employees want to work with quality co-employees focused on a winning effort.

All respondents agreed that team role is not assigned at all according to Dr. Meredith Belbin's Team Role Analysis. Most of them revealed that in a team role is assigned to Experience, skills, attitude and learning ability. Surprisingly no one is aware of this technique. 61% said they work with great people but 39% said they not.

**Table-1: Team working**

|                |   |   |  |  |
|----------------|---|---|--|--|
| * All are in % | 6.4 recognizes use of my abilities and skills (%) | Management and makes use of my abilities and skills (%) | 6.5 I am encouraged to develop new and more efficient ways to do my work (%) | 6.6 Employees work well together to solve problems and get the job done. (%) |
|----------------|---|---|--|--|

|                   |          |          |          |
|-------------------|----------|----------|----------|
| Strongly Disagree | 11.11111 | 5.55556  | 0        |
| Disagree          | 16.66667 | 11.11111 | 11.11111 |
| Undecided         | 16.66667 | 27.77778 | 16.66667 |
| Agree             | 44.44444 | 44.44444 | 55.55556 |
| Strongly Agree    | 11.11111 | 11.11111 | 16.66667 |

Conflict management and relations with superiors are important variables for any employee to work in an organization. Surprisingly, an equal number of respondents agree about the company's nurturing of its top-quality employees.

**78% of employees feel that they could have done their job better if they were provided with better resources/ circumstances. The resources/ circumstances like:**

- i. better software, resources, additional training
- ii. better support from other departments like marketing and sponsorship
- iii. data entry operator, better team & work culture
- iv. infrastructure and communication tools
- v. less workload, new ideas are not entertained
- vi. manpower support and adequate time
- vii. more authority, challenges with more freedom
- viii. more opportunities to interact with cross-functional activities
- ix. motivation and guidance from seniors
- x. support and appreciation for good works
- xi. Better training and development
- xii. want to handle a team and more responsibilities

22% of employees witnessed the unethical practices engaged in by employees/ management, but 90% of them never disclosed that to the appropriate authority.

An exit interview is important for any organization to understand the truth about the organization, mainly the management, culture and process.

When the researcher wanted to know why respondents stay with the organization, the following answers were revealed:

- i. Better prospect & challenging job.
- ii. Flexibilities in timings
- iii. Newly joined
- iv. Opportunity to grow, to gain experience
- v. To learn the business domain
- vi. Work experience, Work-life balance

More pressure from the boss, not transparent appraisal process, better package and job profile, management and resource problems, some profiles with no change in work, monotonous job, unjustified Deadlines, work culture and pay scale etc make one think about leaving the organization.

When one leaves the company the exit interview is important, however, this is also true that employees do not disclose the true reason to the HR at the time of leaving. The best way to know the truth is to ask their colleagues. When the researcher wanted to investigate the true reason for leaving then the following shocking reasons were revealed:

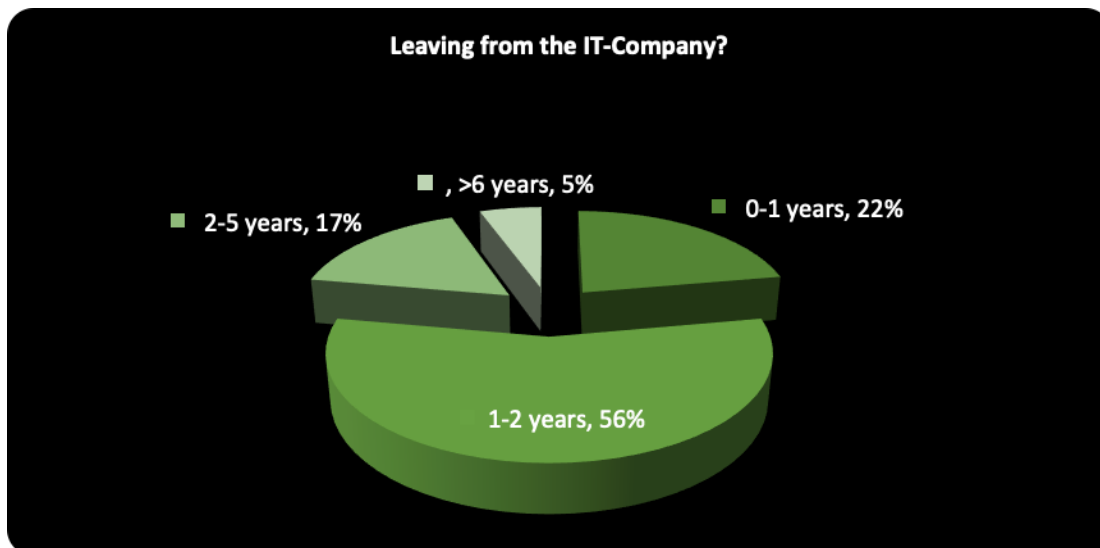
- i. management refused to increase pay
- ii. better exposure, salary & a better brand company
- iii. better job responsibilities and monetary benefits
- iv. better lifestyle
- v. better opportunity as well as employee was under-utilization
- vi. due to more work pressure. Continuous daily 12 hrs work
- vii. got a better post with a very high salary(almost three times more)
- viii. harassment by superiors and good opportunities outside
- ix. effort was not recognized.
- x. immediate boss's attitude
- xi. internal conflict and injustice
- xii. job satisfaction not there
- xiii. different role with a better profile and monetary benefit.
- xiv. monetary reasons and lack of respect
- xv. monotonous job
- xvi. no promotion even though he deserved it.
- xvii. An unhealthy relationship with the boss

**Table-2: Exiting from the company**

| * All in % | 10.4 Did (s)he discuss with you specific reasons why they were leaving? | 10.5 Did (s)he disclose the cause at the exit interview? | 10.6 Do you assist employees who are moving on to new jobs? |
|------------|---|--|---|
| Yes        | 61.1111   | 33.33333   | 55.55556  |
| No         | 38.88889  | 61.11111   | 44.44444  |

This is clear that in most cases friends of the leaving employees know the reason better than the HR department. Research reveals that employees leave faster in the IT industry than in other industries.

**Fig 02: Employees plan to leave the company**



For any organization, research revealed that employees' attitude towards its company is divided into clear two dimensions as follows.

Negatives:

- i. Top management is too much into politics & not able to manage properly
- ii. No growth, no variety of work & lots of politics
- iii. No proper direction and guidance from superiors in order to grow.
- iv. Authoritarian leadership style

Positives:

- i. Very good for freshers for getting experience and training
- ii. Adjusting problem but growth opportunity
- iii. For learning & better package.
- iv. Job security
- v. But not the department in which I work
- vi. For getting experience in only a short period of time

**Table-3: Comparative Rank of different disability creating conditions**

| <i>Factors</i> | <i>Factors Description</i>   | <i>Rank-IT</i> | <i>Rank-Banking/Financial</i> | <i>Rank-Manufacturing</i> | <i>Rank-(Others)</i> | <i>Rank-Overall</i> |
|----------------|--|----------------|-------------------------------|---------------------------|----------------------|---------------------|
| 1              | Job description indicated in the job Advertisement/ at the time of interview | 3              | 3                             | 2                         | 2                    | 2                   |
| 2              | Appraisal system   | 1              | 6                             | 1                         | 5                    | 1                   |
| 3              | Infrastructural Disabilities   | 5              | 7                             | 3                         | 6                    | 7                   |
| 4              | Caring for employees' personal problems                                      | 8              | 10                            | 4                         | 8                    | 8                   |
| 5              | Flexibility to work  | 9              | 8                             | 6                         | 1                    | 6                   |
| 6              | Team working   | 2              | 9                             | 7                         | 9                    | 5                   |
| 7              | Conflict Management  | 10             | 4                             | 8                         | 4                    | 9                   |
| 8              | Relations with Superiors   | 6              | 1                             | 5                         | 7                    | 4                   |
| 9              | Work climate   | 4              | 2                             | 9                         | 10                   | 3                   |
| 10             | Exit from the company  | 7              | 5                             | 10                        | 3                    | 10                  |

Considering the Highest to lowest rank (1 to 10) of the factors it gives us the idea that in IT industry improper “Appraisal System” makes employees most disabled, and “Conflict Management” makes employees least disabled. Accordingly, other industry situations also can be understood from the above table.

**Statistical Analysis and Correlations between Different Disabilities:**

After applying different Statistical tools to available data we got different interesting results. The following are the correlations between different factors existing in the IT industries

and other industries' situations. Here, correlations identify the conditions by which employees can have a bad or good impact.

Table- 4: Correlation in between Different Disabilities (IT Industries)

|   | <b>Declaring Poor/imp roper job description</b> | <b>Ap praisal syst em</b> | <b>Infras tructu ral Disabi lities</b> | <b>Emplo yees' person al proble ms</b> | <b>Flexi ble worki ng Clima te</b> | <b>Defi ning tea m role</b> | <b>Conf lict Man age ment</b> | <b>Relat ions with Supe rior</b> | <b>W or k cli ma te</b> | <b>Exit fro m com pan y</b> |
|---|---|---------------------------|--|--|------------------------------------|-----------------------------|-------------------------------|----------------------------------|-------------------------|-----------------------------|
| <b>Declaring Poor/imp roper job description</b> | 1   |                           |  |  |                                    |                             |                               |                                  |                         |                             |
| <b>Appraisal system</b>                         | -0.09518  | 1                         |  |  |                                    |                             |                               |                                  |                         |                             |
| <b>Infrastru ctural Disabiliti es</b>           | -0.35955  | - 0.39 59                 | 1                                      |  |                                    |                             |                               |                                  |                         |                             |
| <b>Employee s' person al proble ms</b>          | -0.20733  | - 0.21 954                | <b>0.601</b>                           | 1                                      |                                    |                             |                               |                                  |                         |                             |
| <b>Flexible working Climate</b>                 | -0.42011  | - 0.00 57                 | 0.2186 75                              | 0.0826 89                              | 1                                  |                             |                               |                                  |                         |                             |
| <b>Defining team role</b>                       | 0.154082  | 0.09 323 9                | - 0.2502                               | - 0.3175 3                             | 0.128 758                          | 1                           |                               |                                  |                         |                             |
| <b>Conflict Management</b>                      | -0.44866  | - 0.11 338                | - 0.0778 6                             | -0.5286                                | 0.131 736                          | - 0.01 619                  | 1                             |                                  |                         |                             |
| <b>Relations with Superior</b>                  | -0.52568  | - 0.36 427                | - 0.0743 3                             | - 0.1173 7                             | 0.138 69                           | - 0.31 256                  | <b>0.610 181</b>              | 1                                |                         |                             |
| <b>Work climate</b>                             | -0.31114  | - 0.48 259                | 0.0115 99                              | - 0.1480 7                             | - 0.077 44                         | - 0.51 407                  | 0.55                          | <b>0.731 503</b>                 | 1                       |                             |
| <b>Exit from Company</b>                        | 0.38851   | - 0.18 701                | 0.0462 67                              | 0.0793 09                              | - 0.574 13                         | 0.46 719 4                  | - 0.445 92                    | - 0.390 3                        | - 0.3 86 27             | 1                           |

Table-5: Correlation between Different Disabilities (Banking/ Financial Industries)

|   | <b>Declaring Poor/imp roper job description</b> | <b>Ap praisal syst em</b> | <b>Infras tructu ral Disabi lities</b> | <b>Empl oyes person al proble ms</b> | <b>Flexi ble worki ng Clima te</b> | <b>Defi ning tea m role</b> | <b>Conf lict Man age ment</b> | <b>Relat ions with Superi or</b> | <b>W ork cli ma te</b> | <b>Exit fro m com pan y</b> |
|---|---|---------------------------|--|--------------------------------------|------------------------------------|-----------------------------|-------------------------------|----------------------------------|------------------------|-----------------------------|
| <b>Declaring Poor/imp roper job description</b> | 1   |                           |  |                                      |                                    |                             |                               |                                  |                        |                             |
| <b>Appraisal system</b>                         | -0.13114  | 1                         |  |                                      |                                    |                             |                               |                                  |                        |                             |
| <b>Infrastru ctural Disabiliti es</b>           | -0.79634  | 0.114601                  | 1                                      |                                      |                                    |                             |                               |                                  |                        |                             |
| <b>Employee s personal problems</b>             | 0.317421  | 0.134707                  | 0.001022                               | 1                                    |                                    |                             |                               |                                  |                        |                             |
| <b>Flexible working Climate</b>                 | -0.26803  | -0.17273                  | 0.392252                               | 0.074475                             | 1                                  |                             |                               |                                  |                        |                             |
| <b>Defining team role</b>                       | 0.567151  | -0.29968                  | -0.47104                               | <b>0.613991</b>                      | -0.3366                            | 1                           |                               |                                  |                        |                             |
| <b>Conflict Management</b>                      | -0.57116  | 0.330673                  | 0.408757                               | -0.37711                             | 0.177985                           | -0.37987                    | 1                             |                                  |                        |                             |
| <b>Relations with Superior</b>                  | -0.36178  | 0.092592                  | 0.248911                               | -0.56756                             | 0.407009                           | -0.57329                    | 0.482465                      | 1                                |                        |                             |
| <b>Work climate</b>                             | 0.030805  | 0.33761                   | -0.04402                               | -0.0228                              | -0.19477                           | -0.15224                    | -0.01186                      | -0.10139                         | 1                      |                             |
| <b>Exit from Company</b>                        | -0.14417  | -0.31986                  | -0.11909                               | -0.35918                             | -0.45762                           | -0.04759                    | -0.27335                      | -0.3113                          | -0.28239               | 1                           |



Table- 6: Correlation between Different Disabilities (Manufacturing Industries)

|   | Declaring Poor/improper job description | Appraisal system | Infrastructural Disabilities | Employees personal problems | Flexible working Climate | Defining team role | Conflict Management | Relations with Superior | Work climate | Exit from company |
|---|---|------------------|------------------------------|-----------------------------|--------------------------|--------------------|---------------------|-------------------------|--------------|-------------------|
| Declaring Poor/improper job description | 1                                       |                  |                              |                             |                          |                    |                     |                         |              |                   |
| Appraisal system                        | -0.09518                                | 1                |                              |                             |                          |                    |                     |                         |              |                   |
| Infrastructural Disabilities            | -0.35955                                | -0.3959          | 1                            |                             |                          |                    |                     |                         |              |                   |
| Employees personal problems             | -0.20733                                | -0.21954         | <b>0.597781</b>              | 1                           |                          |                    |                     |                         |              |                   |
| Flexible working Climate                | -0.42011                                | -0.0057          | 0.218675                     | 0.082689                    | 1                        |                    |                     |                         |              |                   |
| Defining team role                      | 0.154082                                | 0.093239         | -0.2502                      | -0.31753                    | 0.128758                 | 1                  |                     |                         |              |                   |
| Conflict Management                     | -0.44866                                | -0.11338         | -0.07786                     | -0.5286                     | 0.131736                 | -0.01619           | 1                   |                         |              |                   |
| Relations with Superior                 | -0.52568                                | -0.36427         | -0.07433                     | -0.11737                    | 0.13869                  | -0.31256           | <b>0.610181</b>     | 1                       |              |                   |
| Work climate                            | -0.31114                                | -0.48259         | 0.011599                     | -0.14807                    | -0.07744                 | -0.51407           | <b>0.598946</b>     | <b>0.731503</b>         | 1            |                   |
| Exit from Company                       | 0.38851                                 | -0.18701         | 0.046267                     | 0.079309                    | -0.57413                 | <b>0.467194</b>    | -0.44592            | -0.3903                 | -0.38627     | 1                 |

Table- 7: Correlation between Different Disabilities (Other Industries)

|  | Declaring Poor/imp roper job description | Ap praisal system | Infras tructural Disabi lities | Empl oyes personal proble ms | Flexi ble worki ng Clima te | Defi ning tea m role | Conf lict Man age ment | Relat ions with Superi or | W ork cli ma te | Exit fro m com pan y |
|--|--|-------------------|--------------------------------|------------------------------|-----------------------------|----------------------|------------------------|---------------------------|-----------------|----------------------|
| Declaring Poor/imp roper job description | 1  |                   |                                |                              |                             |                      |                        |                           |                 |                      |
| Appraisal system                         | -0.13632                                 | 1                 |                                |                              |                             |                      |                        |                           |                 |                      |
| Infrastru ctural Disabiliti es           | 0.247487                                 | - 0.20 911        | 1                              |                              |                             |                      |                        |                           |                 |                      |
| Employee s personal proble ms            | -0.36761                                 | - 0.43 444        | - 0.3092 3                     | 1                            |                             |                      |                        |                           |                 |                      |
| Flexible working Climate                 | -0.1612                                  | - 0.21 268        | - 0.3368 1                     | <b>0.6360 88</b>             | 1                           |                      |                        |                           |                 |                      |
| Defining team role                       | -0.36329                                 | 0.27 482 8        | - 0.3525 6                     | 0.0302 31                    | 0.037 446                   | 1                    |                        |                           |                 |                      |
| Conflict Management                      | -0.19059                                 | 0.15 312 8        | - 0.2154 7                     | 0.1166 83                    | - 0.156 94                  | - 0.25 052           | 1                      |                           |                 |                      |
| Relations with Superior                  | 0.083639                                 | - 0.20 161        | 0.3379 46                      | -0.2701                      | - 0.456 57                  | - 0.42 323           | 0.050 912              | 1                         |                 |                      |
| Work climate                             | -0.39061                                 | 0.08 482 5        | - 0.2072 6                     | -0.1196                      | - 0.378 6                   | <b>0.59 530</b>      | - 0.207 56             | - 0.101 07                | 1               |                      |
| Exit from Company                        | -0.14935                                 | - 0.33 939        | 0.1925 54                      | - 0.2243 6                   | - 0.183 39                  | - 0.23 355           | - 0.236 61             | 0.056 162                 | 0.2 19 87 2     | 1                    |

**Proposed Rank-Average Disability Comparative Index (DCI):**

“At the end of the day, we bet on people, not strategies.” (Larry Bossidy)

We forget words, but we remember facts and figures. Our human brain always tries to analyze the fact making comparisons. If I say 9, 15; intentionally or unintentionally, you will start

calculating that 9 is lesser than 15, if we add 6 with 9 we will get 15, or 3 is the common factor of 9 and 15, and so on. So, understanding the concept of “Organizational Disability” is not enough. We need to know the intensity of that disability, whether it is measurable or not. That is why, I have proposed a model “Organization Disability Index” by which we will be able to measure whether in any company disability exists or not.

$$\text{Disability Comparative Index} = \alpha_1 \bar{X}_1 + \alpha_2 \bar{X}_2 + \alpha_3 \bar{X}_3 + \dots + \alpha_n \bar{X}_n$$

Where  $\alpha_i$  = Disability Factor and it is dependent upon the rank of the statements

And  $\bar{X}_i$  = Average value of the  $i^{\text{th}}$ . Statement

$$= \sum_{i=1}^n \alpha_i \bar{X}_i \quad \text{where } n = \text{number of statements asked and interpreted}$$

into values

$$= 2405.831592$$

i.e., according to the study, this value is **D.C.I = 2405.831592**

### Interpretation of the Proposed Model:

It means, after conducting the survey in any organization, and data analysis we get a value lesser than the above value (2405.831592) it means that Organization has negligible disabilities, but if the value is higher than the above value, that means that the organization has the existing Disabilities and more the difference is more dominant disabilities which hamper the productivity and efficiency of that organizations. Possibly no organization can have NULL Disability, so this is the responsibility of the management always to keep an eye and fair idea about disability-creating conditions, so that, employees are not forced to become disabled. As a result, an organization will be enabled to overcome organizational disabilities at the workplace which leads to positive financial results with a reduction in costs and rising profitability.

### Achievement of Research Objectives:

- i) **Found out** the 10 different areas where employees needed to be enabled especially in IT industries.
- ii) A comparative **analysis** has been done of different types of Industries’ (IT and Non-IT) disabilities to understand the present scenario of the IT industry compared to other industries in terms of existing Disabilities.
- iii) **Proposed** a “Disability Comparative Index Model” by which we can measure Disabilities.

Hence, the objectives of this research have been achieved.

### Recommendations:

Create an “Employee Enabling System” to identify the disabilities creating conditions which will lead to positive financial results with a reduction in costs, and attrition rate and will increase profit. Different communities have different main festivals. For Hindu Eid /Muharram it’s a holiday only, but he can take this leave during their main festival Ganesh Chaturthi/ Durga Puja instead of taking it at the time of Muharram, and vice versa. In this way the company will remain open at all festivals and employees will be happy too. Productivity will be increased also. However, this rule may not

be applicable for the same and other B2B customer-facing roles as B2B companies may also have a vacation on the same days. In most cases, employees are given preferential treatment or discriminated against by the immediate superior during the performance appraisal procedure. Corporate politics and partiality are some of them. As a result, employees feel insecure, not recognized for their honest attempt to give their best and start thinking about leaving the organization. So it is the best policy “Not to deprive” employees of their appropriate appraisal. If any dispute arises and 360-degree appraisal is not possible, do not depend upon only the immediate superior at the time of giving appraisal, take employees’ feedback after appraisal by a third party. Try to take an exam or interview by any knowledgeable person (without informing the appraiser and appraisee) of that employee based on his job which he has performed during the last appraisal period. and keep politics away from this. Right to speech, encouraging open constructive thought, the attitude of Immediate Superior, regular team meetings, Route Analysis, and creating awareness are some of the ways to handle Conflict Mechanisms and can be possible to maintain a good relationship with superiors. There is no substitute for playing a team. Quality employees want to work with quality co-employees focused on a winning effort. Do you encourage team-building exercises and focus on hiring only the best? Ensure that they are working with the best employees in the best working conditions.

We spend so much time managing the 20% of the workforce that causes 80% of the problems that we often leave our quality people alone. Do you find any of your top employees changing their habits? If so, it may be time to ask them some probing questions. Nurture top-quality employees. In this way, we can improve the work climate. Try to avoid misleading the new candidates at the time of the interview. The job description should be appropriate because it is the first image of work which ignites the passion to work for the organization. Take care of employees’ personal and emotional problems. Create an Employee Counseling cell consisting at least of one psychiatrist to handle employees’ emotional problems. Sometimes an employee has to leave in order for them to continue growing in their career. Keeping ties with former employees can actually improve the prospects of your company. You can create an alumni community so that you and junior employees also can get suggestion/help in future. At the time of the exit interview try to get the information from colleagues or best friend of the leaving employee that why an employee is leaving. Encourage Knowledge sharing process. When any employee leaves the organization tacit knowledge also goes with him. So at least create two subordinates before leaving.

### **Conclusions:**

We know that selection, recruitment costs, and attrition rates are becoming high nowadays. So if we can retain people, motivate them to give their 100% effort (or sometimes more than that) to their work and as a result company can reduce the cost (tangible asset) and increase the employee satisfaction level (intangible asset). So today this is important to make employees enable from the employer's perspective. They also need to be interested to provide better infrastructure, compensation and benefits, cultural environment, appraisal, reward and recognition, flexibilities at the workplace and decision-making hierarchy etc to the employees to get better returns from them. Today only reducing “Organizational Disabilities” at the workplace is the best way to get success and growth in any organization and the proposed DCI model will help a lot to any organization to achieve this aim.

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## **A CASE STUDY ON ADITYA BIRLA FASHION: GROWTH TOWARDS SUCCESS IN THE INDIAN FASHION BUSINESS**

**RITHIK , RAMALINGA**  
**IFIM College, Bengaluru**

**Dr. VIDHYA PILLAI**  
**Associate Professor, IFIM College, Bengaluru**

### ***Abstract***

*This case study discusses how Aditya Birla fashion retail has used information technology to enhance customer experience. The case starts with an introduction about the company. Later, it explains the business model, strategies, and challenges faced by the company.*

*Keywords: Fashion, business, growth, Aditya Birla*

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### **Introduction**

Aditya Birla Fashion and Retail Limited (ABFRL) is a well-established company in India, which operates in the retail industry. The company was formed after the merger of Aditya Birla Nuvo Limited's apparel businesses and Madura Fashion & Lifestyle in May 2015. ABFRL is a part of the Aditya Birla Group, which is a multinational conglomerate operating in various industries such as cement, financial services, textiles, and chemicals. ABFRL operates through various brands in different categories such as formal wear, casual wear, ethnic wear, footwear, and accessories. Some of the popular brands operated by ABFRL include Van Heusen, Pantaloons, People, Allen Solly, Louis Philippe, Peter England, Forever 21, Pantaloons, and others. The company has a wide retail network in India, with over 3,000 exclusive brand outlets, multi-brand outlets, and e-commerce platforms. ABFRL places a high priority on sustainability and ethical corporate conduct. The corporation has started several steps to lessen trash production and its carbon footprint. Some of the notable initiatives include the use of sustainable fabrics, water conservation, and waste reduction. ABFRL has also partnered with various organizations to promote ethical business practices and improve the lives of the people in the communities it operates in. In terms of financial performance, ABFRL has demonstrated consistent growth over the years.

The company reported a revenue of INR 8,788 crore (approx. \$1.2 billion) in the 2020–21 fiscal year. The business's net profit during that time was INR 231 crore, or around \$31 million. ABFRL has been recognized for its financial performance and responsible business practices, winning several awards and accolades over the years. ABFRL is a leading player in the Indian retail industry, with a strong focus on sustainability and responsible business practices. The company operates through various popular brands and has a wide retail network in India. ABFRL has demonstrated consistent growth over the years and has been recognized for its financial

performance and ethical business practices. The company's commitment to sustainability and responsible business practices makes it a preferred choice for conscious consumers in India.

### **Rise of ABFRL**

The company has a strong presence in the retail industry in India and has been successful in expanding its business over the years. In 2018, the company acquired Jaypore, an Indian ethnic fashion brand, and in 2019, the company acquired the Indian arm of the American fashion retailer Forever 21. These acquisitions have helped the company to expand its product range and cater to a wider range of customers. ABFRL has also been successful in its e-commerce business. The company has an online presence through its websites and mobile apps for all its brands. The company's e-commerce business has witnessed significant growth in the last few years, and the company has been able to reach out to customers in remote areas through its online channels.

The success of ABFRL can be attributed to its strong focus on customer satisfaction. The company's main priority has always been offering premium goods at competitive costs. The company has also been successful in catering to the changing fashion trends and preferences of customers. The company has a strong design team that constantly innovates and comes up with new fashion trends that are in line with the changing fashion industry. ABFRL has also been successful in adopting new technologies to improve its operations. To enhance its supply chain, inventory management, and customer service, the business has integrated several technologies, including artificial intelligence, machine learning, and data analytics. These technologies have helped the company to reduce its costs, improve efficiency, and provide better services to customers. A prosperous fashion business is Aditya Birla Fashion and Retail Limited which has been able to capture the Indian retail market with its diverse portfolio of brands and products. The company's focus on customer satisfaction, adoption of new technologies, and expansion of its business through acquisitions have helped the company to grow and expand its reach. ABFRL is a company to watch out for in the Indian fashion industry, and its success story is an inspiration to many entrepreneurs in the country.

### **Business model**

**A diverse portfolio of fashion brands:** ABFRL's business model is centered around offering a diverse portfolio of fashion brands that cater to different consumer segments. The company operates in various categories such as men's and women's apparel, sportswear, footwear, and accessories. By having multiple brands under its umbrella, ABFRL caters to different segments of consumers with distinct tastes and preferences. Additionally, having a diversified portfolio of brands helps the company to mitigate risks associated with fluctuations in demand for any brand.

**Omnichannel presence:** ABFRL has a robust omnichannel presence that enables customers to shop online or in-store. The company has invested in developing its e-commerce platform and has tied up with major online retailers such as Amazon and Myntra. ABFRL also offers customers the option of buying online and picking up in-store, which creates a seamless shopping experience for customers. The company's omnichannel presence helps to create customer loyalty and drives sales.

**Product innovation:** ABFRL's business model is centered around product innovation, it aids the business in maintaining an edge over rivals. The business makes significant research and development investments to create fresh materials, fashions, and patterns, which helps the company to stay ahead of the competition. This focus on innovation helps to keep the company's product offerings fresh and exciting, which is critical in the fast-moving fashion industry. ABFRL's

focus on product innovation helps to differentiate its products from competitors and drives sales. Retail expansion: ABFRL's business model also focuses on expanding its retail footprint in India. The company has a presence in more than 1,700 cities and towns across India, with over 3,000 stores. Additionally, the company plans to open new stores in high-growth markets to reach new customers. By expanding its retail footprint, ABFRL can reach more customers, increase brand awareness, and drive sales. ABFRL's business model is based on offering a diverse portfolio of fashion brands, creating an omnichannel presence, focusing on product innovation, and expanding its retail footprint. The company's focus on these key areas has helped it to become a leading player in the Indian fashion industry. The company's ability to stay ahead of the competition by investing in innovation, expanding its retail footprint, and offering a seamless shopping experience, will continue to drive its growth in the future.

### **Marketing strategy**

The fashion and retail sector in India is dominated by Aditya Birla Fashion and Retail Ltd. The company has a diversified product portfolio and a strong presence across various brands and formats. The marketing strategy of Aditya Birla Fashion and Retail Limited is focused on creating a differentiated brand image, building a strong customer base, and expanding its reach across various geographies.

**Brand Positioning:** Aditya Birla Fashion and Retail Limited have a powerful brand portfolio including names like Pantaloons, Van Heusen, Peter England, Allen Solly, and Louis Philippe. Each of these brands caters to different customer segments, and the company has a clear brand positioning strategy for each of them. The company has also launched several sub-brands under these main brands to cater to specific customer needs. This strategy has assisted the business in building a distinctive brand identity and appealing to a larger spectrum of clients.

**Innovative Marketing Campaigns:** Aditya Birla Fashion and Retail Limited has been innovative in its marketing campaigns. The company has launched several campaigns, which have been well received by the customers. For example, the company launched a campaign called 'I am Vintage' for its brand Allen Solly, which aimed to connect with the younger generation and promote its vintage collection. The company has also used social media effectively to promote its brands and engage with customers.

**E-Commerce Focus:** Aditya Birla Fashion and Retail Limited have a strong e-commerce presence, which has been a key driver of growth for the company. The company has launched several e-commerce platforms, such as Pantaloons.com, abof.com, and trendin.com, which have helped the company to expand its reach across different geographies. Also, the business has implemented an omnichannel strategy that enables customers to order things online and pick them up at a nearby location. This approach has helped the company to improve its customer experience and boost its sales.

**Partnerships and Collaborations:** Aditya Birla Fashion and Retail Limited has entered several partnerships and collaborations to expand its product portfolio and reach new customer segments. For example, the company has partnered with global brands like Simon Carter and Ted Baker to sell their products in India. The company has also collaborated with famous designers like Tarun Tahiliani and Shantanu & Nikhil to launch designer collections under its brands.

**Expansion Strategy:** Aditya Birla Fashion and Retail Limited have a strong expansion strategy, which is focused on opening new stores in different geographies. The business is present in a variety of formats, including department stores, multi-brand outlets, and exclusive brand outlets.



The company has also acquired several brands in the past to expand its product portfolio and reach new customer segments. The company is very focused on growing its footprint in Tier-II and Tier-III cities, which are predicted to be the future drivers of growth.

**The company uses various IT solutions to enhance the customer experience such as,**

**Omnichannel Retail:** To give customers a seamless purchasing experience, ABFRL has merged its online and offline channels. Customers can shop online and pick up their orders in-store or return items purchased online to physical stores. This has helped ABFRL to provide customers with more options and convenience.

**Personalization:** ABFRL uses customer data and analytics using data to tailor each customer's purchasing experience. The company uses data on customer preferences and purchase history to recommend products that are relevant to each customer. This has helped ABFRL to increase customer loyalty and sales.

**Mobile Apps:** ABFRL has developed mobile apps that allow customers to shop, track their orders, and access exclusive deals and discounts. The apps also provide customers with a personalized experience, based on their shopping history and preferences.

**Virtual Try-On:** ABFRL has adopted virtual try-on technology so that clients may view how the clothes will appear on them without physically trying them on. This has helped customers to make more informed purchasing decisions and has reduced the need for physical trials.

**Supply Chain Management:** ABFRL uses IT solutions to optimize its supply chain, reducing lead times and increasing efficiency. This has enabled the company to provide faster and more reliable delivery to customers.

Overall, ABFRL uses various IT solutions to provide a more personalized and convenient shopping experience to customers. This has helped the company to increase customer loyalty and sales, while also improving its supply chain efficiency.

The marketing strategy of Aditya Birla Fashion and Retail Limited is focused on creating a differentiated brand image, building a strong customer base, and expanding its reach across different geographies. The company has been innovative in its marketing campaigns and has a strong e-commerce focus. The company has also entered several partnerships and collaborations to expand its product portfolio and reach new customer segments. The company's expansion strategy is focused on opening new stores in different geographies, especially in Tier-II and Tier-III cities.

## Challenges

The business has a diverse portfolio of brands that serve various market sectors, including casual wear, formal wear, ethnic wear, and luxury fashion. However, like any other business, Aditya Birla Fashion and Retail Limited face various challenges that can affect its growth and profitability. In this article, we will discuss some of the significant challenges faced by the company.

**Intense Competition:** The Indian fashion and retail market is highly competitive, with many domestic and international players vying for market share. Aditya Birla Fashion and Retail Limited faces stiff competition from established players such as Reliance Retail, Future Group, and Tata Group. Moreover, the entry of international players such as H&M, Zara, and Uniqlo has made the

market even more competitive. The company must continuously innovate, offer unique products, and provide excellent customer service to stay ahead of the competition.

**Changing Consumer Preferences:** The preferences of Indian consumers are rapidly changing due to various factors such as increasing disposable income, exposure to international fashion, and the rise of social media. Aditya Birla Fashion and Retail Limited must keep up with these changes and offer products that cater to changing consumer preferences. The company must continuously research the market to understand the trends and preferences of consumers and adapt its offerings accordingly.

**Supply Chain Management:** Aditya Birla Fashion and Retail Limited have a vast network of suppliers and vendors across India and other countries. Managing such a large supply chain is a challenging task. The company must ensure that the products are delivered on time, meet quality standards, and comply with regulatory requirements. The company must also ensure that the supply chain is cost-efficient to maintain profitability.

**Rapid Technological Advancements:** Technology is rapidly changing the fashion and retail industry. Aditya Birla Fashion and Retail Limited must keep up with the latest technology trends to remain relevant and competitive. To improve the consumer experience, the business needs to invest in technology like artificial intelligence, augmented reality, and virtual reality. The company must also ensure that its online presence is robust to cater to the growing number of online shoppers.

**Economic Factors:** The Indian economy is volatile, and factors such as inflation, currency fluctuations, and interest rates can significantly affect the performance of Aditya Birla Fashion and Retail Limited. Moreover, the COVID-19 pandemic has severely impacted the economy and the fashion and retail industry. The organization must constantly assess the state of the economy and modify its business plans as necessary.

Aditya Birla Fashion and Retail Limited face various challenges in the highly competitive Indian fashion and retail market. The company must continuously innovate, adapt to changing consumer preferences, manage its supply chain efficiently, keep up with technological advancements, and monitor economic conditions to remain relevant and profitable.

## Road ahead

The road ahead for Aditya Birla Fashion and Retail Limited looks promising, with a focus on expanding its brand portfolio and strengthening its omnichannel capabilities. The company aims to achieve a revenue of Rs. 25,000 crores by FY2025, and it has outlined a strategy to achieve this target.

**Expansion of brand portfolio:** Aditya Birla Fashion and Retail Limited are exploring new growth opportunities by expanding its brand portfolio. The company has recently acquired the Indian rights for the American brand, forever 21. The company plans to relaunch the brand in India, which will give it access to the fast fashion segment, which has significant market potential. In addition to this, the company is also exploring opportunities to bring new international brands to India. This will help the company to cater to the changing tastes and preferences of consumers and stay ahead of the competition.

**Strengthening omnichannel capabilities:** Aditya Birla Fashion and Retail Limited have a robust e-commerce platform, which has seen significant growth in recent years. The company aims to

leverage its omnichannel capabilities to enhance the customer experience and improve sales. The company plans to launch a new loyalty program that will integrate online and offline channels. The program will offer customers personalized recommendations, rewards, and benefits across all touchpoints, leading to increased customer retention and loyalty.

In addition, the company is also investing in technology to enhance the in-store experience. The company has launched a pilot project of interactive mirrors in some stores, which will allow customers to try on clothes virtually and see how they look before making a purchase. This technology will enhance the in-store experience and improve the conversion rate.

**Expansion into Tier 2 and 3 cities:** Aditya Birla Fashion and Retail Limited have a strong presence in the urban areas of India. However, the company sees significant potential in Tier 2 and 3 cities. The company plans to expand its footprint in these cities by opening new stores and expanding its e-commerce presence. The company is also exploring new formats for stores in these cities. The company plans to launch smaller stores that will cater to the specific needs and preferences of customers in these areas. The company believes that this will help it to tap into the huge potential of the untapped market. Aditya Birla Fashion and Retail Limited are well-positioned to capitalize on the growth opportunities in the Indian fashion and lifestyle market. With a focus on expanding its brand portfolio, strengthening its omnichannel capabilities, and expanding into Tier 2 and 3 cities, the company is well on its way to achieving its goal of becoming an Rs. 25,000 crore company by FY2025.

## Conclusion

The business has adapted quickly to shifting consumer tastes and market conditions. To increase its reach and serve the rising number of online customers in India, ABFRL has been investing in digital technology and e-commerce platforms. The company has also launched several new products and collections that appeal to younger customers and reflect the latest fashion trends. In recent years, ABFRL has focused on sustainability and ethical business practices. The company has implemented various initiatives to reduce its environmental footprint and promote social responsibility. For instance, it has launched a sustainability roadmap, which includes targets such as reducing greenhouse gas emissions and improving water efficiency. The company has also launched several initiatives to empower women and support local communities. Despite the challenges posed by the COVID-19 pandemic, ABFRL has continued to perform well. The company has adapted its business model to the new normal and launched several new initiatives, such as contactless shopping and virtual trials. It has also expanded its online presence and launched new e-commerce platforms, such as Style Up. Aditya Birla Fashion and Retail Limited is a dynamic and innovative fashion company that offers a diverse range of fashion exhibits catering to various customer segments. The company's unique approach to fashion retailing has helped it establish a strong presence in the Indian market and earn a loyal customer base. The company's exhibits reflect its commitment to quality, innovation, and customer satisfaction, making it a go-to destination for fashion enthusiasts across the country. In conclusion, Aditya Birla Fashion and Retail Limited is a leading player in the Indian fashion and lifestyle retail industry. The company has a strong brand portfolio, a wide distribution network, and a focus on innovation and sustainability. ABFRL has been able to adapt to changing market dynamics and maintain its growth trajectory. With its customer-centric approach and focus on digital technologies, the business is in a good position to benefit from India's rising demand for fashion and lifestyle goods.

## Exhibits

Aditya Birla Fashion and Retail Limited are known for its innovative and trendsetting fashion exhibits, which offer a unique shopping experience to customers. Here are some of the popular exhibits of Aditya Birla Fashion and Retail Limited:

- The Collective** The Collective is a premium luxury multi-brand retail concept that brings together some of the world's finest fashion brands under one roof. The store offers an exclusive collection of international designer wear, luxury accessories, and beauty products for men and women. The Collective store features a contemporary design, with chic interiors and ambient lighting that creates a luxurious shopping experience.
- Pantaloons** Pantaloons is a fashion retail chain that caters to the fashion needs of Indian customers. The shop sells a variety of stylish clothing, accessories, and shoes for men, women, and children. The Pantaloons exhibit is known for its vibrant and colorful display of clothing that caters to the tastes of the local market. The store features a modern and trendy interior that creates an upbeat and youthful atmosphere.
- Van Heusen** Van Heusen is a premium lifestyle brand that provides both men and women with a wide selection of formal and casual clothing. The brand is known for its sophisticated and elegant clothing that exudes a sense of luxury and class. The Van Heusen exhibit features a sleek and minimalist design that highlights the brand's unique style and sophistication.
- Allen Solly** Allen Solly is a popular casual wear brand that caters to the needs of modern-day youth. The brand is known for its trendy clothing that is both comfortable and stylish. The Allen Solly exhibit features a quirky and fun design that reflects the brand's youthful and energetic personality.
- Peter England** Peter England is a leading menswear brand that offers a large selection of men's formal and casual clothing. The brand is known for its impeccable quality and craftsmanship which is reflected in every garment. The Peter England exhibit features a classic and timeless design that embodies the brand's traditional values and heritage.

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## **IKEA'S SUCCESS STORY OF BECOMING THE WORLD'S TRUSTED BRAND: A STUDY APPROACH**

**PRIYANSHI SINGHVI , NIHAAL**  
**IFIM College, Bengaluru**

**DR. VIDHYA PILLAI**  
**Associate Professor, IFIM College, Bengaluru**

### ***Abstract***

*Ikea is a well-known Swedish furniture brand that has a presence across the globe. This case study focuses on IKEA's growth and how it has grown organically to become the world's most trusted furniture company which specializes in different varieties of household items. Further, the case highlights the strategies and retail marketing mix of IKEA.*

*Keywords: IKEA, Business, brand, market*

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### **Introduction**

#### **A brief overview of the Retail Industry**

Businesses that sell products or services to customers directly are included in the wide category of the retail industry. This industry spans a vast range of product categories, such as apparel, electronics, food, and furnishings, and it includes a diverse spectrum of merchants, from small independent shops to big international corporations. With retail sales making up a sizeable amount of consumer expenditure, the retail business plays a key role in the global economy. To stay competitive in this ever-changing business, retailers must keep up with consumer trends, preferences, and economic and technical advancements. Due to the disruption caused by traditional brick-and-mortar retail models brought about by the growth of e-commerce and online purchasing in recent years, the retail industry has undergone considerable changes. To give customers a seamless shopping experience, many retailers have had to adjust to these developments by creating online sales channels and upgrading their omnichannel capabilities. Overall, the retail sector is still a significant and dynamic one that is essential to both the daily lives of consumers and the global economy.

#### **About IKEA**

IKEA, a Swedish company with operations in 42 countries and around 59000 employees in Europe, employs close to 70000 people worldwide. It is one of the biggest furniture and home goods distributors in the globe. (Richard & Paul, 2005). It makes its furniture and sells it in stores

spread over the globe. Also, it offers its extensive collection in areas nearby its stores around the globe. It has gained notoriety for selling reasonably priced, high-quality furniture. Because the business buys in bulk and stores unassembled products, many of the items can be assembled by the customer at home. flat packing, which reduces the cost of transportation. This case study talks about the IKEA furniture company. It makes use of research that was done in the past on IKEA's marketing strategy. IKEA, a Swedish company, is one of the largest furniture retailers. It offers consumers Scandinavian-style furniture that is both inexpensive and of the highest quality. The company operates in several countries and employs roughly 76000 employees. It provides more than 12000 products to the global market for home furnishings. Its shops offer a wide range of products, including furniture, accouterments, and kitchenware. The company has made inroads into several countries in Europe, Asia, the Middle East, North America, and Australia. Customers have come from all around the world in great numbers.

Ingvar Kamprad started the Swedish global furniture store IKEA in 1943. Ingvar Kamprad Elmtaryd Agunnaryd, the Swedish village where Kamprad was raised, is referenced in the firm name. Today, IKEA is one of the largest furniture retailers in the world, with more than 400 stores spread over 52 countries. IKEA is renowned for its reasonably priced, useful, and fashionable furniture designs, which are frequently distinguished by minimalist aesthetics and straightforward, clean lines. The company offers a large selection of furniture, accessories, and home decor goods in addition to kitchen and dining items, bedding, textiles, toys, and furniture for kids. IKEA's flat-pack furniture design, which enables quick and inexpensive shipping and installation, is one of its primary advantages. Consumers can buy furniture and other items online or in-store, and then assemble them themselves at home using IKEA's assembly instructions. IKEA is dedicated to sustainability and social responsibility in addition to its retail activities. The business has taken several steps to lessen its impact on the environment, including promoting sustainable production and consumption methods and employing renewable energy sources. Together with a strong commitment to ethical and social responsibility, IKEA also actively promotes inclusivity and diversity, fair labor standards, and ethical material sourcing.

### **Rise of the company**

Scandinavian design concepts have a strong influence on the minimalist and contemporary style of IKEA furniture designs. Also, the company uses sustainable materials in its product design while minimizing production and packaging waste. Many elements, such as the following, have been cited as contributing to IKEA's climb to global success:

**Innovative Business Model:** IKEA's self-assembly furniture model enables the company to cut expenses associated with production and shipping, making their items accessible to a broad spectrum of customers.

**Strong Branding:** IKEA has developed a strong brand identity that connects with customers all over the world thanks to its familiar product designs and signature blue and yellow branding. IKEA has effectively marketed its brand over the world by modifying its product line-up and marketing tactics to suit regional customs and preferences.

**Customer Experience:** IKEA's retail outlets are equipped with showroom displays, interactive displays, and a variety of goods and services to give customers a distinctive shopping experience. IKEA's success can be ascribed, in general, to its dedication to affordability, innovation, and sustainability, as well as to a strong brand identification and global expansion plan.

### **Business model**

Ikea is a multinational furniture retailer that is well-known for its modern and affordable designs. The company's business model can be summarized in the following points:

**Self-service:** Ikea stores are set up so that customers may look through and choose things on their own. This lower staffing expenses and enables the company to charge less. The company's products are made to be conveniently packed and shipped in flat packages, which also lowers transportation expenses. Ikea has its own design team and production facilities, which enable the business to develop distinctive goods and keep command over the manufacturing process. Ikea makes mass purchases of materials and components, which enables the company to bargain for lower rates and keep a close eye on the supply chain.

**Low prices:** Ikea uses the aforementioned techniques to cut costs across the production and distribution chain to provide high-quality products at low rates.

**Sustainability:** Ikea is dedicated to environmental protection and has a target of becoming "climate positive" by 2030. The business strives to minimize waste throughout all aspects of its operations, uses sustainable materials, and creates goods with a lifetime in mind. Ikea's business strategy is often cantered on effectiveness, cost containment, and sustainability, which enables the company to provide products at reasonable prices while upholding high standards of quality and design.

### **IKEAS retail marketing mix**

**Product:** IKEA has always created unique strategies to handle the unstable business environment. IKEA offers the following products as part of its product line and product portfolio: (Indoor, outdoor, and storage) furniture (outdoor, indoor, storage) Babies' and children's products, kitchen and bathroom fittings, and objects connected to technology home furnishings, clothing and rugs, hardware, tools, and safety supplies, as well as items for cooking, decorating, and lighting. The company's product line consists of a little over 10,000 items, and roughly 2000 new ones are added each year. The company's excellent management structure and business plan deserve all the credit for the company's continuous price control. The above things have further versions and expansions because IKEA's product selection never ends.

**Price:** IKEA takes a unique stance on pricing. Even though they must pay higher prices, the quality that is provided to the customers makes them satisfied. The quality of the goods is reasonable given their price. Pricing is accurate, and IKEA's products are more competitively priced when compared to those of competing retailers. Flat packing is one economical method for reducing transportation costs. In addition to offering discounted prices, IKEA restaurants also accept freebies.

**Place:** IKEA is a multinational corporation with locations throughout 30 nations. Businesses are generally located outside of towns to provide customers with a hassle-free environment for shopping. Yet in recent years, IKEA has altered its approach and adopted a new concept for stores that are in crowded urban areas. There isn't much merchandise available in these stores.

For the past five years, online sales have increased, and buyers may now use pick-up sites, a new feature. The most important aspect is how the stores are designed. The design of the businesses is meant to entice you to hang out and shop for a while. The interior restaurant is the cherry on top, and the decor makes you feel comfortable and at home. They provide delicious food at reasonable pricing. Also, store customers might get some great home design ideas from the inside.

**Promotion:** IKEA uses several channels to sell its goods. Because it is distinctive, recognized, and most importantly, because it preserves a distinct value proposition, its marketing strategy is extremely successful. Each idea is carefully chosen to complement the brand's personality and provide the best experience for customers. All the product names and color schemes for the brand adhere to a unified, identifiable theme. To satisfy the particular needs and preferences of each consumer, a variety of items are offered. Products offer mass-market affordability and reusable durability. Sponsored content from creative partners increases the brand's exposure to new demographics. Each product is described in a way that will capture the interest of the buyer. However, the main tool used to boost sales and brand marketing is the catalog. Both offline and internet marketing techniques are used to promote the brand. It also runs open initiatives to increase brand recognition and attract more attention.

**People:** Ikea employees have specialized training so they can help customers understand the product. The sales team is crucial to the success of the company; they are trained to treat customers fairly and have a passion for home furnishings. Suppliers are an essential part of the business because they develop unique and innovative ideas for the products. Ikea has built a solid reputation by demystifying sustainability for ordinary people. The number of employees at the organization has increased over time, and relationships with them are great.

**Process:** Ikea offers a huge variety of goods and conducts business on all seven continents. The company operates its mills, creates high-quality products, and harvests wood for furniture. It has its production facilities and has developed technologies that take the ideas of sustainability and renewability into account. It also has a huge supply chain where it purchases products from suppliers and transfers them to retail stores or sends them online. The firm gives manufacturers access to its guidelines and code of conduct to reduce the number of final inspections.

**Physical Evidence:** The principal physical manifestation of the corporation is its big outlets and stores, which have trails laid out inside that direct customers to different parts. The layout of the stores keeps customers occupied and incentivizes them to explore every aisle. They also provide kid-friendly areas for comfort and eateries for snacks. Since most Ikea stores are located outside of cities, there are plenty of parking spaces and space for the store itself.

## Challenges

Despite its success and popularity, Ikea faces several challenges, including:

**Disruptions in the supply chain:** Ikea, like many other businesses, has been impacted by the COVID-19 pandemic, trade tensions, and other issues. Delays, higher expenses, and decreased product availability may result from these interruptions.

**Competition:** Ikea is up against both conventional and internet furniture stores, some of which sell comparable items for less money.

**Sustainability and environmental impact:** While making considerable efforts to improve its sustainability, Ikea still has difficulties lowering its environmental effect and ensuring the ethical sourcing of products.



Ikea's labor policies have come under fire, with claims of low pay, unfavorable working conditions, and the use of forced labor in their supply chain. Customer preferences are always changing, making it difficult for Ikea to stay relevant and keep up with trends. Ikea has experienced rising competition from online merchants as the popularity of online shopping has grown. These businesses may provide customers with more convenience and lower prices. As a response, Ikea increased its online presence and made investments in e-commerce capabilities. Ultimately, even though Ikea has previously succeeded in overcoming many of these obstacles, the business must continue to innovate and adjust to shifting market conditions to keep its position as a top furniture retailer.

### **Road ahead**

The road ahead for IKEA will require the company to continue innovating and adapting to changing market conditions, while also addressing key challenges and opportunities. Some of the key areas that IKEA may focus on in the coming years include:

**Sustainability:** IKEA has established challenging sustainability objectives, such as becoming climate positive by 2030. The business will need to keep investing in renewable energy, sustainable materials, and circular business models to meet these objectives. retailer of furniture.

**E-commerce:** IKEA will need to keep making investments in e-commerce skills and growing its online presence in light of the popularity of online purchasing. This may involve combining online and offline channels and creating new digital tools to improve the consumer experience.

**Customer experience:** IKEA has always prioritized offering a distinctive and interesting shopping experience. The business will need to keep inventing and coming up with new methods to interact with customers and improve the shopping experience as consumer preferences and habits change.

**Innovation:** With everything from its flat-pack furniture to its in-store restaurant concept, IKEA has a long history of innovation. The business will need to keep spending money on R&D, as well as investigating new product categories and business strategies, to stay ahead of the competition.

**Social responsibility:** IKEA has already come under fire for its supply chain management and labor policies. The business will need to keep strengthening its social responsibility procedures and assuring moral labor and material sources.

IKEA will need to uphold its essential principles while also embracing innovation and responding to shifting market conditions to succeed in the future. IKEA may continue to prosper in the coming years by maintaining its focus on sustainability, e-commerce, customer experience, innovation, and social responsibility.

### **EXHIBITS**

#### **Exhibit 1: IKEA's Sustainable Initiatives**

- 1 Sourcing materials from sustainable sources.
- 2 Designing durable and long-lasting furniture
- 3 Encouraging customers to recycle their old furniture.
- 4 Offering recycling services at stores.
- 5 Goal to become a circular business by 2030.

## Exhibit 2: Products of IKEA

- 1 Furniture in the hall, beds, and wardrobes.
- 2 Dining tables and chairs
- 3 Bookcase
- 4 Bathroom accessories
- 5 Kitchens
- 6 Desks and chairs
- 7 Curtain materials
- 8 Garden furniture
- 9 carpets
- 10 Lighting
- 11 Pillows and cushions
- 12 Boxes, wall decor, photographs and frames, clocks, etc

## EXHIBIT 3: Initiatives of IKEA

- |  |  |
|--|--|
| Becoming climate positive  | Reduced the IKEA value chain's climate effect by 12% in FY22 as compared to the baseline year FY16.  |
| IKEA pledges to use only electric heavy-duty vehicles.                                 | IKEA joins together with four other international corporations and pledges to EV 100+ to switch to electric trucks with zero emissions by 2040.  |
| IKEA takes the initiative to combat air pollution.                                     | At today's Science Day at COP27, IKEA unveiled the first-ever guide to measuring air pollution across value chains. The Climate & Clean Air Coalition and the Stockholm Environment Institute (SEI) worked together to develop the recommendations (CCAC).IKEA established a benchmark using the recommendations and urges other companies to join the Coalition for Clean Air to support healthy air and the environment. |
| IKEA introduces a new initiative to hasten suppliers' switch to renewable electricity. | Almost two-thirds of IKEA's climate footprint is caused directly by its supply chain, including supplier manufacturing. IKEA today announced a plan to source all of its electricity directly from renewable sources, especially in areas where it is currently difficult to do so.  |
| Resources being renewed.   | IKEA wants to grow its company while replenishing its resources by the year 2030. It aims to only use ethically sourced, renewable, or recycled materials in its products because it wants to make a difference by replenishing resources, protecting ecosystems, and boosting biodiversity.   |

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## **DMART: HOW IT HAS TURNED OUT TO BE INDIA'S MOST ADMIRING RETAILER?**

**JANANI S, HIMA BINDU N, RASHMI J**  
IFIM College, Bengaluru

**DR. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bengaluru

### ***Abstract***

*Due to the growing demand and size of the market, the retail sector in India is among the most dynamic and expanding businesses. This case study focuses on how Dmart has turned out to be India's most admiring retailer of the decade. DMart is a reputed company which is founded by well-known investor Radhakrishna Damani in the year 2002 operating under Avenue Supermarkets. In just a matter of a few years, it emerged as one of the most successful supermarket stores in the country with a presence in 306 locations. It is one of the lowest-priced retailers that constantly try towards understanding the customer needs so deeply and satisfy them with the proper assortment of products. Dmart is recognized as the "Indian Walmart" because of its business philosophies, vision, pricing policies, focussed approach, business model, inventive planning, and product categories. For them, the customers, merchants, and staffs are the three key pillars that support Dmart's triumph in the country. Reliable sources were used to collect the market reports to make this case study. Regardless of its incredible success in India, Dmart had to face numerous challenges ahead which consisted of intense competition, issues concerning scaling, and economic slowdown due to covid pandemic.*

*Keywords: Retail Supermarket, DMart retail chain*

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### **Introduction**

The retail sector in India is currently undergoing significant changes, which are changing the retailing industry significantly. Today customers enjoy the benefit of being able to purchase the goods and services they need from various formats that will satisfy their needs. This case discusses how DMart has evolved as the most admired retailer in the country. Dmart is a chain of supermarkets and hypermarkets which is owned and run by Avenue Supermarkets Limited, by an entrepreneur called Radhakrishna Damani in 2002. With an emphasis on providing customers with a wide assortment of products at competitive rates, DMart has swiftly become one of the top retailers in India. Since opening its first store in Powai in the year 2002. DMart has rapidly expanded throughout India, with over 306 locations in 13 states and Union Territories as of 2023. **(Exhibit 1)** DMart stores are often large-format establishments that sell a variety of goods, including groceries, furniture, kitchenware, appliances, and clothing.

## Rise of the Indian retail segment

Retail in India is anticipated to develop faster than in any other significant market worldwide as of 2023. Retailers now routinely use omnichannel strategies. According to the ICRA research, a healthy year-over-year revenue increase of between 15% and 20% is anticipated for the F&G merchants in FY2023. However, due to inflationary pressures, the operating profit margin (OPM) is anticipated to stay range-bound at 5-6% in FY2023. According to Boston Consulting Group (BCG), Indian retail would be worth a staggering \$2 trillion by 2032. Around 40 million Indians are employed in the organized and unorganized retail operations sectors. About 4% of the 14 million retail stores in the US are larger than 500 square feet (46 m<sup>2</sup>). In India, there are about 11 retail stores per 1000 people. The three main product categories with the most retail sales are groceries, apparel, and furnishings. India is ranked quite high in the world for retail; it has a sizable market, little socioeconomic risk, and little political risk.

### About DMART

Avenue Supermarkets owns the D-mart supermarket chain, which is situated in India. Radhakrishnan Damani, a well-known value investor from India, founded the grocery chain in 2002. The company is named after Radhakrishna Damani, its creator. "Damani" is denoted by the "D". D-mart strives to be a one-stop retail chain with a wide selection of personal and household goods given to customers at appealingly low rates. The main goal is to provide clients with groceries and household goods at a better value. As of February 2023, the market value of DMart is \$27.39 billion. Dmart is now ranked as the 636th most valuable corporation in the world. **(Exhibit 2)** The lower-middle, middle, and aspirant upper-middle income categories make up the majority of DMART's target market of value-conscious retail shoppers. Unlike most of its rivals, who have been losing money, DMART has been able to expand its business without experiencing margin erosion.

### Success recipe of DMART

**Right product mixture:** Based on the size of the target customer's basket size in each of the product categories, Dmart concentrates on the most popular SKUs as per customers' choice. They think it helps to increase sales velocity, reduce theft, and guarantee that there are fresh products on the shelves.

**Sourcing competence:** By making its purchases directly from producers and major suppliers, DMART avoids paying distributor/dealer margins. Due to the advance payments they make to suppliers, which it then transfers to end consumers, it is gaining cash discounts. Working with DMART results in lower revenue per km, but there is improved turnover and faster payment.

**Consolidated sourcing:** Around 40% centralization of DMART's total sourcing gives it more negotiating leverage. It minimizes storage expenses by keeping faster-moving goods like food and

groceries in warehouses close to its stores and slow-moving goods like clothing farther away. According to our estimates, Dmart can increase centralized sourcing to 60%, which will result in significant procurement cost savings that can be passed along to the final client.

**Cluster-based methodology:** DMART employs a cluster-based approach to store expansion. Within a few kilometres of its current stores and delivery sites, it opens new stores. As a result, it can better understand local requirements and preferences, expand into underserved markets, increase cost-efficiency owing to economies of scale, and boost brand recognition.

**Lower employee cost:** Because of its changeable workforce strategy, DMART maintains low staff costs—less than 2% of revenue. There are only 4,200 people on its direct payroll. Third-party hires make up the remainder of the workforce.

**Input system of measurement:** Based on the stock present in warehouses, empty shelves, the number of idle cash registers, and the degree of theft, Dmart rates its managers. Deserving employees are given access to ESOPs, fostering a sense of ownership among workers.

## **Business model**

A strong business model is essential for any company to develop, thrive, and outperform its competitors. Due to DMart's business model, the company has seen exponential growth and has grown to become the most successful grocery chain in India. **(Exhibit 3)** Despite being the most affordable retailer, the DMart business strategy is incredibly profitable. Damani made it clear that they had to adhere to the standards established by Sam Walton because Walmart had affected him in the late 1990s.

## **Retail marketing mix**

**Product Mix:** Customers can purchase a wide range of items for their households and individual usage at D-Mart in one convenient location. Since mass production is preferred, its products are available in different sizes and colors. The store includes a separate category for each product, making it simple for customers to select the item they want to buy. Based on the products, the space is divided. Their products include utility products such as toys and games, office supplies, cosmetics, food, toiletries, bed and bath linens, clothing, kitchenware, household appliances, shoes, and more are available.

**Price Mix:** All the products sold by the retail company D-Mart are priced reasonably. To appeal to the market's price sensitivity, the company has adopted a low-cost strategy. It must maintain costs at reasonable and competitive levels because mass manufacturing is its guiding philosophy, making it simple for a customer to purchase. Simple pricing that is nonetheless accessible to clients is a key component of D-business Mart's strategy. It always gives a minimum reduction of 5% off the MRP on all items, except for fruits, groceries, produce, and prescription medications. D-Mart has also adopted a discount pricing strategy, offering its customers appealing bargains and other incentives on occasion, especially during festival seasons.

**Place Mix:** D-Mart provides access to most of India's major cities, including Mumbai, Kolhapur in Maharashtra, Surat, Rajkot, and Bhuj in Ahmedabad, Tirupati in Andhra Pradesh, Hyderabad in Telangana, Bengaluru in Karnataka, Surat, and Hyderabad in Gujarat. Better management has resulted from DMART's deliberate decision to open stores in certain localities within a given state. The majority of DMart locations are found in metro areas.

Dmart's well-built supply chain management includes planning, merchandising, sourcing, vendor management, logistics, quality control, pilferage control, replacement, and replenishment. Profitability in the retail sector depends on excellent inventory management. Dmart's cluster-based retail development model enables them to achieve best-in-class inventory turnover. It has implemented SAP to ensure real-time inventory and supply chain management.

**Promotion Mix:** To maintain its status as one of the best, D-Mart, one of the largest multi-brand enterprises in India, has used a variety of promotional strategies. Gift coupons are offered for employee retention, and vouchers are also given to visitors who meet specific volume purchase requirements during times when sales are slow. Holiday seasons are filled with discounts; for instance, Cadbury products were 10% off during Raksha Bandhan. Hoardings help D-Mart increase publicity and brand recognition. With its promotional initiatives, which are reported in publications, the latest offers and objectives are generally recognized.

**Physical evidence:** The Operating costs are kept under control by the huge size (the average shop is 28,000 square feet) and unpretentious retail design and decor. For its pilot pick-up store, D-Mart Ready, the retailer is experimenting with the leased store model. It employs no-frills store designs, opens locations outside of malls in high-traffic residential areas, offers fewer no-frills product options, and controls most of its stores, which lowers operational costs and produces best-in-class revenue per square foot.

**People Mix:** To meet its workforce needs, Dmart employs both important personnel permanently and contracts with individuals for positions with significant attrition rates. It currently has 4,200 people working for it. It also helps to keep costs down as a substantial portion of its floor employees and security personnel are employed under contracts. Employee costs at Dmart have continuously been less than 2% of revenue.

**Customer Service:** Dmart places a high priority on superior customer service. Their workers adhere to the Action, Care, and Truth (ACT) ideals to complete tasks with dedication and tenacity. A well-trained team that is well-equipped to manage consumers is present in every D-Mart location. Every employee works very well together, and each section has a boss with the necessary level of expertise.

## Challenges

DMart has experienced several significant obstacles, such as:

**Fierce competition:** Numerous competitors are seeking a share in India's retail industry, which is very competitive. Both domestic and foreign competitors might have an impact on DMart's growth and profitability.

**Disruptions in the supply chain:** DMart sources its products from producers and farmers through

a complicated supply chain. Any supply chain snags, including transport disruptions or weather-related problems, can affect the products' availability and result in lost sales.

**Fluctuating raw material prices:** DMart offers a wide variety of food and non-food products, many of which are impacted by changes in the price of raw materials. The profitability and profits of the business may be impacted.

**Fast growth:** Since launching new stores and increasing its operations, DMart has been growing quickly. This might be difficult because it calls for a sizable investment of resources and money along with the requirement to locate adequate spaces and recruit and train additional workers.

**Economic downturns:** DMart is affected by economic recessions and fluctuations, just like any other firm. Consumer spending may decline because of an economic downturn, which could affect the business's sales and profitability.

**Change in Customer choice:** Customer preferences are continuously changing, and for DMart to stay relevant, it is important to stay on top of these trends. If you don't, you can lose out on sales and have fewer loyal customers.

**Competition from e-tailers:** In India, e-commerce has experienced fierce competition because of numerous e-tailers' ongoing deals and steep discounts. DMART's rivals may have more financial means and online company management expertise than it does. Its online and offline businesses may suffer if it is unable to successfully compete with e-tailers.

**Lack of sensing trends and consumer preferences:** The right product assortment based on local product preferences and the awareness of changing customer trends is the key to DMART's higher income per square foot. The business may not run smoothly if DMART is unable to replicate this in the new states it enters. This could jeopardize its long-term expansion strategy.

DMart has managed to maintain its position in the market and grow its business despite these obstacles. The business has a solid management group and a tried-and-true business plan that have enabled it to successfully traverse the difficulties of the retail sector. Trends

## Road ahead

As DMart has a solid brand and a tried-and-true business model, the company's future seems bright. It's anticipated that DMart would proceed with its expansion ambitions, with an emphasis on adding new locations and growing its business throughout India. In the upcoming years, the company wants to open 300 outlets, which will necessitate a large commitment of funds and resources. Additionally, it is anticipated that DMart would maintain its commitment to giving customers a first-rate shopping experience and a broad selection of goods at affordable costs. To further broaden its market and adapt to shifting consumer preferences, the corporation may also investigate new business prospects, such as digital shopping and home delivery. Also, DMart might keep making technology investments to advance its processes and boost productivity. To boost productivity and profitability, this could involve making investments in supply chain management, data analytics, and automation. Intense competition, interruptions in the supply chain, and shifting consumer preferences are just a few of the difficulties that DMart will have to deal with as it navigates the retail sector. Brick-and-mortar businesses have a fantastic opportunity to execute genuine omnichannel marketing and engage their already growing client base.

D'Mart, the most valuable retailer in the nation, has recognized the importance of this and started



on a truly omnichannel journey. Little D'Mart Ready stores have been established throughout Mumbai, where clients may pick up the items they have ordered online. To remain effective in a competitive market, the organization will need to keep innovating and adapting. Therefore, DMart has a promising future because it is well-positioned to maintain its expansion and success in India's retail market.

## EXHIBITS:

### Exhibit 1: Dmart's Market cap

Market cap history of DMart from 2017 to 2023



### Exhibit 2: Milestones of Dmart

|           |   |
|-----------|---|
| 2002      | Started the store in Mumbai   |
| 2007      | DMart began its expansion   |
| 2012-2013 | In India, DMart is now the third-largest branded retail chain after seeing a sharp increase in revenue to Rs. 3,334 crores. |
| 2014      | Reached to account for 73 stores across Maharashtra, Gujarat, Hyderabad, and Bangalore.                                     |
| 2015      | DMart reported revenues of Rs. 6450 crores and a profit of Rs. 211 crores in FY14–15.                                       |
| 2017      | The company went public   |
| 2020      | The two retail locations that DMart had in Mumbai were shut down and turned into fulfilment facilities.                     |
| 2021      | For the three months that ended on June 30, 2021, total revenue was Rs. 5,183 crores (US\$ 701.07 million).                 |
| 2023      | Total revenue in the second quarter of FY 2022-23 stood at Rs. 10,428.42 crores (US\$ 1.28 billion).                        |

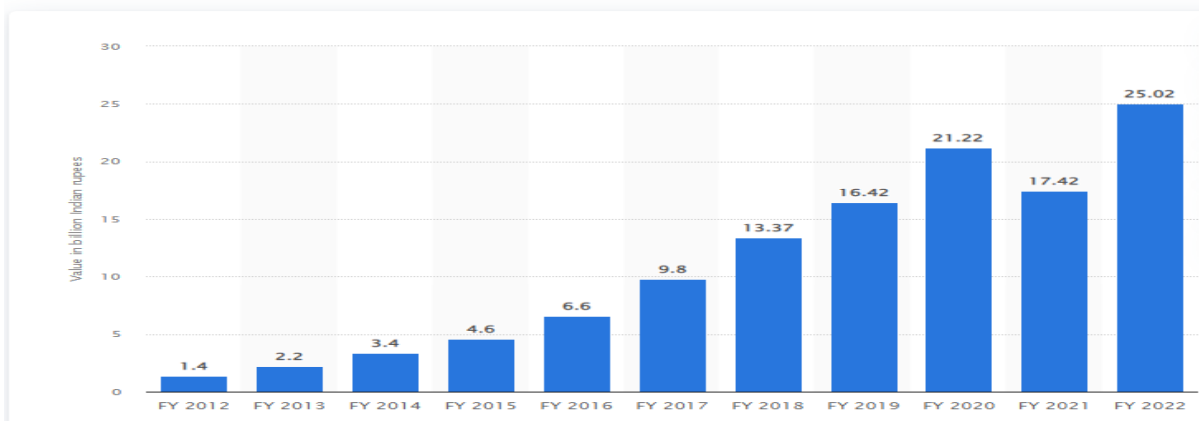
### Exhibit 3: Business Model of Dmart



### Exhibit

#### EBITDA of DMart from financial year 2012 to 2022

(in billion Indian rupees)



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## **CYCLE PURE: STRATEGY BEHIND THE WORLD'S LARGEST-SELLING AGARBATTI BRAND**

**MANJUNATH K J, CHETHAN H K, YUKTHI VINAY L**  
IFIM College, Bengaluru

**DR. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bengaluru

### ***Abstract***

*When people think of Agarbattis, an extensive selection of incense sticks is available from the well-known Indian brand Cycle Pure Agarbattis. This case study focuses on Cycle Pure Agarbattis products, pricing, site, promotion, people, and process, as well as tangible evidence which is the retail marketing mix. It also highlights how the brand Strictly follows quality standards during manufacturing and how the supply chain method guarantees prompt product delivery. The packaging of Cycle Pure Agarbattis products, which is intended to attract consumers and uphold a consistent brand image, is one example of tangible proof of its marketing mix. The case further details the retail marketing mix used by Cycle Pure Agarbattis as a well-rounded strategy to guarantee consumer happiness and preserve a market-leading position.*

*Keywords: Packaging, Brand, Marketing mix*

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### **Introduction**

With the assistance of his grandmother, Ranga Rao began producing Agarbattis at home. He used to go to the market daily to acquire supplies so that he could manufacture them the next morning, sell them, and then collect the money he needed to do so. With the money utilized left over, he utilized it to feed his family. Incense and perfumes are produced by Ranga Rao & Sons, which was founded in 1948. Almost 500 different scents are included in its repertoire, each of which is made and blended on-site. The primary incense manufacturer is Cycle. The Cycle Pure Agarbattis and devotional goods market in the nation are the main drivers of NR Group's operations. As part of its diversification strategy, the group established Drift Fragrances Private Limited to manufacture and distribute functionality and Air care lifestyle goods. The business is also represented by companies like Lia and IRIS Home Fragrances under the name Ripple Fragrances. IRIS Home Fragrances, with its extensive network of IRIS aroma boutiques, meets consumer gifting and home décor demands, in contrast to Lia, which provides a large variety of air fresheners, auto fresheners, and scented Agarbattis.

## Rise of the company

NR Group is an Indian business group that comprises six companies in various businesses such as essential oils, fragrances, incense, and electronics. It is based in Mysore and was established in 1948 by N. Ranga Rao as Mysore Products and General Trading Company, which later became N. Ranga Rao & Sons. The N. Ranga Rao & Sons Exports branch of the NR Group of enterprises manages all the licensing of their products to more than 50 nations. Essential oils and flower extracts are produced and sold by NESSO - Natural and Essential Oil Pvt. Ltd. The manufacturing plant was founded in 1979 and complies with CGM and have another Certification. The company has 24000 acres of tea plantations and seven extraction plants in South India. The marketing division of NR Group is called Rangsons Marketing Services Pvt Ltd. The business, which was founded in 1983, sells Cycle Pure Agarbattis and creates Fragrance Domain goods for NR Group. Ripple Fragrances Pvt. Ltd., founded in 2005, is a maker and distributor of personal and environmental care lifestyle goods under the hallmark brands IRIS and Lia. The cycle is a company that produces other goods in addition to its well-known Agarbattis (incense sticks). Instead of merely being known as an Agarbattis brand, they like to be known as a devotional company. They are also entering the sambrani category and have also released "Nai Vaidya" under the spiritual items sector, which is among the fastest-growing areas. The Agarbattis business generates more than 90% of its revenue and this business intends to boost sales of other goods as well.

The concept of increasing the retail presence was initially conceived in 2017, and the first independent store was opened in Mysore in 2018. Because it was so successful, they decided to start opening more shops in 2019. But had to slow pace because of the COVID-19 pandemic. Currently, they initiated the expansion strategy at the beginning of mid-2021. By March 2024, they hope to have 100 stores and 50 by 2023. NR Group, the firm that makes Cycle Pure Agarbattis, had developed aggressive growth plans that involve adding 100 storefronts by 2024 in addition to utilizing the virtual market to increase sales. The Mysuru-based NR Group is well known for the renowned Cycle brand in Agarbattis (scented sticks) and has expanded into other goods including sambrani, turmeric, and Kumkum among others. Currently, they have 32 locations in India and recently they opened an eighth location in Tamil Nadu, which is a stand-alone location. Almost 200 goods are sold in each store. The business had implemented a "Digital First" approach in which the bulk of new products will be offered online, making it an omnichannel store.

Almost eight lakh retail outlets are supplied by the business's 2,000 company sales representatives and its 40 sales depots, which serve 5,000 distributors. There are eight Cycle Pure Agarbattis outlets in Tamil Nadu, 9 in Karnataka, 8 in Kerala, 3 in New Delhi, 2 in Mumbai, and one in Andhra Pradesh. The business intends to launch five locations in Rajasthan, West Bengal, and Haryana.

## Marketing strategy and marketing mix

The company has continued to use the bicycle-themed brand logo since its inception. It's one of the best marketing plans the business has ever used, and it was created by the company's creator. Everyone has a cause to pray, according to the message of the Pure Agarbattis Cycle. This slogan oversees establishing connections with clients.

Cycle Pure Agarbattis constantly strives to employ the ideal fusion of synthetic and natural fragrant ingredients. The incense sticks sold under the Cycle brand always contribute to creating a lovely atmosphere in your home or meditation space. One of the key areas where the Cycle brand excels is in its use of digital media. It anticipates maximizing audience engagement with the use of social media. One of the brand's primary pushes in digital media marketing is the content mix strategy. Many hashtags were used in the instance of the brand. The company's target market is the middle-class consumers of incense sticks. It is how all the audio-visual media commercials are created. One of the best marketing strategies ever used is the company's #CallingGOD campaign. It significantly improved Cycle Pure Agarbattis' brand recognition. The business consistently emphasizes cricket since it brings a nation like India together. This always leads the business to the greatest success regarding its advertising plan. The pure Agarbattis from the Cycle brand usually have a distinctive scent in terms of physical characteristics. It carries the product's brand identity. The corporation distinguishes when it comes to brand ambassadors because it has included Saurav Ganguli & Amitabh Bachchan in commercials. By using these illustrious individuals as celebrity endorsements, the company's brand opposition has significantly increased. Due to the large fan bases of both characters, many viewers become attached to the commercial, increasing the company's profit margin.

The Indian brand Cycle Pure Agarbattis sells a variety of incense sticks. The Cycle Pure Agarbattis retail marketing mix is as follows:

**Product:** The thing that Cycle Pure Agarbattis distributes is an incense stick called an Agarbattis. To meet the various demands and tastes of their customers, they provide a wide variety of scents and packaging choices. The corporation places a lot of emphasis on the product's quality as another important aspect.

**Price:** Considering the high quality and selection of scents given, Cycle Pure Agarbattis goods are reasonably priced. The business provides several packaging sizes and styles to accommodate consumers with various budgets.

**Place:** Cycle Pure Agarbattis goods can be found at a range of retail establishments, including supermarkets, grocers, and specialty shops. Also, the business offers an online store where clients can purchase its goods.

**Promotion:** The business uses a variety of strategies to market its goods, such as television commercials, print advertisements, campaigns on social media, and in-store promos. To raise brand awareness, the company also participates in events and sponsorships.

**People:** The sales team & customer support team of Cycle Pure Agarbattis are part of the people component of its retail marketing mix. The business prioritizes offering top-notch customer service and making sure that all its employees are prepared to handle various consumer requests.

**Process:** To guarantee that the goods are of the best quality, Cycle Pure Agarbattis's production process adheres to stringent quality requirements. A productive supply chain system used by the

business guarantees prompt product delivery to retail establishments.

**Physical Evidence:** The packaging of Cycle Pure Agarbattis products, which are created to attract consumers and stand on store shelves, is one example of the physical evidence of the company's retail marketing mix. Together with this, the company strives to keep its brand image appealing and consistent across all touchpoints.

## Challenges

The ancestor of Arjun, N Ranga Rao, was from Vathirairuppu, a hamlet in the Madurai area. He took his first employment in the Nilgiris when his father passed away in 1920, then relocated to Coorg. When India became independent in 1947, he relocated to Mysore with his family. He started selling personal care items including tooth powders, shikakai (natural hair conditioner), and Agarbattis in 1948 after renting a tiny cottage. Once he started going door to door and selling Agarbattis, he rapidly understood that success required core skills. Rao also realized that the Agarbattis smell would define its excellence. In 1950, he established his fragrance laboratory and started making Agarbattis that would draw customers due to their distinctive perfume. People started identifying Agarbattis when demand rose through the color of a package or by his (Rao's) name. Rao then developed the Cycle brand gradually. He used the term "Cycle Agarbattis" because the bike was inexpensive. The cycle is referred to as a cycle regardless of the nation or languages one speaks. A cycle remains a cycle regardless of financial status or the faith one practice. The symbol of the "cycle" in the context of prayer has acquired many philosophical meanings over the years, says (Arjun) Ranga.

### Some of the challenges faced by the company are:

**Competition:** Brands are vying for market share in the highly competitive Agarbattis market. Cycle Pure Agarbattis is under pressure from this competition to protect its customer base and attract fresh customers.

**Raw material availability:** It can be difficult to find the raw materials needed to create Agarbattis, like wooden sticks and essential oils. Production and delivery may be impacted by any supply chain disruption.

**Cost of raw material:** Agarbattis' raw material costs can fluctuate, impacting the total cost of manufacturing. This may affect Cycle Pure Agarbattis' revenue and marketability.

**Environmental concerns:** Wood or other natural resources are used in the production of Agarbattis, which may affect the ecosystem. These issues must be addressed, and Cycle Pure Agarbattis must take action to lessen its environmental effect.

**Changing customer preferences:** Cycle Pure Agarbattis must be able to adjust to changes in consumer preferences and tastes rapidly to stay competitive in the market.

**Distribution challenges:** Agarbattis in India are distributed through a complicated network of small merchants and wholesalers. For Cycle Pure Agarbattis, controlling this network and guaranteeing timely transportation can be difficult.

**Regulatory compliance:** The production of Agarbattis is governed by several laws regarding hygiene, safety, and environmental norms. Cycle Pure Agarbattis must abide by these rules to keep its customers' trust and prevent fines.

## Road ahead

Cycle Pure Agarbattis has a bright future ahead of them because the market for incense sticks has numerous growth prospects. Here are a few possible directions for development:

**Actively developing markets:** Cycle Pure Agarbattis is largely geared at the market, but there is room for growth on the global stage. The business can increase its market share in other nations by utilizing its current distribution network and positive brand reputation.

**Product diversification:** Cycle Pure Agarbattis is renowned for its incense sticks, but it should consider product diversification by adding additional product categories like candles, air fresheners, or essential oils that can bolster its current product line.

**Online sales:** Cycle Pure Agarbattis could indeed investigate online sales channels in light of the expanding e-commerce trend to reach a larger audience and improve customer access to its products.

**Sustainable business practices:** To attract customers who care about the environment, the company should concentrate on establishing sustainable business practices including employing renewable energy sources, lowering its carbon footprint, and switching to eco-friendly packaging.

**Collaborations and partnerships:** To diversify its product line or break into new markets, Cycle Pure Agarbattis may investigate partnerships and collaborations with other businesses. For instance, the business can work with home décor businesses to develop perfumes that go well with their products.

Overall, Cycle Pure Agarbattis could maintain its expansion and achievement in the fragrance stick market by building on its current strengths and pursuing new prospects.

## EXHIBITS

### Major Indian enterprises engaged in incense-stick trade.

Moksh  
Cycle  
ITC Mangaldeep  
Mysore Scents

### Raw materials you need to manufacture Agarbattis.

- Aromatic components
- Essential oil or natural aromatic oil
- 8” – 12” inches of bamboo sticks
- Options for color powder like charcoal powder, gum or sticky powder, crude paper Nargis powder, and Jikit Powder
- Perfumes
- Sawdust
- Sandalwood oil
- Packaging material

# ₹12K CR MARKET

➤ In addition to WFH, demand came from panic buying since agarbattis did not have regular supplies as other essential commodities in lockdown

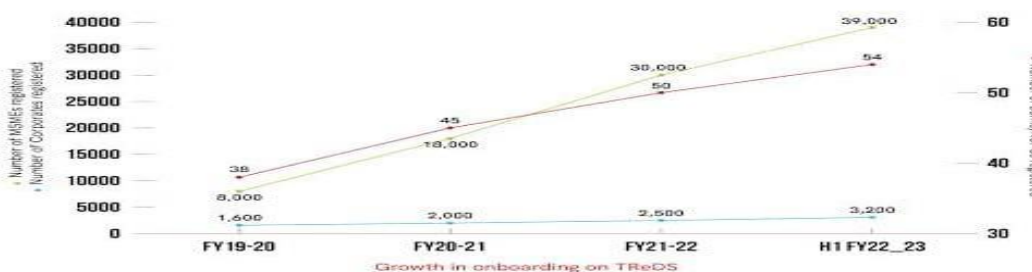
➤ Sales growth has dropped to 5-6% from 30% in Covid



➤ Even this mkt has seen a shift towards health benefits, as sales of camphor or tulsi agarbattis are increasing

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Select Data of TReDS platforms (FY20, FY21, FY22 AND H1FY23)



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# COMPARITIVE ANALYSIS BETWEEN THE FINTECH COMPANIES OF INDIA

NEETHU K  
IFIM College , Bangalore

Dr. LAKSHMI P  
Assistant Professor, Department of Management  
IFIM College, Bangalore

## *Abstract*

*Any new technology that aspires to enhance and automate the usage of financial services is referred to as "fintech," or financial technology. Many fintech businesses use mobile innovations, vast amounts of informative data, and analytics to tailor goods for various consumer segments. Fintech has inserted technology at the heart of financial services, changing how these businesses communicate with their clients. The analysis were made on 4 companies those are Paytm, phonepe, Bharath pe and razor pay. As per the result the highest percentage increase from FY2019 to FY2020 is Bharath pe . the study is also made on the impact of fintech companies on an Indian economy. The term "Financial Technology" (abbreviated "Fintech") refers to the methodology and cutting-edge methods of providing financial services. These technologies are in direct competition with established systems for delivering financial services. Financial services are enhanced and automated with this technology. Financial services are made simpler for business users, consumers, and companies using specialised software and algorithms. It is a cutting-edge method that was developed for the creation of digital currency. Additionally, double-entry bookkeeping can be done with it. The term "fintech," which was first used to describe computer technology, is now frequently utilised in the back offices of banks and trading companies. Fintech is increasingly employed for a variety of financial tasks, including bank transfers, check deposits via smartphones, credit applications, and raising money for new businesses. Nowadays, more people are becoming aware of and using fintech.*

*Key words: Fintech, Indian economy, revenues, UPI payments, demonetization*

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## **Introduction**

Fintech, the phrase, is an aggregate of “economic era”. Fintech is not anything however abbreviation of “Financial Generation” that goals to complete with traditional strategies of finance. These Fintech businesses provide monetary services by integrating software program and cutting-edge generation and the offerings which consist of online money transfers, loans, mobile bills, depositing a check with your smartphones, handling your investments and plenty of other things without going to financial institution all the time. The importance of fintech can summarized in the following points. Its universal because it can be used by anyone from anywhere of the world. It’s more secure because there are some fintech apps which are maintained by the government of India (e.g., Phonepe). It is creating an economic growth in India by considering itself as the 3<sup>rd</sup> largest fintech market in the world. It’s a commanding business of the current trend. As per the prediction, by 2025 there would be an increase of 25% in the fintech sector. It is estimated that \$84 billion companies will be established. This is the major reason for connecting financial

institutions with the fintech companies. India has adopted 87% of fintech industry, which significantly leads to higher than 64% of global average rate. India is considered as the fastest emerging fintech markets in world-wide and it is also considered as the Asia's biggest destination for fintech related deals and gets ahead by China. Advanced technologies and a customer-centric approach are the two important things which helped the fintech industry for its profound growth in this era. According to the researchers like Arneris, Barberis & Ross, there are some different stages of fintech those are Fintech 1.0, Fintech 2.0, Fintech 3.0. It is expected that Indian fintech market will reach around \$150 billion in valuation by the year 2025. There are some different segments of fintech industry in India, those are: faster disbursement of loans, real time payments, investment advisory, transparent insurance advisory and distribution, peer to peer lending and other services that traditionally required by the human capital which are now expeditiously becoming a part of the digital native in the fintech world. Fintech industry in India can also focus on the different aspects like lending money for consumers as well as Ministry of Micro, Small and Medium Enterprises sectors and simultaneously, on financial services like insurance, global lending and personal finance that are included within this sector. The segments of the fintech industries are named in the following ways: PayTech, LendTech, Digital Banking, InsurTech, Wealth Tech, Finance FinTech and Regulation Tech.

Fintech companies make financial services more reachable to the large number of publics. The fintech services include traditional financial transactions like investing, saving, and loan processing. And it also encircles complete financial technologies related to blockchain and cryptocurrency. In India ICICI bank was the first bank to introduce internet banking with the certain limited services like transferring money and account details within the bank. The bank began to do some experiments and research with the online banking in the year 1980s and they acquire the technique of it by the year 1990s.

### **Objectives**

1. To understand the impact of fintech companies on an Indian economy.
2. To compare and analyse the revenues of different companies from the FY2019 TO FY2021.

### **Literature review**

#### **Growth of UPI Payments in India**

The primary grounds which were supporting the global assumptions of UPI can be recognized with viriatus operative of it with a very massive population. In extension, UPI has an accessible protocol simultaneously, which different technologies can also be fabricated, which empowers a very larger and higher advantageous network than its opponents for the financial payments. By promoting what blockchain was asserted to do—cutting out negotiators and convincing largest competition—UPI could expedite global modernization in payment technology. To computerize the financial sector and economy, the Government of India's plannings and techniques are also digital payments transactions, which are immovably increasing developing over the past few years.

These dynamisms have been working with the ideology of accomplishing the digital payments ecological community an indispensable aspect of the Digital India program. (Thomas, 2012). The ambition is to utilize towards digitizing the financial sector and economy with ensuring the allowances of efficiency, originality, and quality. Navigating on the back of these attempts, digital payment transactions have been developed diversly in India, from Rs 2,071 crore in Financial Year 2017-18 to Rs 5,554 crore in Financial Year 2020-21. In the present financial year FY 2021-22, the total number of 8,193 crore UPI payment transactions were disclosed till 20th March 2022. Further, Bharat Interface for Money-Unified Payments Interface (BHIM-UPI) has materialized as the adopted mode of payment by the publics as the payment alliance platform has observed a report of promoting 452.75 crore digital payment transactions with the usual rate of Rs 8.27 lakh crore till the month of 28th February 2022.

This is part of an emerging trend of analytical technologies developing apart from the normal introduction corridors. India has departed from having few start-ups of value to present dozens of billion-dollar estimation unicorns. (Kremers, 2021). The other feature of this exploration is the 'Aadhar digital-identity' program, which has extended to economic incorporation for hundreds of millions of its federations, and the monetary platform that UPI fabricated. The reason behind the UPI creation is for unbiased marketplace and commerce podium that is usable and low-cost. In addition to establish healthy competition, the Reserve Bank of India (RBI) has very judiciously placed explicit restraints on market share in UPI payments. The best implication of UPI helpfulness is its epidemic rise. In the previous 6 years alone, UPI transactions have escalated, now improving to \$100 billion per month. For up to 150 million monthly users, these transactions appear broadly through mobile wallets and payments applications. (Mohan, 2020).

The RBI hopes that UPI payments to contain 8% of India's total GDP in the year 2025. In addition, banks and NPCI together are in dispose of advancing the attain of UPI to grant customers to link their credit cards to the UPI transactions. Mainly, UPI is already used for provisions from abroad, undercutting traditional subsistence payment barriers that charge between 3% and 5% from total transaction. Currently, UPI transactions are free but to continue the model it will ultimately cost only a very small portion of what consumers and merchants pay to measure money on private payment systems such as Mastercard and Visa. The UPI payment barrier could advance India's GDP by a substantial amount. (Ghosh, P., Vallee, B., & Zeng, Y, 2021) On the security fore, UPI has been anticipated to require strong and capable two-factor verification, making it more impenetrable to graft than the older systems in advanced or developed countries.

### **Paytm:**

India's top financial services provider is Paytm. It provides customers, physical businesses, and internet platforms with full-stack financial solutions. The company's goal is to use payments, commerce, banking, investments, and financial services to integrate half a billion Indians into the global economy. Vijay Shekhar Sharma launched One97 Communications Limited, which has the trademark Paytm and has its headquarters in Noida, Uttar Pradesh. Softbank, Ant Financial, AGH Holdings, Elevation Capital, Berkshire Hathaway, T Rowe Price, and Discovery Capital are a few of the company's investors. The country's largest digital bank, Paytm Payments Bank, is owned by

Vijay Shekhar Sharma, founder, and CEO of Paytm, and One97 Communications Limited. It has over 58 million account holders. In order to fulfil its goal of incorporating under- and un-served Indians into the formal banking system, it has invented creative technology innovations that have made banking convenient for people all over the nation.

One of the leading financiers of new Systematic Investing Plans (SIPs) to the Mutual Funds market, its fully owned subsidiary "Paytm Money" holds the distinction of becoming India's largest investment platform within its first year of operation. In addition to expanding the financial services and wealth management prospects offered to customers, it has already proposed a method to launch Stock Broking, Demat Services, and National Pension System (NPS) services. A brokerage licence has been obtained by Paytm Insurance, as a wholly owned subsidiary of One97 Communications Ltd (OCL). It provides insurance products in four categories, including two-wheeler, four-wheeler, health, and life, to millions of Indian consumers. The company wishes to make insurance simpler and give customers a simple, instinctive online experience. The vision of Paytm is "A company is worth the company it keeps." Corporate social responsibility of the company is, they would like to cover the entire nation, empowering small businesses along the way. And they promise to run their business in an ethical, moral, and sustainable way. They want to use their power to help the impoverished and catastrophe victims by generating money and other resources. They want to make every effort to mitigate any harm done to the environment. And want to empower those who deserve it by imparting our technical know-how to them. Equal opportunity is something we really believe in promoting for both own employees and everyone else they encounter while working.

### **Phonepe:**

Phonepe was incorporated in December 2015, PhonePe. Flipkart bought the company in April 2016. the FxMart licence was given to PhonePe as part of the Flipkart acquisition, and it was renamed as the PhonePe wallet. The CEO of the company was chosen to be Sameer Nigam, the founder of PhonePe. The business teamed up with Yes Bank in August 2016 to introduce a mobile payment app based on the UPI technology, which is supported by the government. Over 1 crore users downloaded the app within three months of its release. In 2018, PhonePe became the quickest Indian payment app to receive the Google Play Store's 5 crore badge. In August 2017, the PhonePe app passed BHIM to become the industry leader in UPI transactions. As their official payment partner for the 2021–22 Indian Super League season, PhonePe collaborated with Kerala Blasters FC in September.

In March 2021, PhonePe became the first online payment system to surpass 100 crore monthly UPI transactions. In terms of transactions completed through the Bharat Bill Payment System, it also became the leader. Since the introduction of the AutoPay functionality feature, PhonePe has registered over 10 lakh UPI-enabled AutoPay mandates, according to its report. On its platform, it has also processed more over 200 crore transactions in a single month in October. PhonePe declared in May 2022 that it has paid \$50 million for the India-based Wealth Management Fund Wealth Desk and \$25 million for the Smart Beta Wealth Management Platform OpenQ with the total transactions total \$75 million.

Together, the largest transaction platform in India, PhonePe, and the most reliable donating platform, GiveIndia, have launched donations on PhonePe. Through this agreement, PhonePe customers now have a smooth, secure, and transparent option to donate to organisations that are important to them. The "Donate" category, run by GiveIndia, will highlight a lot of charitable organisations that focus on various social problems. These organisations include, to name a few, Nanhi Kali, the Akshaya Patra Foundation, Pratham, CRY, Goonj, and Helpage India. GiveIndia conducted a thorough investigation of each NGO featured on PhonePe to make sure all donations reached their intended recipients and had a significant positive impact on the lives of the underserved. Periodic updates on the beneficiaries' development are also provided by GiveIndia to the donors.

### **BharatPe:**

Ashneer Grover and Shashvat Nakrani are the co-founders of BharatPe in the year 2018 with the goal of bringing financial inclusion to Indian business owners. The first ZERO MDR payment acceptance service, the first UPI payment backed merchant cash advance service, and the first UPI payment interoperable QR code were all introduced by BharatPe. The only ZERO MDR card acceptance terminals in India were introduced by BharatPe in 2020 under the name Bharat Swipe. The company, which currently provides services to over 60 lakh merchants in 100 locations, is a market leader in UPI offline transactions, handling more than 8 crore UPI transactions each month. Since its start, the company has already helped its merchants receive over Rs 1,200 crores in payments. Over 900 crores of rupees are made by BharatPe's POS business each month. Up to this point, BharatPe has raised close to US\$ 270 million in equity and debt.

Since the majority of companies at the time operated in a closed ecosystem, retailers had to install numerous QR codes in order to accept payments from different payment gateways. However, BharatPe benefitted from interoperability, a crucial aspect of UPI. The fact that merchants only needed a single QR code and didn't have to pay transaction fees in order to accept payments from all government-backed payment gateways was advantageous to them. How BharatPe makes money considering that it charges vendors and business owners so little presents a significant hurdle for the company's business model. The other BharatPe model contains the solution. Ashneer, the MD, found that although small business owners are prepared to pay interest on loans taken out for business expansion, they are averse to pay costs related with digital payments. BharatPe launched a service to lend money to shop and business owners to earn profits by doing market research. With its revolutionary business strategy, BharatPe decided to address this gap by lending money to local retailers or merchants in order to make money. The company's value tripled in just six months because of this phenomenal period of expansion. According to a report released on August 4, 2021, BharatPe is now a unicorn and the 19th unicorn firm in 2021. It is also one of India's top five most valuable Fintech start-ups.

### **Razorpay:**

Shashank Kumar and Harshil Mathur established Razorpay in 2015. For Indian companies, Razorpay is developing a cutting-edge digital banking platform (neo bank). The goal is to make banking and payments easy for companies of all sizes and types. Initially focused on B2B payments, and today handling payments and totalling billions of dollars for tens of thousands of

companies in India. In the previous five years, they have been the first to launch the majority of significant advances as the top payments provider in the nation. With the introduction of RazorpayX, they hope to establish themselves as a top supplier of banking and payout services to companies, offering a wide range of solutions for current accounts, payroll, vendor payouts, and other needs. The company has given thousands of businesses loans totalling millions of dollars over the last year. The organisation has a proven track record of meeting the needs of clients, ranging from sole proprietors and small businesses to huge corporations. Sequoia Capital, Tiger Global, GIC, Ribbit Capital, Matrix Partners, and numerous illustrious angel investors have helped the company raise more than \$200 million USD too far. The corporate social responsibility is to provide opportunities for Children from economically disadvantaged households to learn these life skills. Children begin participating in the programme at age 6 and continue until they are 18 years old.

### Research methodology

Secondary data was collected from various websites. Data regarding revenue from FY 2019 to FY 2021 was collected and percentage change was calculated using excel.

**Table no:1** Revenues of different fintech companies from FY2019 to FY2021

| Name of the company       | Paytm      |           | Phonepe   |           | Bharathp<br>e |            | Razor<br>pay |           |
|---------------------------|------------|-----------|-----------|-----------|---------------|------------|--------------|-----------|
| revenue of FY19(in Rs Cr) | 3579.<br>7 |           | 184.<br>0 |           | 6.0           |            | 193.0        |           |
| revenue of FY20(in Rs Cr) | 3628.<br>9 | 1.4       | 372.<br>0 | 102.<br>2 | 110.0         | 1733.<br>3 | 508.9        | 163.<br>6 |
| revenue of FY21(in Rs Cr) | 3186.<br>8 | -<br>12.2 | 690.<br>0 | 85.5      | 120.0         | 9.1        | 841.2        | 65.3      |

From the above table it is evident that Bharathpe shows highest percentage increase from FY2019 to FY2020(1733.333) followed by Razor pay (163.6378).

### Impact of Fintech on Indian Economy:

Fintech start-ups have enormous development potential in emerging countries like India. Demonetization has changed the digital revolution into a reality that encourages people to go cashless, and as a result, Fintech has dramatically increased in India's financial sectors. (Ghosh, P., Vallee, B., & Zeng, Y. 2021) . The entire sector of financial services, financial products, and financial procedures has altered and advanced significantly over the past few decades thanks to the development of this technology. The practises and procedures used by financial institutions have undergone a significant shift. The traditional operations of banking, investing, trading, and other financial services have changed because of collaboration between technology and financial services. People in India are primarily motivated by money.

A step toward establishing a cashless society has been made possible by the creative concepts of Fintech. Fintech has a significant impact on how people manage their money and has altered how they conduct daily transactions. (Mention, A. L., 2019) . It has developed into one of the most prosperous industries during the last five years. It has a sizable fund base in addition to investments from major Indian market players like Google and WhatsApp. Indigenous businesses have a big impact on the growth of sectors like Paytm, Phonepe, Mobikwik, and Free charge. The National Association of Software and Services Companies (NASSCOM) said in 2017 that 400 fintech companies have begun operations in India. Large-scale international funding gave Indian fintech companies a boost. (Kulik, L., & Korovkin, V, 2021)

## Discussion

The term "fintech," which was first used to describe computer technology, is now frequently utilised in the back offices of banks and trading companies. Fintech is increasingly employed for a variety of financial tasks, including bank transfers, check deposits via smartphones, credit applications, and raising money for new businesses. Nowadays, more people are becoming aware of and using fintech. The study was made on impact of fintech on Indian economy and growth of fintech in india. As per the analysis table it is evident that Bharathpe shows highest percentage increase from FY2019 to FY2020(1733.333) followed by Razor pay (163.6378).

## Conclusion

The fintech companies have changed the mode of payment from cash payments, cheque payments to the online payments which is really helpful for the people and even for the growth of the country. These companies are also the main sector which has contributed to Indian economy. The demonetization has helped these companies for their growth and achievement. The companies like Paytm, Phonepe and Razor pay are contributing for the welfare of society through their corporate social responsibility activities. There are some companies which got huge profit in the FY2019 and FY2020 because of the covid pandemic and even there are companies who went to loss because of their competitors' unique strategies.

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## **IMPACT OF EMPLOYEE EMPOWERMENT ON PROFITABILITY WITH SPECIAL REFERENCE TO HCL**

**SRI RAMYA REDDY, MEGHNA SAIKIA, AAKSHAYA MANIVANNAN**  
**IFIM College , Bangalore**

**Dr.SWARNIKA DIXIT**

**Assistant Professor, HOD-BBA, IFIM College, Bangalore**

### ***Abstract***

*HCL Technologies is a leading worldwide technology company that aids businesses in reimagining their industries for the digital era. With a world-renowned management philosophy, a strong culture of creativity and risk-taking, and a relentless focus on customer interactions, our technology products, services, and engineering are built on four decades of innovation. With the help of our Mode 1-2-3 approach, which is based on a number of different technologies including Digital, IoT, Cloud, Automation, Cybersecurity, Analytics, Infrastructure Management, and Engineering Services, we provide an integrated portfolio of goods, services, solutions, and IP. HCL services major businesses across critical industries, including 250 of the Fortune 500 and 650 of the Global 2000, with a global network of R&D, innovation laboratories, and delivery centres and 210,966 "Ideapreneurs" working in 52 countries. HCL technologies are pioneering new forms of management and internal practices that truly do put the employee first. Their website is filled with interesting information about their culture of 'ideapreneurship' which puts employees at the forefront of innovation, their employee-centric mission statement, and their reverse management style. Transparency & integrity are the most important values to HCL Technologies employees and because of this 50% of employees are proud to be part of HCL Technologies.*

*Keywords: Employee, empowerment, profitability, next-generation, global technology, automation.*

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### **Introduction**

HCL Technologies is a next-generation global technology company that helps enterprises reimagine their businesses for the digital age. Our technology products and services are built on four decades of innovation, with a world-renowned management philosophy, a strong culture of invention and risk-taking, and a relentless focus on customer relationships. HCL also takes pride in its many diversities, social responsibility, sustainability, and education initiatives. Through its worldwide network of R&D facilities and co-innovation labs, global delivery capabilities, and over 197,000+ 'Ideas across 52 countries, HCL delivers holistic services across industry verticals to leading enterprises, including 250 of the Fortune 500 and 650 of the Global 2000. The company's DNA of grassroots innovation, its ingrained culture of co-innovation, and its tradition of going far beyond what is expected, to create customer value, clearly differentiates it and gives it a distinct advantage in creating value for businesses in the digital and connected world Employee



empowerment is defined as how organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. A key principle of employee empowerment is providing employees the means for making important decisions and helping ensure those decisions are correct. It's great **for boosting creativity**, less so for improving routine performance. Research has regularly demonstrated that when employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the organization. One of the most basic employee empowerment examples is simply giving employees a voice in important decisions that could affect them. According to one study, 74% of managers surveyed felt that employee input was "very" or "somewhat" effective at improving decision-making processes. A leading worldwide technology corporation, HCL Technologies assists organizations in reimagining their operations for the digital era. Our engineering, technology products, and services are based on four decades of innovation, a well-known management philosophy, a vibrant innovation and risk-taking culture, and an unwavering commitment to our clients' needs.

Through our Mode 1-2-3 strategy, which is based on Digital, IoT, Cloud, Automation, Cybersecurity, Analytics, Infrastructure Management, and Engineering Services, among other things, we provide an integrated portfolio of products, solutions, services, and IP. With 250 of the Fortune 500 and 650 of the Global 2000, as well as a global network of R&D, innovation labs, and delivery centres spread across 52 countries, HCL services top businesses in a variety of important industries.

## Objective

To understand the impact of employee empowerment on profitability.

## Literature review

### Major approaches for empowerment

Employee first customer second Today's youth work very differently to anything we've seen before. They are natural collaborators, communicators, innovators. We just need to give them the tools they need and get out of their way. ( Gurteen, D. ,1998). The EFCS Transformation HCL implemented a four-phase transformation for its "Employees First" journey. These were: Mirror Mirror, Confronting the Truth Using Transparency to Build Trust Inverting the Management Pyramid Recasting the Office of the CEO To shift thinking and create real, sustainable change during this process, HCLT used many small catalysts that set the journey in motion. HCLT experimented with various practices throughout the "Employees First" journey. While many of these practices worked for HCLT, the small catalysts that create big changes may be different in other companies, industries, and cultures. Experimentation is encouraged. (Nayar, V.,2010).

*Mirror Mirror, Confronting the Truth* To create the need for change, HCLT needed to establish Point A—the reality of their business situation. Open, honest conversations unveiled the truth and created the need for change. At the same time, HCLT worked to establish a vision of the future, a Point B, that inspired and motivated people with the romance of tomorrow. (Daft, R.

L.,2014). *Using Transparency to Build Trust* To build the trust needed to enact change, HCLT threw open the windows of transparency and shared the company's financial information—the good as well as the bad—with employees across groups. By pushing the envelope of transparency HCLT built trust between management and employees. That trust led to employee-initiated action. *Inverting the Management Pyramid* HCLT turned the traditional organizational structure upside down and made managers and those in enabling functions—such as HR and finance—accountable to the frontline employees who work in the value zone, just as those employees were accountable to their managers. These structural changes made long-term, sustainable change possible. (Wayne Boss, R., Dunford, B. B., Boss, A. D., & McConkie, M. L.,2010).

*Inverting the Management Pyramid- Open 360-degree Review* To help invert the organizational pyramid, HCLT opened the 360-degree performance review process to all employees who a manager might influence—and allowed anyone who had given a manager feedback access to the results of that manager's 360. This practice increased participation, empowered employees, and made the 360 review a development tool, not an evaluative one. (London, M., & Beatty, R. W.,1993). 360-degree feedback as a competitive advantage. *Human Resource Management*, 32(2-3), 353-372. Ideapreneurship is the self-sustaining, self-inspired, innovation engine that drives HCL forward. HCL firmly believes in ideapreneurship – a unique culture of grass-roots, business-driven, customer-focused innovation, in which every employee has a license to ideate. It empowers and encourages individual employees at all levels of the organization to come up with innovative solutions to customers' business challenges. These inspired employees to think of new ideas and take them to fruition. This vibrant entrepreneurial culture is powered by HCL's 'Employees First' values, which has given rise to institutional and grass-root programs that help seed ideas, mentor creativity, and harvest innovation. (Tenywa, M. M., Rao, K. P. C.,2011)

### **Innovations leading to employee empowerment**

**Recasting the Office of the CEO:** HCLT transferred the responsibility for change from the office of the CEO to the employees, creating a company that was, in many ways, self-run and self-governing. Employees now ask and answer as many questions as the CEO, increasing the speed and quality of innovation and decision-making in the value zone.

***Ticketing system*** An employee at any level who disagrees with their manager or feels they have been treated unfairly, or feels that an internal department is not living up to its standards can fill out a ticket on the 'offender'. Tickets are visible to the whole organization, and they can only be closed by the employee. So, until such time that the employee feels that the issue has been resolved, the ticket remains open. Any ticket not closed in 24 hours gets escalated to the next level of management – Well hello, no leaving unresolved issues by the wayside nor dusting them under the rug with this system. (Chappell, P.,2013).

***The Value Portal*** To help recast the role of the CEO and transfer responsibility from senior management to the company, HCLT launched the Value Portal—a system that enables employees to offer suggestions and solutions for change. To date, it has led to more than 500 ideas that HCLT has implemented, creating more than \$25 million in value.

***Smart Service Desk*** Smart Service Desk (SSD) is a system HCLT created to resolve problems between the enabling functions and the frontline employees. Any employee with a problem can open a trouble ticket, which is assigned to a manager responsible for its resolution. Since only the

employee who opened the ticket can sign off on the solution, SSD helped address and resolve thousands of longstanding problems. (Helps, Y., Moller, J., Kowanko, I., 2008)

**Inspire** – An advocacy program recognizing that workplaces of the future will be employee-led and will drive culture as a top-down activity, HCL Technologies has put in place ‘Inspire’ – an advocacy program that employs a multi-level engagement approach to drive employee awareness and adoption of various internal platforms. (Bocken, N. M., & Geradts, T. H. ,2020)

At the Noida headquarters, employees generate ideas that are customer-centric and are linked to the business strategy, which in turn add value for customers. ‘Inspire’ directly work with the people managers community who are accountable for engaging their teams, thereby creating a grassroots movement with higher and faster reach.( Bradley, A. J., & McDonald, M. P. 2011)

### Analysis

Hcl technologies distribution of revenues by service offering/verticals / contract type (2008-2013)

**TABLE 1**

| Service Offering Mix            | 30-Jun-08 | 30-Jun-09 | 30-Jun-10 | 30-Jun-11 | 30-Jun-12 | 30-Jun-13 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Enterprise Application Services | 10.8%     | 23.6%     | 22.2%     | 20.9%     | 20.8%     | 17.7%     |
| Engineering and R&D Services    | 26.7%     | 19.4%     | 19.6%     | 17.8%     | 18.6%     | 17.3%     |
| Custom Application Services     | 36.1%     | 29.7%     | 29.6%     | 31.8%     | 31.3%     | 29.2%     |
| Infrastructure Services         | 15.2%     | 17.6%     | 22.4%     | 24.5%     | 24.8%     | 31.5%     |
| BPO Services                    | 11.2%     | 9.7%      | 6.2%      | 4.9%      | 4.4%      | 4.3%      |

**TABLE 2**

| Revenue by Vertical              | 30-Jun-08 | 30-Jun-09 | 30-Jun-10 | 30-Jun-11 | 30-Jun-12 | 30-Jun-13 |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Financial Services               | 27.3%     | 24.8%     | 24.9%     | 26.0%     | 23.8%     | 25.3%     |
| Manufacturing                    | 30.6%     | 30.9%     | 27.3%     | 28.0%     | 28.4%     | 28.8%     |
| Telecom                          | 16.0%     | 12.5%     | 10.9%     | 9.1%      | 8.0%      | 7.3%      |
| Retail &CPG                      | 8.8%      | 6.6%      | 8.2%      | 7.9%      | 8.6%      | 8.6%      |
| Media, Publishing &Entertainment | 5.6%      | 5.6%      | 7.4%      | 7.1%      | 6.7%      | 6.7%      |
| Life sciences & Healthcare       | 5.7%      | 6.4%      | 8.2%      | 7.9%      | 10.8%     | 11.3%     |
| Public Services                  | 1.5%      | 7.6%      | 6.9%      | 8.3%      | 7.2%      | 8.0%      |
| Others                           | 4.5%      | 5.6%      | 6.2%      | 5.7%      | 6.4%      | 4.0%      |

**TABLE 3**

| <b>Revenue by ContractType for IT Services</b> | <b>30-Jun-08</b> | <b>30-Jun-09</b> | <b>30-Jun-10</b> | <b>30-Jun-11</b> | <b>30-Jun-12</b> | <b>30-Jun-13</b> |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Time & Material                                | 65.0%            | 61.5%            | 59.1%            | 57.5%            | 49.2%            | 47.8%            |
| FPP/Managed Services                           | 35.0%            | 38.5%            | 40.9%            | 42.5%            | 50.8%            | 52.2%            |

HCL TECHNOLOGIES: EVOLUTION OF CLIENTS' DISTRIBUTION (2008-2013)

**TABLE 4**

| <b>Client Data (LTM)</b>   | <b>30-Jun-08</b> | <b>30-Jun-09</b> | <b>30-Jun-10</b> | <b>30-Jun-11</b> | <b>30-Jun-12</b> | <b>30-Jun-13</b> |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Number of Clients</b>   |                  |                  |                  |                  |                  |                  |
| Active Client Relationship | 279              | 367              | 408              | 467              | 536              | 549              |
| New Client Relationship    | 30               | 37               | 51               | 70               | 50               | 36               |

**TABLE 5**

| <b>Number of Million Dollar Clients</b> | <b>30-Jun-08</b> | <b>30-Jun-09</b> | <b>30-Jun-10</b> | <b>30-Jun-11</b> | <b>30-Jun-12</b> | <b>30-Jun-13</b> |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| 100 Million dollar+                     | 2                | 2                | 1                | 1                | 5                | 5                |
| 50 Million dollar+                      | 3                | 4                | 5                | 9                | 10               | 11               |
| 40 Million dollar+                      | 8                | 7                | 7                | 10               | 14               | 18               |
| 30 Million dollar+                      | 12               | 8                | 12               | 22               | 25               | 30               |
| 20 Million dollar+                      | 16               | 20               | 24               | 35               | 45               | 51               |
| 10 Million dollar+                      | 34               | 43               | 58               | 73               | 96               | 102              |
| 5 Million dollar+                       | 66               | 85               | 107              | 126              | 164              | 186              |
| 1 million dollars+                      | 201              | 253              | 283              | 332              | 397              | 428              |

**TABLE 6**

| <b>Client Contribution to</b> | <b>30-Jun-08</b> | <b>30-Jun-09</b> | <b>30-Jun-10</b> | <b>30-Jun-11</b> | <b>30-Jun-12</b> | <b>30-Jun-13</b> |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|

| Revenue (LTM) |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|
| Top 5 Clients | 26.7% | 20.6% | 17.7% | 15.4% | 16.4% | 15.4% |
| Top10 Clients | 37.3% | 28.9% | 25.9% | 24.6% | 24.7% | 23.8% |
| Top20 Clients | 49.6% | 40.2% | 36.6% | 35.3% | 34.1% | 33.0% |

**TABLE 7**

| Client Business - (LTM)                                 | 30-Jun-08 | 31-Mar-09 | 30-Jun-10 | 30-Jun-11 | 30-Jun-12 | 30-Jun-13 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Repeat Business- Consolidated                           | 94.0%     | 90.0%     | 91.9%     | 94.7%     | 95.3%     | 94.0%     |
| Days Sales Outstanding - excluding unbilled receivables | <b>67</b> | <b>69</b> | <b>66</b> | <b>54</b> | <b>57</b> | <b>55</b> |

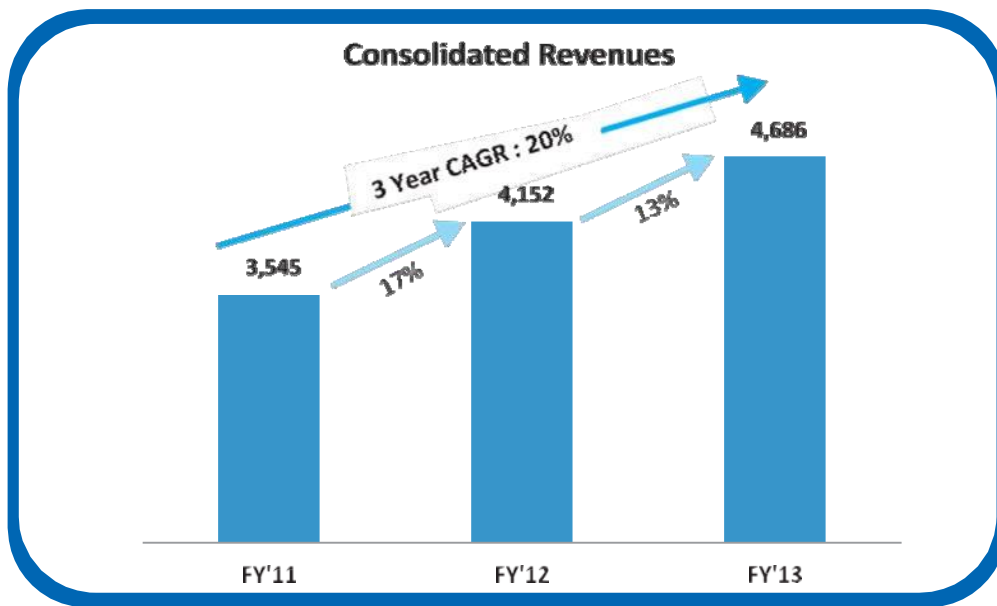
**OUTSOURCING SERVICES: HCL VS. COMPETITION**

**TABLE 8**

|                |  |   |
|----------------|--|---|
| <b>Self</b>    | <i>Definition:</i> look for motivation within; reasons and friends to achieve gold without external influence                  | <i>Indicators:</i> creativity, knowledge, attitude, commitment, interest, skill, personality, work-life balance, diversity, planning, and organization  |
| <b>Secular</b> | <i>Definition:</i> reply support, recognition, and growth opportunities from the organization to influence overall performance | <i>Indicators:</i> meaningful work, credibility, autonomy, trust and transparency, rewards and recognition, carry out of the month, physical working conditions, job satisfaction, job stress, people practices, and policies, learning, salary, organization and culture |

|                      |   |  |
|----------------------|---|--|
| <p><b>Social</b></p> | <p><i>Definition:</i> look to peers (friends, colleagues, and superiors) for encouragement and motivation</p> | <p><i>Indicators:</i> collaboration, connection to leadership, connection to colleagues, management support, family support, customer support, welfare</p> |
|----------------------|---|--|

Figure no: 1



HCL TECHNOLOGIES CONSOLIDATED REVENUES (2006-2013: USD million)

Figure no :2



Figure no: 3



Figure no:4



## Discussions

Management’s focus on employee culture as a competitive differentiator has led to a remarkable turnaround in HCL’s market share and mind share, over a period starting from 2005 to date. Since the turnaround started in 2005 by Vineet Nayar, the numbers have been impressive:

- 514% increase in annual revenue (from June 2005 to June 2013),
- 440% increase in net income (from June 2005 to June 2013),
- 244 % increase in market capitalization (from June 2005 to June 2013),
- 56% increase in revenue per employee, and 15% reduction in employee attrition rate (Sep 2005 to June 2013).

## Recent trends

HCL annual results for FY 2020 have shown revenue growth of 16.7% YoY in constant currency and Net income growth of 9.3% YoY. The company has also seen a slight increase in ROE to 23.6% during this period. The total revenue of HCL Technologies Limited amounted to **over 750 billion Indian rupees** in the fiscal year 2021, up from about 707 billion Indian rupees in the previous fiscal year.

## What has happened in the last 3 years?

- HCLT grew at a CAGR of 24 % and increased its market capitalization by 186% in the last 3 years
- Doubled the number of \$10 Mn, \$20 Mn & \$50 Mn customers and tripled the number of \$100 Mn customers



- HCLT's revenue per employee is amongst the highest in the Indian IT industry today
- HCLT was also featured as one of the most innovative and disruptive companies globally – - Included in the first-ever Executive Dream Team published by Fortune - Emerged as the top-ranking IT Services company in APAC, in Forbes Asia's 'Fab 50 List' - Ranked by TPI in the Top 6 Global Service Providers by TCV across ALL 3 geographies (Americas, EMEA, APAC)

## Conclusion

HCL Technologies is a leading worldwide technology company that aids businesses in reimagining their industries for the digital era. With a world-renowned management philosophy, a strong culture of creativity and risk-taking, and a relentless focus on customer interactions, our technology products, services, and engineering are built on four decades of innovation. With the help of our Mode 1-2-3 approach, which is based on a number of different technologies including Digital, IoT, Cloud, Automation, Cybersecurity, Analytics, Infrastructure Management, and Engineering Services, we provide an integrated portfolio of goods, services, solutions, and IP. Hence, HCL technologies are pioneering new forms of management and internal practices that truly do put the employee first. Their website is filled with interesting information about their culture of 'ideapreneurship' which puts employees at the forefront of innovation, their employee-centric mission statement, and their reverse management style. Transparency & integrity are the most important values to HCL Technologies employees and because of this 50% of employees are proud to be part of HCL Technologies.

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## **STRATEGIES ADOPTED BY MALLS TO ENHANCE CUSTOMER SERVICE**

**BINGI NITHIN BABU, DEEKSHEETH NAIDU, AMAN TIWARI,  
TULASI VENKATA SIDDESWAR  
IFIM College, Bangalore**

**Dr.LAKSHMI.P  
Assistant Professor, IFIM College, Bangalore**

### ***Abstract***

*Customer service is the delivery of assistance to clients prior to, during, and following a transaction. Because of this, it plays a crucial role in the clients' value chain. Customer service standards vary by industry, but ultimately the goal of a well-performed service is to boost profits. Branding is the process of instilling a strong, favorable image of a business, its goods or services in the minds of the public by fusing features such a logo, design, mission statement, and a recurring theme throughout all marketing materials. Companies can stand out from the crowd and develop a following of devoted customers by using effective branding strategies. The marketing strategy adopted by shopping mall: Use coupons and promotional offers to increase sales, Use activities to amuse and engage shoppers as part of your mall marketing strategy, Compile contact information using a registration form and a freebie, Select your preferred promotions to use in your mall's marketing plan, Encourage loyalty and confidence through client-only promotions. Customers can choose a mall based on a variety of factors, including cost, quality, accessibility, atmosphere, mall image, information on consumer buying behaviour, convenience, offers, retail businesses in malls, etc. The presence of the most well-known brands among customers in that specific area, elevators, lifts, wheelchairs, shopping trolleys, and parking spots are just a few of the needs of the customers that malls must satisfy for a quick and easy shopping experience. A mall needs to have places to buy food and drink, a range of entertaining games, a cosy theatre, and other amenities for amusement and relaxation. The retail businesses in malls meet the needs of their customers, including those related to quality assurance and human interactions.*

*Key words: customer satisfaction, marketing strategies, branding, shopping malls, promotions.*

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### **Introduction**

Customer service refers to attending to a customer's demands and resolving their issues. Giving clients what they want in the best way possible is the core of good customer service. Understanding client needs and establishing and communicating clear service standards are key to enhancing or improving customer service, which helps you keep customers and get more value from them.

Active listening, empathy, and problem-solving are just a few of the numerous abilities needed for customer service. The four p's are essential for showing customers attention and for being able to communicate effectively with them. The most important aspect of providing excellent customer service is being nice. Always be considerate and friendly, and try to greet everyone with a smile.

Be proactive by anticipating the client's needs and offering help or guidance before they arise. Outstanding customer service includes establishing a local connection with clients, remembering and thanking regular clients, and making use of your product expertise. An important quality in a customer service position is patience. Developing trusting relationships with customers and giving them prompt, courteous service are both crucial elements of good customer service. A customer service plan is an all-inclusive method of handling client relations. Better client experiences lead to a more loyal customer base.

Customer service at malls is important thing starting from parking and going into the mall we can see different things like way to go and allocated floor of the shopping malls and different things like movies section and food section and many more things. Customers need compulsory customer service at every aspect in malls and providing offers by the malls and shipping availability and ambience in the mall and as of now the present generation people are moving towards malls and malls are also increasing in India day by day and the malls are trying to provide customer service with prior concern the retail stores in the malls are very important and the store owners has to be friendly with the customers and more number of retail stores are there together in malls customer is having more options in the malls as many malls are increasing in the country malls are trying to capture the customers and aims to provide good customer service .

### **Objective**

1. To understand about the marketing strategies adopted by shopping malls
2. To understand about the customer satisfaction

### **Literature Review**

According to Hisam et al., (2016) retail stores should concentrate on the features which are visually appealing to the customers in his study he mainly focused on SERVQUAL a research instrument which is designed to capture consumer expectations and perceptions of a service along five dimensions that are believed to represent service quality he used this instrument to measure the customer satisfaction at different levels and to provide better customer services. According to seyed Ali Alavi, sajad Rezaei, Naser valaei, wan khairuzzaman wan ismail consumer decision making shows an impact on level of satisfaction and purchase intention of the consumers and brand styles which are there in the mall will show the impact and some people don't care about any kind of things when they purchase anything in the shopping mall and careless people don't care about it and we can say that there is a some kind of relationship between the customer satisfaction and purchase method. There are different CDM styles which shows the higher impact on the customer satisfaction. Customer decision making also relates to the levels of satisfaction and shopping malls or retail stores must try to bring more kind of varieties in the mall especially in the fashion then the changes in the customer decision making also take place. The shopping malls must try to adopt various kind of strategies which enhance the levels of satisfaction of the customer.

According to Amin M, K cobanoglu, C Rezaei, s & wulan M M shopping mall attributes like convenience, Mall's environment, Tenant presence, service quality, and marketing focus has significant effect towards customer satisfaction of tourists and questionnaire is also very important to get responses from the people. Shopping malls must focus on the strategies to increase the

shopping mall attributes and to safeguard the tourists purchase intention. Retail can grow by the kind of strategies adopting by them in the shopping malls. Malls must have to focus on future to retention of the tourists.

### **Customer satisfaction**

(2008) (Kristensen, Jacob, Kai, & Eskildsen); Due to the market's slow expansion and fierce rivalry, consumer satisfaction and loyalty are becoming more and more crucial components in modern commerce. The researcher has stated in this letter that European retail sales are changing quickly and that developers have been concentrating on boosting shop size and ownership. Manana (2009) proposed that consumers rate malls based on the merchandise and several mall attributes, such as location, staff, and mood. Since mall location is a crucial component of retail business, retail organisations invest in acquiring and maintaining locations suitable for their products and customers. Price, quality, accessibility, environment, mall image, about consumer buying behaviour, convenience, offers, retail shops in malls, etc. are some of the aspects that aid customers in making their choice of mall. The needs of the customers that malls have to meet for the quick and simple shopping experience include the presence of the most popular brands among the customers in that particular location, elevators, lifts, wheelchairs, shopping trolleys, and parking spaces. For enjoyment and relaxation, a mall must provide food and beverage outlets, a variety of fun games, a cosy theatre, etc. The retail establishments in malls provide for the needs of their patrons, such as quality control and interpersonal relationships. Bromley Rosemary D. F. & Matthews David L. conducted a specific study in several shopping malls and supermarkets for those wheelchair customers who were unable to report their shopping experiences earlier (2007).

Customer connection management techniques aid shopping centers in updating their plans and strategies to better serve their patrons and cultivate strong bonds with them. CRM offers the testing, preferences, and buying behavior, among other things. One of the key elements of contemporary strategy in shopping malls to obtain ideal results in facts and figures is CRM tools and procedures. Analytical, operational, collaborative, and strategic tools are some of the CRM tools.

### **Marketing strategies adopted by shopping mall**

#### **1. Use coupons and promotional offers to increase sales**

Customers are always looking for a good offer, thus coupon campaigns are always in style. In fact, we've already written about the effectiveness of coupons in retail digital marketing. Even if you give a discount, the increased sales will result in a significant return on your investment. With coupons or discount codes, there are many different ways to set up a promotion. Start by considering the various brands you work with as well as your ultimate marketing objectives. Do you wish to display goods from a premium brand? promote holiday shopping? reward clients who subscribe to a newsletter? A unique back-to-school deal was offered by Harbor Mall Commercial Center. They were curious to find out more about the opinions and shopping experiences of their customers. As a result, they requested survey responses from customers in exchange for an invitation to obtain discounts from them. But what happens when a mall seeks to advertise a range of shops in order to draw in more customers? What can marketing teams do to increase revenue while also growing their email list?

2. Use activities to amuse and engage shoppers as part of your mall marketing strategy

People use social media to find original stuff. Therefore, your material needs to be of the highest ,if you want to stay at the top of clients' minds and raise brand awareness. Fortunately, since technology has advanced, there are now a variety of ways to introduce dynamic and interesting promotions that internet customers don't mind viewing. Remember that consumers no longer desire to see aggressive sales tactics. Everybody prefers marketing initiatives that provide us with a benefit. Personalized games are one type of such marketing strategies. Create a mini-game using the colors and graphics of your retail center to promote brand awareness while engaging visitors with a fun interactive challenge. Here is an example of a Memory game that a fashion company might release to advertise their newest line. Or by a mall to draw more customers to a brand-new store. Take note of how the app displays the brand's logo and items; wouldn't that work well for any mall? Users participate in the game and then register their contact information for a chance to win, growing your mall's database in the process.

3. Compile contact information using a registration form and a freebie.

The key to effective retail digital marketing is straightforward. In order to establish a relationship with your customers and keep them coming back, you need make use of web technology. Using an email marketing list is one of the best methods to remain in touch. But first, how do you gather that contact information?.An entry form giveaway is a sure thing. Customers can participate with ease. They simply complete an online registration form and wait to learn whether they have won a prize. Offering modest discounts to all participants in addition to the ultimate grand prize can serve as an additional incentive. Look at the aforementioned illustration to see how your shopping mall may advertise a brand-new coffee shop inside your establishment. Given that free coffee is the best prize, this cafe's five \$20 gift cards were an adequate offering. For their mailing list, all they needed from customers was their name and an email address. Make sure to share the giveaway link on your social media networks if you decide to run a similar promotion; it's a terrific method to turn followers into qualified sales leads. Additionally, if they take part in a contest to win a free coffee shop gift card, you may target them with upcoming sales and discounts from the same company. Use your email marketing list to boost additional promotions once you've built one up. Send your email subscribers newsletters, product debuts, and special offers. increase anticipation for major shopping days like Black Friday, Cyber Monday, or Christmas shopping.

4. Select your preferred promotions to use in your mall's marketing plan.

Promotions for voting apps are a fun approach to learn what your consumers think and to let them know that you appreciate what they have to say. Ask your customers to choose their favorite from a public gallery of images, videos, or text. This is also a fantastic choice if you want to launch an easy-to-participate in promotion.

5. Encourage loyalty and confidence through client-only promotions

So far, we've talked about sales-inducing promotions like discount coupons and giveaways. However, you can also honor already-completed sales. Increase customer loyalty and trust by using the Validate Receipts app to provide special benefits with paying consumers. These two frequently result in recurring sales and enduring client relationships. In this instance, participation by customers was fairly simple. They were encouraged to snap a photo of their receipt and send it to the web app each time they made an in-store transaction. The promotion's administrators next

conducted a random prize drawing and personally verified whether the winner had uploaded a legitimate ticket.

### **The importance of shopping center's brand**

In a shopping center's brand can be thought of as its identity, or how patrons view the establishment. This perception is based on factual facts such as the tenant mix, size, leisure offerings, and emotional feelings or "vibes" that customers have toward the center—such as classy, trendy, fun, romantic, etc. A shopping centre must choose the brand image it wants, develop a marketing plan to support it, and guarantee that it is consistent across all platforms and that all staff members are aware of and adhere to the brand's core principles. A brand helps a plan stand out from competing locations and gives customers a reason to choose one location over another. Consumers no longer simply travel to shopping malls to shop; they also go there to meet up with friends, eat supper, and engage in leisure activities. Whether they choose to do this at a mall or somewhere else depends on the brand.

Building a brand is greatly aided by the tenant mix. The mix of F&B and leisure tenants will provide a sense of luxury, distinctiveness, family friendliness, or romance. Each tenant will have their own identity, whether it be fashion or value led. The center's reputation will also influence whether stores and other tenants desire to rent space from the centre, which would ultimately effect the asset's overall worth. Positive customer service and experiences are becoming more and more significant to consumers, which can be harmful to a business. It is believed that complaints about poor customer service are heard more than twice as often as compliments about pleasant encounters, and that it takes 12 happy experiences to make up for one negative one. A satisfying experience increases customer loyalty, turning casual customers into devoted members of a programme.

To ensure that the brand image is monitored and not damaged in any manner, social media and all other platforms need to be maintained properly. It must be taken into consideration, it is essential to be there so that customers may connect with a centre, and it is essential to be consistent across all channels. Social media is a terrific tool to spread awareness of a business, promote events and CSR initiatives, interact with customers, address customer complaints, and increase foot traffic. A retail center is recognized for all the right reasons when it has a great brand. Every interaction with a customer presents a chance to provide a satisfying experience, foster customer loyalty, and raise the asset value.

### **Research methodology**

Research conducted using in depth study on secondary sources of data.

### **Discussion**

As our topic is related to retail stores in india which includes shopping malls like Forum mall, Meenakshi mall, Phoenix mall, D mart etc. We are going to discuss major inconveniences encountered by customers in these retail stores particularly and as a part of retail stores especially

in shopping malls like forum mall, Koramangala and Meenakshi mall and D Mart and many other malls which are located in Bangalore and strategies adapted by malls to enhance customer service and we will be figuring out all the inconveniences like when we take Forum mall, Koramangala parking space is not sufficient and correct route map to a customer, No proper guide and we have to search what and where it is located and in D Mart like as many people come in a day the shortage of baskets and trays occurring and more lifts has to be allocated.

Retail stores must concentrate on customer service and many retail stores have adapted many strategies to come out this problem and to improve customer service but still the customers are facing inconveniences and in Bangalore malls are trying to reframe the strategies according to the customer flexibility and as it is a major concern retail stores has to focus and not most of the strategies which are adopted by malls are providing proper route map while entering into the mall and providing a guide to the visitors who are coming for the very first time and providing the proper timings to the people regarding the mall timings and taking feedback from the customers after their visit and making them comfortable while purchasing in the stores and proper arrangement of products and items to attract the customers.

## **Conclusion**

As a part of research, we have conducted the research on strategies adopted by shopping malls to enhance customer service. After that we have done research and discussion on the topic. For this we have focused on the Bangalore shopping malls, and we have pointed out many things where the customer service and satisfaction and lacking behind. We have done the literature review based on the past experiences and we have taken many inputs from the literature review. We have pointed out many problems from the literature review by the authors which are very crucial for our study, and we have taken many inputs from the outsiders while conducting the research and we have focused on many solutions for our research problem and Based on our research problem still shopping malls which are there in the retail industry should have to focus on the customer service and customer satisfaction and shopping malls must focus on the customer inconveniences and must focus on the main problems which customers are facing in the current situation and shopping malls must come up with the alternatives and they have to focus on the marketing decisions and they have to focus on the consumer decision making and shopping malls must consider the problem where customers are facing and they have to point out every problem. Especially when talking about the shopping malls which are there in the Bangalore city customers are still facing a lot of inconveniences and problems which shopping malls must come up with the alternatives for the problems which are facing by them to improve or enhance the customer service and satisfaction. The solution is new strategies must be adopted by shopping malls to increase the level of satisfaction of customers and retail industry has to focus on all these types of problems which are encountered by customers and must try to focus on the problems and strategies must be good enough to sort out all these kinds of issues.

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## **VIKATAN GROUP: A CASE ON SUCCESSFUL BRAND EXTENSION JOURNEY**

**Dr.S.SAIGANESH,  
Professor & Registrar, Dayananda Sagar Business School**

### ***Abstract***

*This case study explores the brand extension strategies employed by Vikatan Group, a prominent magazine publication company in India, to expand its business beyond the traditional magazine industry. Led by its visionary founder, S.S. Vasan, Vikatan Group has successfully diversified its offerings and ventured into new market segments. The case study examines the core competencies of the company, its brand management practices, and the challenges faced during the brand extension process. It also analyzes the key success factors that have contributed to Vikatan Group's brand extension initiatives and provides valuable insights for businesses looking to embark on similar expansion strategies. Through a comprehensive examination of Vikatan Group's journey, this case study offers valuable lessons on effective brand extension, market positioning, and sustaining brand relevance in a rapidly evolving media landscape.*

*Keywords: Vikatan Group, brand extension, magazine industry, core competencies, success factors*

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### **Introduction**

The Vikatan Group is a renowned Tamil magazine publication company in India that has made a significant impact in the industry since its inception in 1926. Led by its visionary founder S.S. Vasan, the company has built a strong brand reputation and a loyal customer base through its flagship magazine, Ananda Vikatan. Over the years, Vikatan Group has recognized the need for diversification and growth to stay relevant in the evolving media landscape. This case study delves into the brand extension strategies employed by Vikatan Group to expand its business beyond the traditional magazine industry. It examines the core competencies of the company and the challenges faced during the brand extension process. Additionally, it highlights the key success factors that have contributed to Vikatan Group's brand extension initiatives and provides valuable insights for businesses considering brand expansion.

The Vikatan Group is one of Tamil Nadu, India's most prominent media corporations. In 1928, S. S. Vasan, a pioneer of the Indian cinema industry, founded the company. S. S. Vasan was born in a modest Tamil Nadu village in 1904. He developed an early interest in the arts and launched his career as a journalist and playwright. He migrated to Madras (now Chennai) and entered the film industry in the 1920s. He produced and directed a number of successful films, including Chandralekha (1948), which is regarded as an Indian film classic. In 1928, S. S. Vasan established Ananda Vikatan, the premier publication of the Vikatan Group. The publication's concentration was on literature, the arts, and culture, and it soon attracted a large audience. Throughout the years,

the group has published a number of additional periodicals, including Junior Vikatan, Chutti Vikatan, Aval Vikatan, and Motor Vikatan. Under S. S. Vasan's leadership, the Vikatan Group expanded into other areas of media, including book publishing, film production, and television. The company also established a reputation for high-quality content and editorial independence. S. S. Vasan passed away in 1969, but the Vikatan Group continued to grow and diversify under the leadership of his son, B. S. Balakrishnan. Today, the group is one of the largest and most influential media companies in Tamil Nadu, and its magazines have a dedicated readership both in India and abroad.

### **Top Tamil Magazines**

There are many popular Tamil magazines in India, covering a wide range of topics and interests.

- *Ananda Vikatan* - A weekly magazine covering topics such as politics, cinema, and social issues. It is one of the oldest and most respected Tamil magazines, founded in 1926.
- *Kalki* - A weekly Tamil magazine covering politics, social issues, and literature. It was started in 1941 and has a reputation for high-quality journalism.
- *Kumudam* - A weekly Tamil magazine that covers news, politics, entertainment, and lifestyle. It has been in circulation since 1947.
- *Thuglak* - A weekly political magazine known for its satire and humor. It was founded in 1970 by Cho Ramaswamy and is known for its outspoken views on politics.
- *Nakkheeran* - A weekly magazine that covers investigative journalism and exposes corruption and scandals. It was founded in 1988 and has won several awards for its journalism.

### **Brand Portfolio of Vikatan**

The Vikatan Group has a diverse brand portfolio that includes several popular media and entertainment brands. Here are some of the leading brands under the Vikatan Group:

- *Ananda Vikatan* - A leading Tamil language weekly magazine that covers a wide range of topics, including politics, entertainment, culture, and lifestyle.
- *Junior Vikatan* - A Tamil language magazine that focuses on current affairs, politics, and social issues.
- *Aval Vikatan* - A Tamil language women's magazine that covers topics such as health, beauty, and relationships.
- *Chutti Vikatan* - A Tamil language children's magazine that features stories, puzzles, and games.
- *Sakthi Vikatan* - A Tamil language magazine that covers topics related to spirituality, religion, and culture.
- *Naanayam Vikatan* - A Tamil language magazine that provides information on personal finance, investment, and wealth management.
- *Motor Vikatan* - A Tamil language magazine that covers the automobile industry and features reviews and news on the latest cars and bikes.

In addition to these print magazines, the Vikatan Group also has a strong online presence with several popular digital brands, including Vikatan.com, an online news portal that provides news, entertainment, and other content in the Tamil language. Vikatan Group's brand portfolio also includes Vikatan Publishing Solutions, which provides publishing services such as book design, printing, and distribution, and Vikatan Events, which organizes events and exhibitions. Overall, the Vikatan Group's brand portfolio covers a wide range of media and entertainment verticals and has a strong presence in the Tamil language market in South India.

### **Brand Extension Strategies**

Vikatan Group has implemented a variety of brand extension strategies in an effort to expand its business and appeal to various market segments. The company's introduction of new magazine titles is one of its primary business strategies. By recognising the varied interests and preferences of readers, the Vikatan Group has effectively launched magazines aimed at specific demographics. Junior Vikatan, one of the Vikatan Group's renowned magazine titles, targets the adolescent market. It covers a variety of topics that appeal to youthful readers, such as current events, politics, film, and lifestyle. Junior Vikatan has created a niche for itself in the magazine industry with its engaging content and juvenile appeal. Another magazine published by Vikatan Group, Aval Vikatan focuses on women's interests. It addresses topics such as fashion, attractiveness, health, relationships, and the achievements of women. Aval Vikatan has become a reliable source of information and motivation for women, providing them with insightful and unique perspectives. Vikatan Group has also ventured into online magazine platforms in addition to these targeted magazine titles. The company introduced online versions of its magazines in response to the changing reading patterns of its audience and the increasing prominence of digital media. This strategic decision enabled Vikatan Group to reach a global audience of consumers and capitalise on the expanding digital market. The convenience, accessibility, and interactivity of the online magazines enhance the audience's overall reading experience. Through Vikatan Talkies, Vikatan Group expanded its brand into film production. The company entered the entertainment sector and produced films that resonated with its target audience by utilising its storytelling expertise and industry connections. This brand extension not only diversified the revenue streams of Vikatan Group, but also increased its brand visibility and recognition in the film industry. The company's expansion into online publication platforms and film production stems from its desire to remain pertinent and adapt to the changing media landscape. Vikatan Group recognised, with the rise of digital media consumption, the need to adopt digital platforms in order to reach a larger audience and provide a seamless reading experience. By offering online periodicals, the company broadened its market reach beyond traditional print publications and catered to digitally sophisticated readers' preferences.

Similarly, Vikatan Group was able to leverage its storytelling expertise and expand its brand presence beyond the magazine industry by entering the film production industry. By generating films aligned with the interests and preferences of its target audience, the company created synergies between its magazine brands and film initiatives. This brand extension not only diversified its business portfolio, but also bolstered the Vikatan brand's reputation as a dependable source of high-quality content across multiple media platforms. Vikatan Group's brand extension strategies have proven effective in acquiring new market segments and expanding its brand presence. The company has been able to create magazines and other media offerings that resonate

with their target consumers by understanding the unique requirements and interests of various audience groups. In addition, the expansion into online magazine platforms and film production has enabled Vikatan Group to remain ahead of industry trends, reach a larger audience, and improve its brand image.

Overall, Vikatan Group's brand extension strategies have been aligned with the company's core competencies, target audience preferences, and market opportunities. These initiatives have not only contributed to Vikatan's development, but also strengthened the brand's position in the media industry.

### **Success Factors**

Several key factors contributed to the success of Vikatan Group's brand extension initiatives. First and foremost, the brand's strong foundation and credibility in the magazine industry played a crucial role. Vikatan Group had built a loyal customer base over the years, which provided a solid platform for brand extension efforts. Secondly, Vikatan Group's deep understanding of its target audience and their preferences enabled the company to tailor its brand extension offerings effectively. By identifying niche segments and addressing their specific needs, Vikatan Group was able to create a strong brand resonance with its extended product portfolio. Additionally, Vikatan Group's commitment to maintaining the same quality standards across its brand extensions played a vital role in its success. The company ensured that the new magazines and digital platforms maintained the same level of content excellence, editorial integrity, and reader engagement as its flagship magazine, Ananda Vikatan. This consistency helped in preserving the trust and loyalty of the existing customer base while attracting new readers.

### **Analysis of brand Extension Success Strategies**

Brand extension strategies are crucial to the success of any business that seeks to diversify its offerings and penetrate new market segments. In the case of Vikatan Group, the conversation emphasises a number of crucial factors that contribute to the success of its brand extension initiatives. Let's analyse the impact of these strategies:

**Specific Magazine Titles:** By introducing new magazine titles, Vikatan Group has effectively identified and catered to the diverse interests of its audience. This strategy enables the company to target specific market segments, such as young people and women, and deliver content that appeals to their preferences. By comprehending the specific requirements of these target audiences, Vikatan Group can position itself as a dependable source of information and entertainment, thereby establishing strong connections with its readers.

**Online Publication Platforms:** Vikatan Group forayed into online publication platforms in response to the shift in reading preferences towards digital media. This brand extension strategy enables the company to capitalise on the advantages of digitalization, such as increased reach, accessibility, and interactivity. By adopting online platforms, Vikatan Group ensures that its magazines are accessible to a global readership, surpassing geographical restrictions and traditional distribution channels.

**Film Production (Vikatan Talkies):** Vikatan Group's brand extension capabilities are demonstrated by its foray into film production via Vikatan Talkies. The company effectively

expands its brand presence beyond the magazine industry by utilising its storytelling expertise and industry connections. This strategy permits Vikatan Group to diversify its revenue streams while leveraging its existing brand equity. Films produced by Vikatan Talkies serve as an extension of the company's content offerings, reinforcing the company's connection with its target audience and boosting its reputation in the entertainment industry.

Several factors contribute to Vikatan Group's brand extension strategies' success. The company's in-depth knowledge of its target audience ensures that its magazine titles and content reflect the interests and preferences of its audience. This targeted approach helps develop a loyal readership and establishes a strong relationship between the brand and the consumer. The Vikatan Group's turn towards online magazine platforms demonstrates its adaptability to shifting market dynamics. By embracing digital transformation, the company ensures the continued relevance of its magazines in the digital age. This strategy not only broadens the company's market presence, but also improves the overall user experience by providing convenience and interactivity. Expansion of the Vikatan Group brand into film production demonstrates its adaptability and willingness to explore new avenues. The company effectively expands its brand presence in the entertainment industry by leveraging its core competency in storytelling. This extension generates cross-media synergies, enabling Vikatan Group to capitalise on its existing brand equity while attracting a larger audience.

Overall, the success of Vikatan Group's brand extension can be attributed to its customer-centric approach, flexibility, and exploitation of its core competencies. In a competitive media landscape, the company maintains its relevance and enhances its brand image by understanding its audience, incorporating digital platforms, and investigating new avenues.

### **Vikatan Promotional Strategies**

Vikatan Group employs a variety of promotional methods to attract and retain magazine readers, including:

Vikatan Group advertises its publications frequently through print advertisements, television commercials, and online ads. The group employs eye-catching designs and messaging that emphasise the distinctive features and advantages of each publication. Additionally, Vikatan Group uses events and promotions to generate interest in its magazines. For instance, the group may hold contests or giveaways, conduct meet-and-greets with renowned authors, or sponsor events related to the magazine's subject matter. Social media: Vikatan Group maintains a significant presence on Facebook, Twitter, and Instagram. The group uses social media to interact with its readers and promote its magazines by sharing behind-the-scenes photos, exclusive interviews, and advance glimpses of forthcoming issues. Vikatan Group offers subscription packages for its magazines that include discounts and other benefits for consumers who sign up for multiple issues. This encourages readers to make a long-term commitment to the magazine and helps to build a loyal fan base for each publication. Partnerships: To advertise its magazines, Vikatan Group also partners with other brands and organisations. For instance, the group may partner with a well-known film or music studio to offer exclusive content or promotional discounts. Overall, Vikatan Group's promotional strategies are intended to increase brand recognition, engage readers, and create devoted magazine fans. Through a combination of advertising, events, social media, subscriptions, and partnerships, Vikatan Group has been able to attract and retain magazine

readers.

### **Difficulties Vikatan Group Encountered in Extending its Brand**

Throughout its voyage of brand extension, Vikatan Group encountered a number of challenges and obstacles that required strategic planning and adjustments to surmount. In the context of brand extension, these obstacles are common and include hazards such as brand dilution and increased competition. However, Vikatan Group was able to successfully navigate these obstacles, ensuring the continued growth and integrity of its brand. Let's examine the obstacles Vikatan Group faced and how the company overcame them.

**Brand Dilution:** One of the primary concerns associated with brand extension is the potential for brand dilution. There is a risk of losing the brand's unique identity and consumer perception when expanding into new markets or product categories. Vikatan Group was aware of this difficulty and made steps to preserve the brand's essence while expanding into new ventures. The company insured that its brand extensions were consistent with its core competencies and values, thereby reducing the risk of brand dilution.

**Increased Competition:** Brand extension frequently places a business in direct competition with well-established competitors in a new market segment. When entering the film production industry with Vikatan Talkies, Vikatan Group encountered increased competition. The film industry is extremely competitive, with production houses and studios that are well-established. To surmount this obstacle, Vikatan Group utilised its storytelling expertise, industry connections, and in-depth knowledge of its target audience to differentiate its films and develop a distinctive brand proposition.

With the advent of digital media, Vikatan Group had to adjust to the shifting landscape and consumer preferences. Transitioning from traditional print magazines to online platforms posed technical and operational difficulties. The company had to invest in technology infrastructure, create user-friendly interfaces, and ensure that its online magazine subscribers had a seamless reading experience. Vikatan Group was able to overcome this obstacle by embracing digital transformation, implementing interactive features, and delivering engaging content optimised for online consumption. Expanding into new markets, whether through the publication of new magazine titles or the production of films, requires a comprehensive comprehension of local preferences and consumer behaviour. Vikatan Group was presented with the difficulty of accessing uncharted markets while preserving the allure of its brand. The company conducted market research, analysed consumer insights, and tailored its content and marketing strategies to each market segment's target audience's preferences.

**To surmount these obstacles, Vikatan Group adopted the following strategies and adjustments:**

- Vikatan Group aimed to maintain a solid brand positioning by aligning its brand extensions with its core competencies and core values. Vikatan Group maintained brand integrity and customer loyalty by ensuring that its magazine titles and film productions adhered to the company's dedication to quality content and narrative.

- Vikatan Group differentiated itself in response to the increased competition in the film production industry by leveraging its storytelling expertise. The company meticulously selected film projects that resonated with its target audience and provided original narratives. This enabled Vikatan Talkies to distinguish itself from competitors and establish a unique brand identity.
- The Vikatan Group adopted digital transformation by investing in technological infrastructure and developing user-friendly online platforms. By adapting to the shifting media environment, the company broadened its reach and engaged a larger audience, ensuring that its brand remained pertinent in the digital age.
- Market Research and Consumer Insights: Vikatan Group conducted comprehensive, continuous market research and accumulated consumer insights in order to comprehend the preferences and expectations of its target audience. This allowed the company to tailor its brand messaging, marketing strategies, and content to the local markets it entered.
- Vikatan Group learned several valuable lessons as a result of the obstacles it encountered on its voyage to extend its brand.
- Stay true to primary competencies: Utilising core competencies and expertise to create a seamless transition into new markets is necessary for successful brand extension. Vikatan Group was able to maintain its brand integrity and establish a strong presence across multiple media platforms by focusing on storytelling, quality content, and understanding its audience's preferences.
- Adapt to shifting market conditions: Companies must adapt to the ever-changing media landscape to remain relevant. Vikatan Group's adaptation to digital transformation and expansion into online magazine platforms exemplifies the significance of adopting new technologies and platforms to meet consumers' evolving requirements.
- Important are research and insights: For successful brand extension, thorough market research and consumer insights provide invaluable information. The investment made by Vikatan Group in understanding its target audience's preferences and altering its strategies accordingly allowed the company to customise its offerings and establish a rapport with its consumers.

In highly competitive markets, differentiation is essential for standing out. Vikatan Group was able to establish a distinct brand identity and surmount competition due to its ability to distinguish itself through distinctive narrative and the delivery of content that resonated with its audience.

During its brand extension voyage, Vikatan Group encountered obstacles such as brand dilution, increased competition, adaptation to digital transformation, and market expansion. However, by employing effective strategies and adjustments, the company was able to overcome these obstacles, preserve its brand integrity, and achieve growth. The lessons learned from these obstacles emphasise the significance of adhering to core competencies, adapting to market dynamics, leveraging research and insights, and standing out in competitive industries.

## **Conclusion**

The case study of Vikatan Group's brand extension voyage illustrates the successful expansion of a traditional magazine publication brand into a variety of areas. Vikatan Group effectively

leveraged its core competencies, customer trust, and market insights through strategic initiatives to diversify its product portfolio and expand its brand presence. The key conclusions from this case study are the significance of understanding the target audience, maintaining brand consistency, and capitalising on core competencies when launching brand extension efforts. The success tale of Vikatan Group is instructive for businesses seeking to expand their brand footprint and explore new growth opportunities.

### **Discussion Questions**

- What were the key factors that contributed to the success of Vikatan Group's brand extension initiatives?
- What challenges did Vikatan Group face during its brand extension journey, and how did it overcome them?
- How did Vikatan Group maintain brand consistency across its various brand extensions?
- What can other companies learn from Vikatan Group's brand extension strategies and success?
- How did Vikatan Group's understanding of its target audience play a role in its brand extension success?
- What risks and benefits are associated with brand extension, and how can companies mitigate those risks?
- How did Vikatan Group's expansion into digital platforms and film production contribute to its overall brand image and growth?
- What role did innovation and adaptation play in Vikatan Group's brand extension success?
- What opportunities exist for Vikatan Group to further expand its brand and product offerings in the future?
- How does Vikatan Group's brand management and brand extension strategies compare to its competitors in the magazine industry?

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## A STUDY ON FREUD'S PSYCHOSEXUAL DEVELOPMENT

ANURADHA AGRAWAL, AYUSH BHATTACHARYA, SARTHAK PARASRAMKA  
IFIM College, Bangalore

Dr.NAGARATHNA M L  
Assistant Professor, IFIM College, Bangalore

### **Abstract:**

*The idea of psychosexual development, rooted in Sigmund Freud's clinical studies, is a fundamental aspect of psychodynamic personality theory. Freud emphasized the significance of early childhood experiences in shaping an individual's character and overall development. According to this theory, individuals progress through distinct stages of development, which are marked by shifts in their libidinal energy. These stages are believed to have a lasting impact on the individual's psychological well-being. One significant aspect of Freud's theory is the recognition of children's expression of sexual desires, challenging prevailing societal beliefs at the time. Based on his empirical findings, Freud argued that sexuality in children should be acknowledged and considered in understanding human behavior. This controversial idea has since become widely accepted in the field of psychology, shaping our understanding of human development. In summary, the concept of psychosexual development, influenced by Freud's clinical observations, highlights the significance of early experiences in shaping an individual's character. It underscores the importance of resolving conflicts and satisfying desires during different stages of development, providing insights into the origins of psychiatric disorders. Additionally, Freud's recognition of children's sexuality challenged societal norms, paving the way for a more comprehensive understanding of human psychology.*

*Keywords: Freud's, development, clinical, psychodexual*

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### **Introduction**

The idea of psychosexual development, which is also known as principle of libidinal development, is one of the oldest theories explaining how an individual grows in human beings. This idea owes its belief to the findings of Sigmund Freud's clinical studies with emotionally troubled humans. The idea of psychosexual development is an essential part of the psychodynamic personality theory proposed by using Freud. Freud considered the first psychological theorist to own and emphasized the characteristics of character development and therefore the determining position of early lessons from childhood and early life in setting the important male or female status of an older character. According to Freud, the character goes through a series of degrees of development that are strongly divided over a lifetime, which can be seen with the help of awesome working techniques. The concept suggests that degeneration among special grades, especially throughout adolescence, plays an important role within the aetiology of psychiatric disorders involving psychiatric disorders. Based entirely on his early studies with people with emotional disorders, Freud found that symptoms of mental disorders during adulthood are associated with the frustration of arousing intuition. Such frustration often occurs prematurely because it is the first year of life and is

maintained throughout adolescence. Freud turned out to be the reason why it was accepted as fact and that children have confirmed the manifestation of sexual desires when any human belief needs to take the sexuality of children under attention.

### ***Concept of Sexuality***

According to Freud, sex is an essential element of life for most of vitals in a person. Freud stated that to him sex instinct is centred around variety of bodily needs that produce to erotic wishes. If you wish for this, you wish to have your time during bodily region stated as erogenous zones. An erogenous zone could be a part of the skin or mucosa which is extremely sensitive to irritation and which when manipulated at the time a certain way produces pleasurable feelings and experiences. The lips and mouth, anal region, and therefore the sex organs are samples of erogenous zones. Therefore, sucking produce oral pleasure, elimination anal pleasure, and rubbing genital pleasure. In short, Freud has reintroduced sexual homosexuality. He used the word libido to refer to the force by which the sexual instinct re-established within the mind.

In essence Freud used the term sexuality to refer to the erotic lifetime of the individual. According to him, sexuality isn't a matter for adults alone but also infantile it's all-pervasive and covers all those activities and sensations that are pleasurable and afford sensual gratification. Freud noted that infants were capable of erotic activity from birth onward. The earliest manifestation of infantile sexuality arises in reference to bodily functions like feeding and elimination of body wastes. Of all the concepts of Freud, the concepts he advanced with relation to the erotic lifetime of infants and young children aroused severe criticism from different corners.

### **Psychosexual Developmental Phases**

Personality development occurs through continuous instigation of the life instinct. To have sex as the most important human desire, engaging in a number of sensual activities can be a prerequisite for the desire for life. Sex can be a natural desire, which should be enjoyed. When it does, it creates tension and, in turn, results in satisfaction. The initial appearances of sexuality appear in regard to bodily functions, which are basically nonsexual, like feeding and removal of body wastes. Each individual passes through a series of stages during the primary five years of life, following which for a period of 5 or six years the dynamics become more or less stabilized. With the arrival of adolescence, the dynamics erupt again then gradually calm down as a teenager moves into the stage of adulthood. For Freud, the primary five years of life are decisive for the formation of personality.

Each stage of growth is defined in terms of the mode of reaction of a specific zone of the body. During the primary 18 months of life of a new-born baby, the mouth works because the principal region of dynamic activity. Hence this stage is named oral phase. The oral phase is continued by getting pleasure near the eliminative functions, it's therefore, called the anal phase. This lasts for 18 months and is replaced by the phallic phase in which the sex organs become the leading erogenous zones. During these stages, the mucosa of the mouth, anus and external genitalia become the main target of child's erotic life relying on the stage of development. At the end of the fifth year, the child undergoes into latency stage, where the sexual desires are held during a state of repression. With the onset of adolescence, the pregenital impulses are reactivated and therefore the person passes into the genital phase of development. allow us to learn thoroughly about these

stages.

### ***Oral Phase***

This stage lasts eighteen months from the birth of a baby. The primary source of pleasure derived by the kid during this stage is breastfeeding. Sucking involves tactual stimulation of mouth also as swallowing. Later when the teeth grow the mouth is used by the kid for biting and chewing. Since the kid is primarily concerned about seeking pleasure, he/she needs immediate gratification of the requirements the necessity of the infant in seeking pleasure is satisfactorily met with by sucking the breast of the mother because the erotic drive is localized within the mouth. Since gratification of needs at this stage depends on mother, she becomes the primary love object for the kid . Feeding at the mother's breast is that the most vital activity, both physiologically and psychologically for the young child. Because of this, psychoanalysts refer to the time from birth to eight months as the oral sucking period. With the growing of teeth, the child enters another stage of their development called oral biting stage. During the oral biting stage, the way of deriving pleasure becomes improved. Its causes are biting , sucking, and swallowing. It's held that the 2 modes of oral activity i.e., sucking and swallowing and biting/chewing are the examples for several later personality qualities that develop.

### **Anal Phase**

This stage starts when the kid is around one and a half years old and ends when she is three years aged . During the first half of the anus phase there is a pleasant sensation of discharge and over time there is a stimulating stimulus of the genital mucosa by stool retention. This category is divided into two smaller spaces, namely, the anal expulsive period and therefore the anal retention period. The anal expulsive phase goes through the closing stages of the oral period. Here the mode of deriving pleasure for the kid is that the expulsion of faeces. The expulsion of the faeces removes discomfort and produces a sense of relief. At the beginning of toilet training, the child has his or her first experience of external control of natural desire. The kid needs to learn to postpone the pleasure that comes from relieving anal tensions. During the anal retention period, the kid is anticipated to accede to the stress of loo training. the kid must learn to cherish from retention than expulsion. Depending upon the actual method of loo training used by the mother and her feelings concerning defecation, the results of loo training have far reaching effects upon the formation of specific personality traits and values.

### **Phallic Phase**

This stage begins when the kid becomes three years old and continues until the kid is five years. During this stage rudiments of sex are often seen within the child. Children are often seen playing with their genitals to relieve tension and derives pleasure. Erotic activity is initially linked both psychologically and physically with the activities and sensations related to urination. Urination is a crucial activity because it helps the kid to consolidate its personal identity. A boy understands that he's a boy; similarly, a girl understands that she is a girl initially from the method of urination. During the phallic phase development sexual feelings related to the functioning of genital organs come into focus. The pleasures of twiddling with the genitals and therefore the fantasy of the kid set the stage for the looks of Oedipus and Electra complexes in boys and girls, respectively. The

Oedipus complex is called after the Greek king of Thebes who killed his father and married his mother. Oedipus complex consists of a sexual attachment for the parent of the other sex and a hostile feeling for the parent of an equivalent sex. The boy wants to possess his mother and take away his father. According to Electra complex girls wants to have her father and shift the mother. These feelings express themselves within the child's fantasies during the act of masturbation. The emergence of the Oedipus and Electra complexes are considered to be is that the chief events of the phallic phase .

In Oedipus complex a boy has incestuous longing for the mother and a growing resentment toward the father. He imagines that his father is going to harm him. Intimidations from an angry and punishing father may confirm this fear. His fears concerning what the father may do to him is centred on his genital organs because it is that the source of his attachment to the mother. The boy fears that the father will castrate him. This fear of castration helps a toddler to resolve his Oedipus complex , as he doesn't want to lose his genitals. anxiety induces a repression of the physical attraction for the mother and hostility toward the father. It also helps to cause identification along with his father. By identifying along with his father, the son converts his erotic feelings for the mother into harmless affection for the mother. Oedipus complex seems to symbolise the pinnacle of the development of infantile sexuality. In Electra complex , a girl child exchanges her love object, the mother, for a replacement object, the father. This takes place in a girl when she discovers that she is less equipped than a boy, as she doesn't possess a protruding reproductive organ , the penis. She holds her mother liable for this and starts hating her for having brought her into the world less equipped than a boy. She transfers her like to the father because he has the valued organ, which she aspires to share with him. However, her love for the father is mixed with a sense of envy because he possesses what she lacks. A girl fulfils her incestuous attachment for her father by identifying the realistic barriers that stops her from satisfying her physical attraction for the father. According to Freud, the differences in resolution of Oedipus and Electra complexes are the idea for several psychological differences between the sexes.

### **Latency Phase**

According to Freud, at the close of fifth year infantile sexuality is gradually repressed both due to the fear of the social consequences and since of the belief that the love object is unattainable. During the amount of about 5 or 6 years the kid isn't consciously concerned with sexual matters. because the literal meaning of the word 'latency' suggests, sexual urges are hidden during this stage. Child's active interest turns increasingly outward. During this era , the sexual urges are diverted into recreational, academic, and social pursuits. the kid learns to behave in society and acquires her ideals. Eroticism is overtly manifested in the kind of attachment to parents and friends. Interest within the female is at very low ebb. the kid spends all her energy to excel and prove herself. Child's energy is diverted towards developing a way of competence. During this stage of development, a child's sexual urges are subordinated to the intellectual pursuits. Psychoanalysis has little or no to mention about personality development following the phallic phase . It, however, does analyses the genital phase of development.

### **Genital Phase**

This stage begins with the onset of adolescence. During genital phase sexual feelings reappear with new intensity and in additional mature form. As a result, selflove of the kid gets channelized

into genuine heterosexual relationships. Sexual attraction, socialization, group activities, career planning, and marriage and family planning arrangements are just beginning to emerge. By the top of adolescence these concerns become fairly well established. A person is transformed from a quest for pleasure seeking, self-centred infant to a morally upright adult. The principal biological function of the genital phase is that of reproduction.

### **Fixation**

Fixation is defined as the persistent attachment of the sexual organ to a specific stage of prenatal development. It can occur in any of the psychosexual developmental stages except the last one. Within the course of development, it's expected that the kid makes natural transition from one stage to subsequent at the bottom of a specific stage. Child's ability to forgo her attachment for the love object during a specific developmental stage for an additional promised but not guaranteed love object could be a necessary condition for development of a healthy personality. Freud concluded that fixation adversely affects personality development. It's going to be noted that the behavioural manifestations of fixation vary according to the stage of psychosexual development during which fixation takes place as an example the inability of a child to leave the mother as a romantic object during the oral phase results in the formation of behaviours such as thumb sucking, excessive drinking, smoking etc. These behavioural patterns help a person to maintain the erotic attachment with the love object of oral phase whereby he/she continues to enjoy stimulation from the area of lips and mouth. Similarly, fixation can occur during anal, phallic and latency stages also.

### **Significance of Psychosexual Stages for the development of Personality**

Many of our personality traits and behaviour patterns are rooted within the stages of psychosexual development. Psychoanalysis looks at the behaviour of adults because it is a product of the psychosexual stages of adolescence. According to Freud, individuals subsume sex energy into their behaviour through the psychological processes of displacement, sublimation, and defence mechanism as an example, the sexual fantasies of an adult are considered as a carryover of phallic genitality. Similarly, over cleanliness or overemphasis on order and punctuality is considered as defence mechanism against the anal phase of infantile psychosexuality. The method of psychosexual genesis is one amongst dialectical growth. It can lead to the development of normal or abnormal behaviours depending on one's experience at different stages of psychosexual development.

### **Personality Traits Developed During Oral Phase**

Activities in the oral stage of sucking and swallowing are examples of a number of traits that develop during the following years in a person's life. Pleasure derived from oral incorporation could also be displaced to other modes of incorporation like the pleasure gained from acquiring knowledge or possessions. Biting or oral aggression could also be displaced within the kind of sarcasm and argumentativeness. By displacements and sublimations of varied kinds, also as by defences against the primitive oral impulses, these prototypic modes of oral functioning provide the idea for the development of vast networks of interests, attitudes, and character traits.

Since the oral phase occurs at a time when the infant is totally depended on mother for sustenance the emotions of dependency arise during this period. If she succeeds in fulfilling the requirements

of the kid at this time, dependency results in acquiring the virtue of hope. Feeling of hope is characterized by the idea that the requirements are going to be taken care of properly by its mother. This belief helps the kid to enter into a trusting, warm relationship with its mother, which ultimately results in optimism in life. A nurturing and warm bond between mother and therefore the child during this period sets the stage for trusting and affectionate relationship with others in later life. Rejection by mother or undue frustration experienced by the kid resulting from non-fulfilment of his needs can cause pessimism and mistrust in later life. It's within the oral stage that a child's attachment to crucial people in his environment and his feelings of affection or hate toward these people develop. If a fundamentally warm relationship between mother and child has been established during this period, the stage is going to be set for the development of trusting and affectionate ties with others in later life.

If optimism is common in individuals who are strongly fixated within the oral sucking period, pessimism is that trait of individuals who have not properly resolved the frustrations of the oral biting stage. In extreme cases this pessimism may go completely out of normal bounds and become psychological depression. Thus, even within the primary year some of the important characteristics of personality are established.

### **Personality Traits Developed During Anal Phase**

According to psychoanalysis, ego development is complete during the anal phase. As a result, sense of reality overbears pleasure seeking within the child. Maternal care together with the conflicts surrounding toilet training alters the direction of delight seeking for the kid. Compulsive neatness seen in some individuals is usually seen as a kind of regression to the anal phase. Depending upon the actual method of loo training utilized by the mother and her feelings concerning defecation, the implications of this training may have far reaching effects upon the formation of specific personality traits. If the mother is extremely strict and brutal in her methods of kid nurturing, the kid may hold back its faeces and become constipated. If this mode of reaction generalizes to other ways of behaving, the kid will develop a retentive character it'll become obstinate and stingy in its character. Instead, if the kid vents its rage by expelling faeces at the foremost inappropriate times, expulsive traits like cruelty, destructiveness, temper tantrums, disorderliness etc. are developed. Thus, the idea for an outsized number of behaviour traits is laid down during the anal phase.

Toilet training is a very important activity because it results in development of values and traits in a person the kid learns to bring the erotic gratification resulting from excretion to social control. Normal continuations of the anal expulsive period include an interest in bowels, bowel habits, and daily bowel movements. Some people are so concerned with the bowels that this becomes pivotal to their individual personalities. Failure in solving of anal conflicts results in compulsiveness of character traits, which are called anal character. Anal character is characterized by traits like excessive devotion to details, and unevenness of character resulting in easy anger outbursts.

### **Personality Traits Developed During Phallic Phase**

The behaviour of the kid during phallic phase is marked to an excellent extent by the operation of the Oedipus complex. Although it's modified after the age of 5, it remains an important force within the personality throughout life. Attitudes toward the other sex and toward people in authority are largely conditioned by the Oedipus complex. Suppression of Oedipus complex

makes the superego to undergo its final development. According to Freud, the differences within the resolution of Oedipus and Electra complexes are the bases for differences in male and female personalities in later life. Freud considered females to be weak, dependent, and inferior basically due to the development of penis envy. This view is criticized worldwide, and the criticism was led by Karen Horney, another influential psychoanalyst.

Of all the psychosexual developmental stages, phallic phase is that the most eventful one. Developments during this stage influence the personality markedly. The transition from Oedipal strivings to adult sexuality may be a prerequisite of normal development. Failure to resolve Oedipus complex is seen as the nucleus of adult neurosis. According to Freud, neuroses are characterized by an unconscious clinging to the Oedipal tendencies

### **Personality Traits Developed During Latency and Phases**

Freud was so much preoccupied with the kinds of infantile sexuality and its influence on the psychological development of an individual . Due to which, Freud was not able to write much on how the ways of development during these two stages relate to personality. Psychoanalysis has not given much emphasis on these two stages as compared to the primary three stages of development. Developments in latency phase help the kid to accumulate a way of competency and industry. Competency feelings and sincerity develop as a results of the advantages earned by the kid from distracting its urges to several nonsexual activities like recreational, academic, and social pursuits. With the diversion of a child's active interest to those activities, it gets a chance to outdo, prove themselves and be creative.

The genitals phase, which begins about the beginning of adolescence, is a time when group activities, skills planning, and family life preparation take place. By the end of adolescence, these socialized, altruistic feelings are well established. A person is transformed from a pleasure seeking, an aggressive infant into a morally degraded adult, and to relationships.

### **Conclusion**

The theory of psychosexual development proposed by Freud is one amongst the foremost prominent psychoanalytic theories of personality. This theory views at psychological development of people over five different stages. Through this section we have tried to identify the various stages of psychosexual development and how these stages influence the course of human development. We've also got to learn about the concepts of sexuality and fixation.

As we have learned during this unit, the individual passes through a series of dynamically differentiated stages during the lifetime , which play a decisive role within the formation of personality. These stages are called oral, anal, phallic, latent, and genital stages. During each of those stages the individual engages in a form of erotic activities that stimulate and satisfy life instinct. we've seen thoroughly the erogenous zones in each stage of development and therefore the nature of erotic activity engaged by the kid within the different stages.

While discussing the importance of those stages for the development of personality we've noted that individuals subsume sex energy into their behaviour through the psychological processes of continuation, displacement, sublimation, and reaction formation. we've also seen that the method of psychosexual genesis is one that involves dialectical growth. It can result in development of normal or abnormal pattern of behaviour depending upon the experiences the individual had during the various psychosexual developmental stages. As explained with the help of examples, the

development of abnormal behaviours is considered to be shaped by the nature of the disorder that occurs during a particular stage of development.

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## **CORONAVIRUS & HOW IT CHANGED THE YOUNG MIND**

**SAHIL DIWAN, SONGTHEE LORYONGKHUE, P.MAKIZH, MANOJ A  
IFIM College, Bangalore**

**Dr.NAGARATHNA M L  
Assistant Professor, IFIM College, Bangalore**

### ***Abstract:***

*The outbreak of the coronavirus pandemic has had a profound impact on individuals of all age groups, including young minds. This abstract explores the ways in which the coronavirus has brought about significant changes in the lives and perspectives of young people. The coronavirus pandemic has disrupted the normal routines and activities of young individuals, including their education, social interactions, and overall sense of stability. With schools and colleges closing down and transitioning to online learning, young minds have had to adapt to new modes of education and face challenges such as limited access to resources and the absence of face-to-face interactions with peers and teachers. In conclusion, the coronavirus pandemic has had a transformative effect on young minds, altering their perspectives, experiences, and aspirations. The challenges and uncertainties brought about by the pandemic have sparked resilience, adaptability, and a heightened sense of awareness among young individuals. As they navigate through these unprecedented times, it is crucial to provide support and resources to help them cope with the emotional, educational, and societal changes brought about by the pandemic.*

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### **Introduction:**

Coronavirus is a pandemic disease that happened by newly found SARS- Cov-2 disease. The majority of people who are sick with Coronavirus will have a mild to middle illness, Covid19 is transferred through droplets, cough, sneezes, and heart breath. The Coronavirus droplets are very heavy so they cannot hang on by the air from a long distance. People can get Coronavirus by breathing in a short distance with others who have Covid19, or in the other ways are by touching dirty items and then touching their nose, mouth, and eyes. Afterward, the named SARS- Cov-2 was first reported by police officials in Wuhan City, China, in Dec 2019. Traced back by the Chinese authorities, the first human got it early in December 2019. The first outbreak of Coronavirus was in Wuhan City and the city was closed on 1 January 2020.

The present Covid-19 pandemic has generated disorder all around the world. To solve the spreading problem of Coronavirus the government of India had closed the country on March 24th, 2020 for 21 days which got extended to a few months. Lockdown had been disturbing to all the population's living life such as farming, export-import, industries, schooling, career, etc. Moreover, the majority of students have become bored of online classes and it's also made so many students lack in-class activity. To counter the Covid19 pandemic, more people have been defined indoors whereas the lockdown is the best solution of Covid19 disease and it's also affected in terms of psychological effects during the lockdown period. Moreover, the pandemic has brought to the forefront issues such as social inequality, healthcare disparities, and the importance of public

health. Young individuals have become more aware of these issues, engaging in discussions about social justice, healthcare systems, and the role of government in crisis management. This heightened awareness has sparked a sense of activism and a desire for positive change among young minds. The pandemic has also sparked feelings of fear, anxiety, and uncertainty among young people. The constant exposure to news updates and discussions surrounding the virus has influenced their mental well-being, leading to increased stress levels and emotional distress. The fear of contracting the virus and its potential impact on their loved ones has had a profound psychological effect on young minds, shaping their perceptions of personal safety and the world around them.

The shift towards remote work and online communication has also influenced the career aspirations and professional outlook of young people. Many have had to adapt to virtual internships, job interviews, and networking opportunities, requiring them to develop new skills in digital communication and remote collaboration.

### **Hypothesis:**

Coronavirus has negatively impacted the mental well-being of teenagers and young adults.

### **Methodology:**

We used secondary data and built on that information to support our hypothesis.

### **Review of Literature:**

The public in the whole world is fully aware of the physical effects of Covid-19 infection and how to prevent exposure to the coronavirus and manage symptoms of COVID-19 if they appear. Especially amongst teens and young adults, their life has been severely affected due to many factors relating to covid and it has taken a toll on their mental health. However, the effects on the mental health of the general public have not been studied enough and are still unknown. As all efforts are focused on understanding the pandemic, the clinical effects, transmission patterns, and management of the COVID-19 outbreak, there has been very little concern expressed over the effects on one's mental health and strategies to prevent severe mental health issues. The present situation requires raising awareness in public, which can be helpful to deal with this calamity. This research paper provides a detailed overview of the effects of the COVID-19 outbreak on the mental health of people.

### **Global Impact on Youngsters:**

COVID-19 has hit our planet, with devastating effects on children and families around the world. From job losses to lack of provision, parents and children face new and changing sources of stress. Parents not only care about their children's physical health and protect themselves from the virus but also their emotional and mental health. Children were immediately removed from their schools and kindergartens to reduce their risk and transfer, and later the parents faced a difficult decision whether to return or not. Child care became increasingly unstable, and previous methods and formations were no longer available. Just as parents do a balanced act of working at home (if you are lucky enough to have a choice) while ensuring that children participate in their education, they are also concerned about providing children with encouragement and performance while

maintaining safety.

Overseas data show that the numbers of children infected, infected, or dying from the virus are much smaller compared to older groups (Our World in Data, 2020). Since the numbers of children affected are relatively low, they may seem small or insignificant, but if we were to ask the parents of these young adults and children, would they agree? Many children with COVID experience minor cases, which are still a source of concern for parents and families as they follow older, more vulnerable people who have been in contact with their children. Some children experience more severe symptoms. Foster et al. (2020) conducted a study involving 57 pediatric patients with COVID-19 during the onset of the outbreak. Of these patients, 83% were given a fever or cough, and all those who needed hospitalization had secondary diseases including diabetes ketoacidosis, vaso-occlusive problem, acute chest syndrome, asthma, mood swings from hypernatremia. , active arthritis, or appendicitis (Foster et al., 2020).

It is not said that children who have not yet been officially diagnosed with the virus have not been affected. Children are at risk and are at increased risk of abuse during school closures (Culver et al., 2020). COVID-19 also introduces specific challenges related to food safety for some children (Pérez - Escamilla, Cunningham & Moran, 2020). They are at risk of increased stress and depletion of supporting resources adjacent to this disease that could affect their mental health (Clemens., Et al., 2020). Children are also affected by posttraumatic-related drugs (Zhou, 2020). It has also been observed that reluctance to seek medical help for fear of receiving COVID-19 has led to reduced acceptance but increased resilience when receiving care (Ciacchini et al., 2020).

### **What are online classes and how do they work?**

With online classes, you can never set foot in a physical class. All aspects of the class, from coursework to exams, take place online. Some schools have offered online learning apps, while others will require you to sign in to a website with a web browser. No matter, subscribing to an online class means you will be studying remotely. (That is why online learning is sometimes called "grade education.")

### **Mental Impact on Youngsters:**

The effects of social isolation and mental illness vary from person to person. You may have had a serious mental health problem in the past, or you may be feeling emotionally different from responding to a pandemic and wondering if this is normal and if it will go away. Here are some signs to take seriously:

### **Sleep Disorders:**

Sleep is important for good mental health, but a new routine or lack of one can cause sleep disturbances that lead to anxiety and confusion. Keeping track of time alone becomes a challenge. Increased exposure to blue light suppresses your body's production of melatonin and is associated with insomnia, dizziness and dizziness, and even nightmares. Sleep disorders can also cause depression and anxiety.

### **Loneliness:**

During this pandemic, youngsters are affected more but this is not known by others for what reason they are facing Loneliness. Most youngsters who are affected by Covid-19 are supposed to be self quarantined there is no alternative other than being in isolation that is the second reason why Loneliness has more impact on youngsters. Many youngsters prefer chit-chatting with friends and families, sometimes their hobbies are to play their favorite games, while they are isolated there will be no human relations physically where they can express their certain emotions only by their physical representation, meanwhile, they spend most of the time on using electronic gadgets. Even though if they distract their mind to overcome Loneliness they eventually fail to understand certain emotions that loneliness can be overcome only when they meet the person whom they would want to meet and open up with whom they can be very close but here they are not having that opportunity and they chat with that person through mobile phones etc. Now they feel that they are being isolated and they are not having any sort of opportunity to meet their loved ones and this is one of the major problems for loneliness.

Everybody is facing this situation but when it comes to youngsters they are more affected by loneliness because their daily routine has been changed, some love to travel, some will go crazy about driving, etc and when they are in the house nearly for 1 year it leads to loneliness from their closed circle (friends, relationships). We know very well that being in the house is safe for us instead of roaming outside but still it is hard to accept for youngsters, at this age, they are keen to roam outside and adventure but if they are not given that freedom they feel lonely even though they are surrounded by their family.

### **Stress:**

Young adults are facing a lot of stress which is not known by society. They are facing stress while attending online classes throughout the whole day, many exams and assignments, and that leads to stress. Thinking about whether their studies will end online itself leads to stress. When one of the family members is not affected by Covid-19 they used to take care of them and see them physically losing hope and not recovering this leads them to constant stress. Sometimes being at home will give them many chances to change their usual character, they might not have their usual routine which relieves stress and this leads to unnecessary behavioral change in them, for e.g they used to shout at their close surrounding people unnecessarily without any reason. This leads to expressing their stress.

### **Depression:**

Due to the pandemic, teens are forced to stay away from normal social interactions and even social distancing has made things difficult. Withdrawal, drop in grades, isolation from family members, change in sleeping or eating habits are some common symptoms parents should be aware of. Children have been facing feelings of distress which may turn into emotional fear or towards acting out behavior. They might feel more alone due to their lack of maturity in understanding Covid's effect on the entire world and not just their own. This is why early detection of anxiety and depression can lead to early intervention and better treatment outcomes.

### **Solutions:**

- There is a need to make therapy for teens and young adults more accessible. This collaborative network of parents, psychiatrists, psychologists, pediatricians, community volunteers, and NGOs is required. This could be done through the use of digital platforms and video meetings. This would crucially help in preventing mental challenges during and post-pandemic.
- School/College teachers can be provided with teaching material which focuses on awareness of mental health problems and prevention methods. Teachers can also collaborate with the school and the parents and connect the affected student to mental health care professionals.
- Online questionnaires and Zoom Sessions should be organised to detect psychological distress and other symptoms.
- Teachers can make children understand the importance of human virtues like empathy and patience among others. This can help them to understand their role in society and understand how social distancing is not equivalent to emotional distancing.

### **Conclusion:**

Even though the rate of COVID-19 infection amongst teens and young adults is low, the stress confronted by them poses their condition as highly vulnerable. Many cross-sectional studies have been conducted to analyze the impact of COVID-19 and lockdown on children and youth. The results of many studies conducted on this demographic show that the nature and extent of this impact depend on several vulnerability factors such as the developmental age, educational status, pre-existing mental health condition, being economically underprivileged, or being quarantined due to infection /fear of infection. Studies show that young children show more clinginess, disturbed sleep, nightmares, poor appetite, inattentiveness, and significant separation problems. The closure of school and activity centers for long periods together in exposing the youth to psychological illnesses as they experience loneliness, anxiety, and uncertainty. Compulsive use of online gaming and social media puts them at higher risk. Children and adolescents with mental health conditions are not used to variation in the environment.

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## COVID 19 AND THE PSYCHOLOGICAL DILEMMA

ATHENA. A  
IFIM College, Bangalore

Dr.NAGARATHNA M L  
Assistant Professor, IFIM College, Bangalore

### *Abstract*

*First identified in December 2019 in Wuhan, China came to a notoriously infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).even though the disease originated in a rural province, the disease gained global attention by spreading at a lightning speed. By July 2020 around 13,042,340 worldwide are tested positive and 7,588,510 are recovered. On the disturbing side, the number of deaths also increased rapidly. Even though continuous research and rapid medical decisions are being taken, containing the spread of the disease still appears to be farfetched. The unpreparedness of the nations, even with the advanced medical sciences and resources, has failed to address not only the physical health scenario but also the aspects of mental health amongst the public during this global pandemic. As all efforts are still focused on a complete understanding of the epidemiology, symptoms, patterns, and mode of transmission, and management of the disease it fails to provide accurate information to the general public. This leads to various levels of psychological dilemmas and outbreaks. The people who are fighting the disease upfront like the patients and healthcare workers also experience psychological turbulence in the behavioral aspect. This paper focuses on the current psychological scenarios faced by aid workers and commoners and how to overcome them.*

*Keywords: Pandemic, Dilemma, Psychology, Global, Management*

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### **Introduction**

World health organization (WHO) estimated in 2005 that three pandemic influenza emergencies on an enormous scale will strike the world in 100 years. When the lifestyle of the human race and the environmental components changed rapidly, new pandemics emerged like the Swine flu (H1N1) pandemic in 2009 and the H3N2 pandemic in 1968. Even though modern medicines are in their advanced state, the outbreak of a new epidemic involving microorganisms that are never happened before makes it impossible to find a cure or a preventive measure immediately is subjective. Hence controlling the spread becomes impossible as human contacts become the main source.

In the case of novel coronavirus (COVID-19), the outbreak that started in a village market in China turned into a global pandemic as it infected more than 13,042,340(July ) people in over 150countries. The COVID-19 outbreak was declared a national emergency in almost all the countries turned into complete shutdown mode. Even when the number of survivors is increasing,

the death rate is also taking a huge leap.

When actions are at a slow pace and proper equipment and methods to control is farfetched, people get into a panic mode and this affects the behavioral patterns of individuals. On top of that quarantine mode of living will be forced upon the public for their safety. But the reaction towards this mode of survival may adversely affect normal behavioral patterns as the scenario extends to a longer period as they go through stress and boredom for a long period. Socio-economic scenarios during the time of this pandemic are also creating fear and stress in people like the job security and the state of the economy is facing a downfall.

### **Objectives of the study**

1. Analysis of the current scenario in light of past pandemics based on the behavioral changes of people.
2. Understanding the mental health of patients, aid workers, and common people during the pandemic.
2. Measurements and sources of awareness chosen by the authorities and individuals to overcome the behavioral imbalance and social stigma.

### **Literature Review:**

A pandemic or epidemic can be referred to as the widespread of a dangerous infectious disease. Throughout history, humankind has faced multiple accounts of outbreaks from the great plague of Britain in 1665 to the most severe H1N1 influenza pandemic of history in 1918, from the 1957 H2N2 pandemic to the current COVID 19. All these horrific outbreaks created images of fear and chaos which lead to a major social breakdown.

Novel coronavirus (COVID-19) outbreak that started in a Wuhan province, China became a global epidemic as it infected more than 5 million people within a month. The outbreak was so fast-spreading and borderline deadly that almost all the countries turned into complete shutdown mode very quickly. The scenario is still uncontrollable as the number of survivors is still increasing and the death rate is also taking a huge leap. Even though scientists and medical professionals are working hard to contain the spread and to find a cure, the unpreparedness of the world to face a pandemic of an enormous scale and fast-spreading rate makes it almost impossible to bring it under control.

Pandemics are not only a medical dilemma that outrides the balance of the human body but also a confusing time for personal and professional lives with severe impact and affects people and societies at different levels. Strategies to contain the disease from spreading involves isolation and physical distancing which can alter or put an impact on the mental health aspects of an individual or a group of people.

### **History of the struggle:**

The linkage between the outbreak of infectious pandemic and mental disorders can be traced back to the early 17th century when the great plague hit the streets of Britain in 1665. During the period May to August of 1665 around people died from the rural region of Great Britain .at the time fear of death alongside poverty and lack of medical assistance, remaining people suffered from depression, anxiety with the development of phobias. Symptoms surfaced in a large portion of the



population as the people started losing the sources for basic needs like food and clean water .downfall of the economy created a panic situation around the world. During the most devastating pandemic of 1918 caused by an H1N1 virus with avian gene origin, at least 50 million people lost their lives within a year. Neither vaccine nor antibiotics were invented at the time to protect against the influenza infection. Hence control efforts were implemented like isolation, quarantine, education on personal hygiene, use of disinfectants, and limiting public gatherings. People who were in quarantine reportedly experienced boredom, severe anxiety over the fear of having the disease which later evolved into panic attacks and symptoms of delirium alongside borderline PTSD.

In 2005 when severe acute respiratory syndrome (SARS) outbreak happened, the psychological fear became more fearful than the intensity of the disease itself. During the pandemic reports observed that around one-third of the population who were unaffected became hyper-vigilant in the forms of sympathetic arousal, insomnia, and anxiety. The survivors of the pandemic had to go through the feeling of being rejected around other people and this created a foundation for PTSD. Health care workers and first responders were also affected by the epidemic as overwork and exposure created psychological breakdowns on a higher rate. Zika pandemic and Ebola crisis also created similar situations on a higher intensity scale as factors like poverty and lack of information also came into the picture. Neuropsychiatric aspects of these disorders like hemorrhage and other unspecific symptoms also created multiple loopholes for disorders like OCD and schizophrenia.

COVID 19 has also created similar cases of mental health issues on a larger scale because of its intensity and rate of spread in a small amount of time. At the time of modern technologies and fast inventions, failing to create a faster cure makes people anxious and worried. As the number of cases is rising day by day the workload and exposure of healthcare workers are increasing which makes them mentally vulnerable and exhausted. Quarantine mode of living for a long period creates behavioral changes in individuals as they become bored and angry from doing nothing of their normal routine. While a fraction of the world is still working on the scientific aspects of this outbreak, healthcare workers and the general public are dealing with this unclear situation based on very limited information. This dilemma of a situation has already created a large scale of uncertainty in the lives of people, which requires systematic research to identify the impact on mental health based on the learning of past scenarios of similar outbreaks. This subject matter is extremely relevant yet being ignored by health authorities like WHO and national health authorities of countries.

### **Patients of covid 19**

As COVID-19 identified as a new disease; the vague understanding of its origin and spread will establish cognitive distress, anxiety, confusion, and fear in the public which can create harmful stereotypes. This fear will become anger in some people and the mentality towards a person who is infected with the disease alters. Due to this rising stigma affected, individuals will tend to hide their symptoms to avoid discrimination or hatred, which may stop them from seeking immediate healthcare intervention. People who are recovered from the illness will also feel insecure about their current status in the society which will lead to the inability to concentrate, lack of sleep, unhappiness, extreme anxiety, and depression which may evolve into PTSD. Patients with low immunity or any form of the immune disorder will experience psychological trauma as it is known

from the death charts that they are more vulnerable to extreme conditions of the pandemic which may end up in the death of the individual. Death of a patient in isolation will affect the other patients with the same medical conditions mentally as they experience a downfall in their confidence levels. Family members of those who are suffering and passed away suffer long-term internal anguish which creates a mental and emotional “iceberg effect.”.

### **Mental health aspects of quarantine life**

The implementation of home quarantine is effective to control the pandemic but it becomes the primary factor of developing brief/acute to post-traumatic stress disorder (PTSD) as they display increased sleep and numbness. When the period of isolation increases with additional strict rules, the tendency to deny the requirements becomes a norm for people struggling with an inactive mindset. Extroverts will find this scenario extremely resilient as they are usually comfortable around other people. A sense of loneliness that may result in depression can occur in this case.

In some cases, the anger and frustration of isolation will lead to the assault of partners or self-harm. Recent reports bring out the fact that disturbing amounts of domestic and juvenile abuse during the quarantine which may be the after-effects of a mental breakdown in some cases.

Mental disorders or the symptoms of a mental breakdown in people who are quarantined can be the outcome of matters listed below;

- Low or lack of direct social and emotional support during a bad time.
- Living in a high-risk zone or red zone.
- Lack of knowledge and uncertainty about the disease.
- Being in the ‘risk category’ (elderly and people with other health conditions).
- Personally knowing someone who is a patient.
- Frequent changes in control procedures and public health recommendations.
- Lack of visits from family.

The financial situation of a person is also creating a dilemma or a trigger for mental issues. Long term lockdown halt small scale businesses and jobs like helpers and drivers without any source of financial security. This will create a sense of fear followed by depression and suicidal thoughts for some people. Individuals who are in lockdown far from their family are also likely to survive anxiety, fear, and depression. Healthcare workers are considered as the warriors in the upfront to fight a pandemic. Their dedication and hard work bring relief to those who are suffering. However, epidemics create serious moral stress among these workers as they are also humans who have the desire to have a safe life for them and their families. The total number of infected health personnel with COVID 19 is over 22,000 and around 50 workers are dead. The main dilemma faced by health care workers during an outbreak is the moral injury that can occur in the work environment. The intensity of the disease is something that they are unaware of in the beginning. Hence being exposed to a trauma that they are not prepared for can create psychological disturbances like anxiety. The overwork in a highly controlled environment can initiate disorders like PTSD, burnout, anxiety, and depression even after the pandemic becomes controllable.

## Solutions

Systematic and well-established solutions are required to overcome the mental health dilemma during the pandemic on different levels.

1. For patients who are affected by the disease, a psychiatric treatment team including psychologists nursing staff, and social worker should be available to establish mental health support at a required distance in every facility.
2. Virtual mental health consultation through videoconferencing psychotherapy sessions will help people with anxiety and mood disorders.
3. Evidence-based, therapist-guided internet interventions are also helpful.
4. Helping to restore the affected population's basic services and security from a safe distance rather than avoiding that individual will help them to recover from the psychological dilemma.
5. Strengthening family and community networks using modern channels of communication (through phone calls and video conferences.)
6. Providing specialized mental health intervention for severely affected survivors to help them cop up (based on clinical training and following guidelines of emergency response).
7. Establishment of help centers and numbers to contact.

## Summary

COVID 19 pandemic is one of the worst health dilemmas faced by the human race. Without a proper introduction and cure, people are still fighting to eradicate the illness without considering their safety and the rest of the world is adjusting to a new lifestyle to stop the spread. Along with the physical deterioration, the pandemic can take a toll on the mental health aspect of patients, health workers, and common people through fear, anxiety, and other mental health problems. With systematic solutions like virtual intervention and another form of bits of help, it will be possible to stop the mental aftereffects of a tragedy to start a new life over again.

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## MENTAL HEALTH BEFORE AND AFTER COVID-19 LOCKDOWN

**KUSHI KAPOOR D A**  
**IFIM College, Bangalore**

**Dr.NAGARATHNA M L**  
**Assistant Professor, IFIM College, Bangalore**

### *Abstract*

*This study examined about the mental health of students before and after covid-19 lockdown. The lockdown due to coronavirus pandemic may have worsened the mental health problems. But to what degree mental health may be affected by social isolation is still unknown. We collected data on students' mental health in two instances: (i) in October and December 2019, and (ii) 6 months later in April 2020 during the covid-19 lockdown in India and after lifting the lockdown in India. A total of 350 students aged 18-24 completed the questionnaires. We applied multiple regression models to indicate any changes in the questionnaire scores during and after lockdown. Students reported an average worse depression symptom during lockdown than 6 months before isolation. The regression models predict that 88% of students would not experience a clinically significant worsening symptoms, while approximately 5% of our target population could develop more severe depressive symptoms. This study supports the view that mental depression can elevate during lockdown but also highlights that lifting of lockdown can vanish the rise of mental depression.*

*Keywords: Health, Lockdown, Students, management*

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### **Introduction**

The current coronavirus pandemic has been affecting countries all over the world since march 2020, forcing the governments all over the world to put all the citizens into lockdown. This lockdown resulted in social isolation of students which resulted in growing concerns of the effects of isolation on mental health on students, and recommendations for mental health support during pandemic, mostly cross-sectional data or data from previous pandemics are available to assess if and to what degree mental health problems might worsen. The cited studies evidenced an increase in symptoms of psychological distress, depressive and anxiety symptoms, or sleep disturbances in the general population. To the best of our knowledge, few prospective studies that take into consideration mental, health problems before and after lockdown have been published so far. These longitudinal studies highlighted a possible increase in the depressive and anxiety symptoms, as well as sleep disturbances, during lockdown with respect to baseline condition assessed before restrictive measures were put in place. We used inventories for the assessment of depressive, anxiety, obsessive-compulsive and eating disorder symptoms, with the aim of providing prospective evidence of changes in the mental health of Indian students during covid-19 lockdown and after its lifting, with respect to a baseline condition assessed before the imposition of lockdown.

## Methods

### Study cohort

All the procedure used in the above research are ethically approved and all the participants provided us with written consent. Recruitment took place in DELHI. Here lies one of the most prestigious university of Asia i.e. DELHI UNIVERSITY. The students were handed out a card containing a URL. By assessing the URL the students could provide their informed consent and participate on the research. Every six months the participants would be automatically notified via e-mail that they could take part in another data collection. Among these students, 337 students accepted to participate in the study, and 167 students matched the target population characteristics (aged 18-24). A second introduction of the study was delivered with the same procedure as described above between November 11 and December 19 to approximately 1200 students. Among these students 400 accepted to participate in the study, 183 students among these matched the aforementioned criteria and completed the questionnaire both in November-December and second time between May and June, that is after lifting of lockdown. With this method, we obtained two samples from the same population: one sample completed the questionnaires before lockdown and the other one after lockdown. Students that participated in the study are currently enrolled in DELHI UNIVERSITY across different colleges.

### Statistical analysis

In the questionnaire we used Beck Depression Inventory-2 (BDI-2), the Beck Anxiety Inventory (BAI), the Obsessive-Compulsive Inventory-Revised (OCI-R), the Eating Habits Questionnaire (EHQ) and the Eating Disorder Inventory – 3 (EDI-3).

Unless otherwise specified, we applied a paired comparison approach to analyse this data set. To select the best regression model, the models were compared using the anova function and the model with the lowest AIC was selected. We thus evaluated the contribution of each independent variable (i.e. lockdown phases, sex, and history of a mental disorder) to the changes in scores by considering the significance of each  $\beta$  regression coefficient estimate. For instance, let us assume that model  $n+1$  describes the BDI-2 score based on the values of two independent variables, sex and lockdown phases, whereas model  $n$  describes the BDI-2 score based solely on the participants' sex. Model  $n+1$  is considered to be better than model  $n$  if it can reduce the residual variance of the data taken into consideration; in the specific case, if lockdown phases (the only extra term in model  $n+1$ ) significantly change (reduce or increase) BDI-2 scores. The  $\beta$  regression coefficient estimates describe the effect of each value of an independent variable on the score. We undertook a step-wise approach for the modelling and analysis of the data presented herein: we evaluated the contribution of each relevant independent variable to the model and kept the variables that significantly improved the model. Sample characteristics and regression models were reported in TABLE 1 and TABLE 2 respectively.

## Results

**Lockdown effects on depressive symptomatology:** The Beck Depression Inventory-2 median score was significantly higher during lockdown than before the imposition of lockdown. The median increase was higher in females than in males, although the difference is not statistically

significant (i.e. the factor “sex” does not significantly improve the regression model). However, a model considering the interaction between history of a mental disorder and lockdown phases as predictors of change in the BDI-2 score is better than a model with only lockdown phases as a predictor: this suggests that students without an established diagnosis of psychopathology experienced a significant increase in depressive symptoms during lockdown, an effect not seen for students with a mental disorder history. The increase in depressive symptomatology is not significantly associated with familiarity for a mental disorder, worry for one's economic situation, or residence.

**Lockdown effects on anxiety, obsessive, and disordered eating symptomatology:** Anxiety symptoms, as measured by the Beck Anxiety Inventory (BAI), were influenced by the lockdown. Specifically, we show that the BAI scores decreased after the lifting of lockdown, even though no increase was evident during lockdown. This reduction in anxiety symptoms was significantly greater in males than in females, although present in both sexes, but it was significant only for students without a history of mental disorder. A trend in the reduction of the BAI scores could be detected for students who reported a diagnosed psychopathological condition, but this trend was not significant. Similarly to the BAI scores, also the OCI-R scores, which assess obsessions and compulsions, were reduced after lockdown, but, in this case, the reduction was independent of a mental disorder history or the participant's sex.

Concerning eating disorder symptoms, we assessed whether students' eating habits may have been influenced by the lockdown through the EDI-3 subscales (Eating Disorder Risk and General Psychological Maladjustment) and the EHQ questionnaires. In this regard, the Eating Disorder Risk scale scores were not altered in the majority of our sample, except for students who reported a history of eating disorders (namely Anorexia Nervosa, Bulimia Nervosa and/or Binge Eating Disorder): this specific subsample showed an increase in eating disorder symptomatology after lockdown. The General Psychological Maladjustment and the Eating Habits Questionnaire did not evidence any changes in the severity of the constructs they measure during or after lockdown.

## Discussion

Among the growing concerns of detrimental effects of lockdown on mental health, very few prospective studies are available to provide support for any actual changes. In this prospective study, we show that students were affected by social isolation to varying degrees independently of sex: the lockdown seemed to be responsible for a 2-point median increase in the BDI-2 score, that is, students were more likely to experience a worsening in the depressive symptomatology during lockdown. However, this increase was not clinically relevant for 87% of our target population. On the other hand, our models predict that approximately 5% of students would experience a clinically significant worsening of depressive symptoms during lockdown. Nevertheless, after lockdown, depressive symptomatology was again comparable to that before lockdown. This indicates that a period of approximately 7 weeks of lockdown exerted a burden on students' depressive symptoms, but as the lockdown was lifted this effect quickly vanished. We also investigated whether other mental health problems could be exacerbated or aggravated by the imposition of lockdown: anxiety symptoms, as measured by the Beck Anxiety Inventory, and obsessive-compulsive symptoms, as measured by the Obsessive Compulsive Inventory – Revised, were not affected by lockdown. In contrast, we report a significant reduction of the scores after the lifting of lockdown. Moreover,

lockdown did not affect eating disorder symptoms, measured by the Eating Habits Questionnaire and the Eating Disorder Inventory-3; the only students who reported experiencing an increase in the symptomatology are those with a history of eating disorder.

## Conclusion

This study highlights that different symptom related to mental health problems may be differently affected by lockdown, with obsessive-compulsive and anxiety symptoms being reduced after the lifting of lockdown and eating disorder symptoms not being much affected. Only the Beck Depression Inventory – 2 score is significantly increased during lockdown, and this probably mirrors a real increase in depressive symptoms, as previously reported. Furthermore, not all students reported an increase in depressive symptoms: we evidence that the most affected students are those with no mental disorder history. The main strength of this study is the report of participants' psychological conditions before lockdown and the assessment of various mental health dimensions through the compilation of validated questionnaires. However, it should be taken into consideration that self-reporting questionnaires are not diagnostic instruments, and thus they might not detect relevant changes in the mental health of participating subjects. Moreover, our findings might not reflect the general population's well-being, as our investigation specifically deals with the mental health of the student population. Due to the heterogeneity of the measures adopted by different research groups, and the different populations studied to assess the consequences of restrictive measures on mental health, it would be possible to identify lockdown as a cause of the worsening of depressive symptoms only after extensive prospective evidence or international collaborations.

However, we wish to emphasise that it is extremely difficult to control for possible confounders such as: economic uncertainty or socio-economic status, which have been thoroughly described as factors involved in common mental health problems; other consequences of lockdown, such as the reduction in physical activity, the fear of being infected, or other relevant biological or physical health-related factors independent from infection. Furthermore, whether multiple lockdowns might cause a worsening of symptoms, or whether a sort of “habituation” might take place, is still an open question. Until sufficient and properly-controlled data is available, the media and researchers should refrain from linking lockdown to disastrous psychological consequences, the depiction of which could be more damaging than lockdown *per se*. In conclusion, mental health workers should cautiously consider a possible aggravation of depressive symptoms in students during lockdown phases, independently from a history of mental disorder.

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## **AMAZON INDIA - STRATEGY BEHIND SELLING 4000 PRODUCTS EVERY MINUTE**

**MOHD HASEEB, VAISHAK KRISHNAN**  
IFIM College, Bangalore

**Dr. VIDHYA PILLAI**  
Associate Professor, IFIM College, Bangalore

### ***Abstract***

*The success of any business is dependent on the strategy/strategies that are deployed in the operation of such a business. Strategy is a critical determinant of business success. Amazon.com is one of the most successful brands in the world; the company has been in business for over two decades and has recorded unprecedented business success in human history. In this research work, the key strategy behind the success of Amazon will be extensively investigated. Given the unusual success rate of this organization over the past two decades and their high prospect for greater success, it becomes imperative to investigate the strategy behind this tremendous business success in-order to unveil and re-emphasize an established business principle that may not be obvious to many businesses. The purpose of this research is mainly to identify these strategies and extend further emphasis on the viability of such business strategies in order to strengthen existing research on the subject matter. Using the waterfall methodology, the history of the company will be reviewed, and the financial reports, company memos, press releases, etc., will be analyzed. The evolution of the business from its inception as an online book retailer to its diversification into numerous other lines of business will be reviewed and analyzed.*

*Keywords: Business, Amazon, strategy, digital, payment*

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### **Introduction**

Amazon India is an online shopping and digital payment platform owned and operated by Amazon.com, Inc. It is the largest e-commerce site in India, acting as a major competitor to other Indian e-commerce giants such as Flipkart, Snapdeal, and Paytm. It offers over 10 crore products across various categories including books, mobiles, apparel, electronics, beauty products, health products, home appliances, and many more. Amazon India also offers a digital payment service called Amazon Pay which allows customers to buy goods and services from the site and its affiliated sites. Amazon India's customer base is growing rapidly, driven by the country's expanding middle class, government initiatives to increase internet penetration, and the wide array of products available on its platform.

### **The History of Amazon**

Amazon officially began in July 1995 by Jeff Bezos, who did not know much about the internet at

the time (even though he was a graduate of computer science) but came across a statistic that the internet was growing at 2300% and was convinced by these statistics to take advantage of the opportunity. However, he found that the Amazon brand was born on July 5, 1994, but officially commenced operation in 1995. The name Amazon.com was officially registered on November 1, 1994, by Jeff Bezos and his wife, after considering and registering domain names like Awake.com, Browse.com, Bookmall.com, and Relentless.com to choose the best name for the brand. He also found that the name Amazon.com (co-named after one of the largest rivers in the world) was chosen by the founder because it was fitting to his vision of building the largest online store in the world. Amazon first entered India in June 2013, when it launched Amazon.in to provide customers in India access to the company's extensive selection of books, movies, music, and games. Later that same year, Amazon launched its Amazon Marketplace, enabling third-party sellers to sell products and ship directly to customers in India.

### **History of Amazon in India**

In July 2014, Amazon announced plans to invest \$2 billion in India, with a focus on expanding its selection, building infrastructure, and increasing its commitment to India. In 2015, Amazon launched its Amazon Prime subscription service in India, offering unlimited free one-day delivery and other benefits. By 2017, Amazon India had become the most visited e-commerce site in the country. In June 2017, Amazon expanded its presence in India with the launch of Amazon Video, an on-demand streaming service. That same year, Amazon initiated the Amazon Stores program, enabling sellers to create their own storefronts on Amazon. in. In 2019, Amazon made its biggest investment ever in India when it committed \$5 billion to the Indian market. This includes investments in Amazon Pay, Amazon logistics, and warehouse space, as well as launching its Prime membership in India. In 2020, Amazon launched its Amazon India mobile app. The app has rapidly become one of the most popular online shopping apps in the country. The company has also launched the Amazon Fresh grocery delivery service, Amazon Pharmacy, and its Amazon Recharge online recharge service.

### **Rise of Amazon**

Amazon was founded by Jeff Bezos in 1994 as an online bookstore. Initially, Amazon started with only a few products, such as books and CDs, but gradually grew and branched out into other areas. Within just a few short years, Amazon had become one of the world's most successful online retailers. It expanded into many different product areas, such as electronics, appliances, toys, clothing, and health and beauty, and began offering services such as Amazon Prime and Amazon Web Services. Today, Amazon remains one of the most successful online companies, offering a wide range of products, services, and technologies to customers around the world. The company also continues to innovate and revolutionize retail and technology, creating new products and services to keep up with the changing times.

### **Business Model**

Amazon's business model consists of four main activities:

1. Marketplace: Amazon sells many products to customers. It offers a platform for third-party vendors to sell their products on its website. It also provides tools for vendors to make the selling

process easier.

2. Fulfillment services: Amazon also provides fulfillment services for third-party vendors. This involves the storing and shipping of products to customers on behalf of sellers.
3. Shopping Platform: Amazon owns the popular Shopping Platform called Amazon Prime. It provides its customers with free two-day shipping and other features such as product reviews, wish lists, and price comparisons.
4. Amazon Web Services: Amazon provides cloud computing services to other companies. These services include storage, hosting, analytics, and machine learning. The advantage is that Amazon can provide its services on demand, so customers can reduce the cost of maintaining their IT infrastructure.

### **Marketing strategies**

1. Leverage Prime Membership: Amazon Prime members receive free two-day or one-day shipping and free streaming of movies and TV shows, as well as other benefits, like access to Amazon's Kindle library and discounts. The company has been focusing on creating a loyal community of Prime members, who are likely to spend more than non-members.
2. Use Personalized Recommendations: Amazon uses individual customers' buying histories to recommend relevant items and create targeted advertisements, which leads to increased customer loyalty and sales.
3. Participate in Advertising: Amazon is using both conventional and nonconventional advertising methods, including sponsoring its own products on various platforms and radio and TV commercials. This allows the company to get its products in front of a wider audience.
4. Leverage social media: Amazon has a strong presence on many social media platforms. Through these accounts, the company can increase its customer base and introduce new offers and promotions.
5. Leverage Data and AI: Amazon is leveraging data and artificial intelligence to personalize customer experiences, develop more relevant advertisements, and better anticipate demand.
6. Utilize Amazon Marketplace: Amazon Marketplace allows third-party sellers to list their products on Amazon and provides various tools to help them increase sales and profitability.

### **Challenges of Amazon**

1. Keeping up with Demand: With many people now doing their shopping online, Amazon has seen a massive increase in demand for their services. To keep up with this demand, Amazon is constantly investing in new technology and infrastructure in order to process orders quickly and efficiently.
2. Competition: Amazon is the largest online retailer in the world, but they still face stiff competition from other online retailers like Walmart and Target. These companies are investing heavily to develop their own e-commerce platforms which create more challenges for Amazon.
3. Delivery Challenges: Amazon must ensure that they can get orders delivered quickly and conveniently. Many of their delivery challenges arise from having to use multiple carriers and needing to guarantee goods arrive on time.
4. Security: With the massive amount of data that Amazon has about their customers, security is a major challenge for them. They are constantly investing in new security technologies and measures to ensure that customer data is well protected from hackers and other malicious actors.

5.Low Margins: Amazon's low margins make it difficult for them to compete on price with other retailers. They need to find creative ways to offer better value to customers in order to remain competitive.

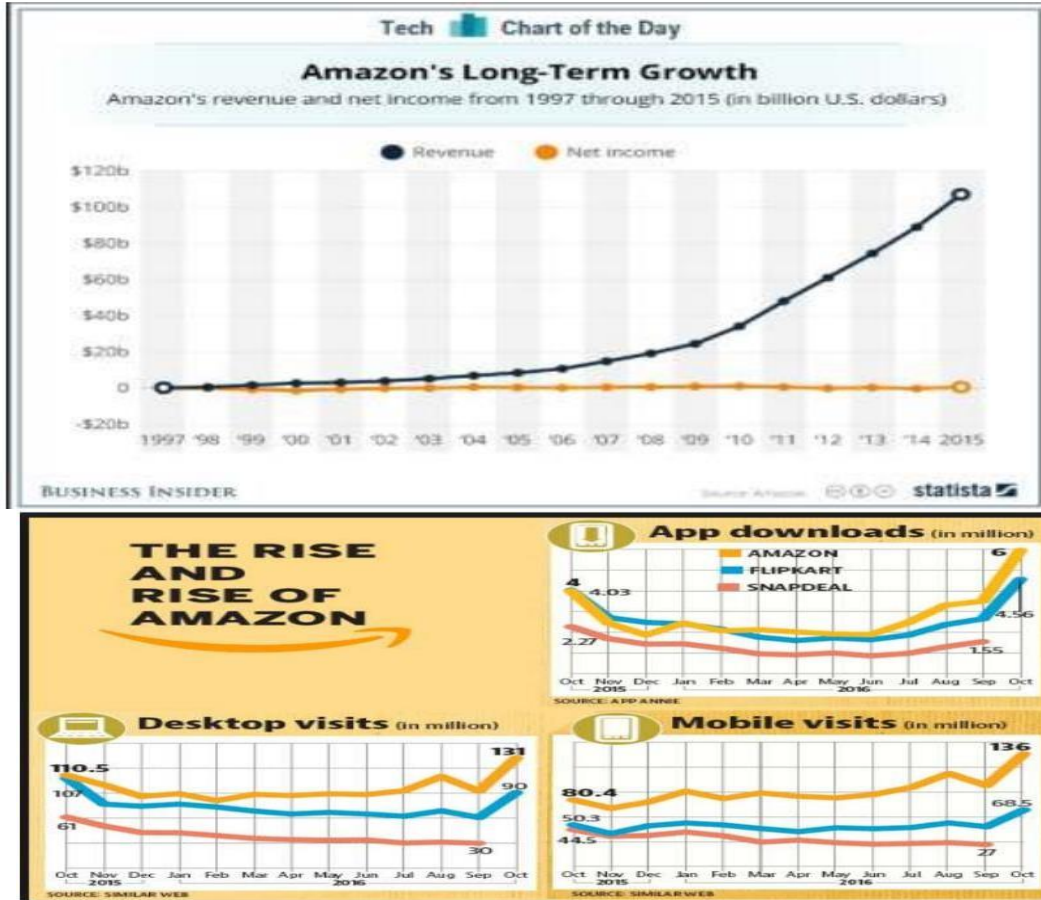
### **Road Ahead**

Amazon, the world's largest e-commerce company, has a bright future ahead of it. As the company continues to gain more market share and expand into new markets, it will be well positioned to remain a leader in the industry. With its vast resources and expertise, Amazon has the potential to continue to innovate and disrupt the traditional retail market, as well as offer more convenience and value to customers. Additionally, Amazon may expand into new areas, such as healthcare and financial services, as well as explore the possibility of delivering goods via drones or other autonomous robotic vehicles. With the right investments in technology, people and processes, Amazon could become an even more powerful force in the e-commerce space. Amazon started with bookstores, which soon converted to the top online retailer across the world, and currently, even though it has a lot of competition.

### **Conclusion**

Amazon is an American international e-commerce company. It was started by Jeffrey P. Bezos in the year 1994. And it was launched in India in June 2013. Three years back, Amazon had no infrastructure in India, and now it dominates the Indian markets. So the main objective of the case is to study the challenges faced by Amazon India during the initial years and what strategy it followed to overcome the challenges. This case will also study the Business Models of Amazon India. At the very start, it was the perception of investors that India It will not go long like China as in the year 2004 when Amazon entered China it hasn't seen much success there with Alibaba, its Chinese competitor, dominating the e-commerce market. After its bad run in China, Bezos is going all in for India. The fact behind the formation of Amazon in India was its huge headcounts i.e. 1.25 billion four times as big as the U.S.'s and more than doubles Europe's. Of these, 500 million, around 35 percent, are internet users. As per research, the yearly growth rate of internet users is the highest in India around six million users joining every month. Researchers expect the online shopping market in India to reach \$15 billion by 2016 up from only \$35 million in 2014. Amazon is known for its knowledgeable products. Amazon in India works on complex business challenges to innovate and create efficient solutions that enable various Amazon businesses, including Amazon websites across the world as well as support Payments, Transportation, and Digital products and services like the Kindle family of tablets, e-readers, and the store. The reasons for its success are the finest talent and strong leaders with proven experience working to make Amazon the Earth's most customer-centric company. Apart from this Technological innovation drives the growth of Amazon, offering customers more selection, convenient shopping, and low prices.

## Exhibits of Amazon India



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