

# Journal of Marketing Vistas

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## **Consumer Buying Behavior towards Ayurvedic Products in Dehradun District, Uttarakhand**

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## Aims and Scope

**Journal of Marketing Vistas** provides a platform to marketing professionals from academia and industry to exchange information on emerging marketing practices and theory across industry around the globe.

Articles in the Journal furnish information on trends in areas including, but not limited to, Strategic Marketing, Promotion Management, New Product Management, Pricing Decisions, Product-Line Management, Competitive Strategy, Buyer Behaviour, Marketing Research, Market Information System, International Marketing, Services Marketing, Segmentation Targeting and Positioning, Sales Force Management, Retail Management, Customer Relationships Management and e-Marketing.

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# Building A Website and Performing Omnichannel Marketing to Drive Traffic

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**D. Suresh Kumar<sup>2</sup>**

## Abstract

In the modern digital environment, establishing an online presence through a website is essential for businesses aiming to effectively reach and engage their target audience. This project explores the complexities of building a website and utilizing omnichannel marketing strategies to attract substantial traffic. Through detailed planning and execution, this study highlights the mutually beneficial relationship between website development and omnichannel marketing, emphasizing their combined potential to enhance brand visibility, customer engagement, and business growth. By integrating various marketing channels, businesses can create a cohesive brand experience across multiple touchpoints, fostering stronger connections with their audience and maximizing conversion opportunities. This project offers a comprehensive analysis and practical insights, providing a roadmap for businesses aspiring to optimize their online presence and harness the power of omnichannel marketing to drive meaningful traffic to their websites.

**Keywords:** Omnichannel Marketing, SEO, Website Development

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## Introduction

This introduction lays the foundation for exploring the synergistic relationship between website development and omnichannel marketing. It delves into the core principles of both fields, highlighting their interconnectedness and transformative impact when effectively integrated. By combining a compelling website with strategic omnichannel marketing

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initiatives, businesses can unlock new avenues for attracting, engaging, and retaining customers. Understanding the unique strengths and nuances of each channel allows businesses to orchestrate cohesive marketing campaigns that resonate with their target audience across multiple touchpoints. The goal of this project is to provide actionable insights and practical guidance for businesses seeking to fully leverage omnichannel marketing to drive meaningful traffic to their websites. Adopting a holistic approach that integrates website development with omnichannel marketing strategies positions businesses for sustained growth and success in the digital age.

## **Review of Literature**

### *Website Development*

Website development spans various disciplines, including web design, user experience (UX) design, and web development. Research underscores the importance of creating websites that are both visually appealing and functional. Factors like page load speed, navigation structure, and mobile responsiveness significantly impact user engagement and conversion rates (Liu et al., 2017; Gao et al., 2019). Additionally, personalized content and targeted messaging are shown to enhance website effectiveness in capturing and retaining audience attention (Li et al., 2019).

### *Omnichannel Marketing*

Omnichannel marketing represents a paradigm shift in customer engagement and brand communication. Unlike traditional multichannel approaches that operate in silos, omnichannel marketing aims to create a seamless and integrated experience across all customer touchpoints, both online and offline (Verhoef et al., 2015). Research highlights the importance of consistency and coherence in messaging and branding across various channels, as well as the need for real-time data integration and analytics to enable personalized communication and targeted marketing efforts (Rigby et al., 2012; Verhoef et al., 2015).

### *Integration of Website Development and Omnichannel Marketing*

Integrating website development with omnichannel marketing represents a fundamental shift in digital commerce strategies. Aligning website design and functionality with omnichannel marketing strategies allows businesses to create a cohesive brand experience that resonates across multiple channels. Research emphasizes the synergistic effects of integrating website data with customer relationship management (CRM) systems and marketing automation platforms to enable personalized communication and targeted marketing campaigns (Verhoef et al., 2015; Liu et al., 2017).

## **Need for the Study**

As businesses adapt to the digital landscape, establishing a robust online presence is more critical than ever. A well-designed website not only showcases products or services but also serves as a dynamic hub for customer engagement and driving conversions. This study addresses the gap in the literature by exploring the synergistic relationship between website development and omnichannel marketing, and its implications for driving meaningful traffic to business websites. By examining existing theoretical frameworks, empirical findings, and best practices, this study aims to provide actionable insights and practical guidance for businesses seeking to optimize their online presence and leverage the potential of omnichannel marketing. Additionally, this study contributes to the broader discourse on digital marketing strategies, highlighting the challenges and opportunities associated with integrating website development and omnichannel marketing. By synthesizing past research and offering novel perspectives, this study aims to pave the way for future research and facilitate the adoption of effective marketing strategies across various industries.

## **Objectives of the Study**

The primary objectives of this project are to:

1. Develop a user-friendly and responsive website.
2. Implement omnichannel marketing strategies to maximize visibility.
3. Drive targeted traffic to the website.

### ***How to Build a Website (Step-by-Step Process)***

Building a website using WordPress is a popular choice due to its user-friendly interface, extensive customization options, and vast ecosystem of plugins and themes.

#### **Step 1: Choose a Domain Name**

Select a domain name that is relevant to your brand or business and easy to remember. Domain registrars like GoDaddy, Namecheap, or Google Domains offer domain purchase services.

#### **Step 2: Select a Web Hosting Provider**

Choose a reliable web hosting provider that offers WordPress hosting. Popular options include Bluehost, SiteGround, and WP Engine.

#### **Step 3: Install WordPress**

Most hosting providers offer one-click WordPress installation. Access your hosting account's control panel (e.g., cPanel) to locate the WordPress installer.

#### **Step 4: Choose a WordPress Theme**

Browse the WordPress Theme Directory or third-party marketplaces like ThemeForest to find a suitable theme. Consider factors like responsiveness, customization options, and plugin compatibility.

### **Step 5: Create Essential Pages**

Develop key pages for your website, such as the homepage, about page, and contact page. Use the WordPress editor to add content, images, videos, and other multimedia elements.

### **Step 6: Install Essential Plugins**

Extend your website's functionality with plugins like Yoast SEO for search engine optimization, Contact Form 7 for contact forms, and WP Super Cache for performance optimization.

### **Step 7: Optimize for SEO**

Enhance your website's visibility and ranking by optimizing for SEO. Use descriptive page titles, meta descriptions, and keywords. Install an SEO plugin like Yoast SEO to analyze and improve your content.

### ***How to Improve Traffic (Step-by-Step Process)***

Increasing traffic through a combination of SEO and omnichannel marketing involves strategic efforts to boost visibility, attract visitors, and convert them into loyal customers.

#### **Step 1: Conduct Keyword Research**

Identify relevant keywords and phrases your target audience uses when searching for related products or services. Tools like Google Keyword Planner, SEMrush, or Ahrefs can help discover high-volume keywords with manageable competition.

#### **Step 2: Optimize On-Page SEO**

Align your website's on-page elements with target keywords. Ensure your content is valuable, informative, and well-structured. Use descriptive URLs and incorporate keywords naturally.

#### **Step 3: Create High-Quality Content**

Develop a content strategy focusing on high-quality, relevant, and engaging content that addresses your audience's needs and interests. Regularly update and optimize content to keep it fresh.

#### **Step 4: Implement Technical SEO Best Practices**

Improve crawlability and site performance by optimizing site speed, fixing broken links, using schema markup, and creating XML sitemaps.

#### **Step 5: Leverage Social Media Marketing**

Utilize platforms like Facebook, Instagram, Twitter, LinkedIn, and Pinterest to promote content, engage with your audience, and drive traffic to your website.

#### **Step 6: Monitor and Analyze**

Use web analytics tools like Google Analytics and Google Search Console to monitor performance. Track metrics such as traffic, engagement, conversion rates, and keyword rankings.



## **Relevance of this Study**

In today's digital marketplace, understanding and implementing effective website development, SEO, and omnichannel marketing strategies is crucial. This study is highly relevant for businesses, marketers, and entrepreneurs seeking to thrive in the competitive online landscape.

### *Digital Transformation*

As businesses increasingly pivot towards digital channels, the ability to build a compelling website and leverage omnichannel marketing strategies is essential for survival and growth. This study provides insights and practical guidance for navigating digital transformation effectively.

### *Enhanced Visibility and Reach*

Optimizing websites for search engines and implementing omnichannel marketing campaigns significantly enhances online visibility and reach. This study explores the synergistic relationship between SEO and omnichannel marketing, offering strategies to improve traffic, attract visitors, and expand audience reach across multiple channels.

### *Customer Engagement and Experience*

A well-designed website and cohesive omnichannel marketing efforts create a seamless and immersive brand experience for customers. By understanding user experience, personalized content, and targeted messaging, businesses can enhance customer engagement and foster stronger connections.

### *Continuous Improvement and Innovation*

In the dynamic world of digital marketing, continuous improvement and innovation are essential. This study encourages businesses to adopt a growth mindset, experiment with new technologies and tactics, and iterate their strategies based on feedback and results.

## **Managerial Implications**

### *Strategic Alignment*

Aligning website development with omnichannel marketing strategies ensures consistency in brand messaging and customer experience across all channels. Collaboration between web development and marketing teams is crucial.

### *Performance Measurement*

Establishing key performance indicators (KPIs) helps assess the effectiveness of website performance, SEO efforts, and omnichannel marketing campaigns. Data analysis informs decision-making and optimization strategies.

### **Adaptation to Marketing Trends**

Staying informed about emerging trends in website development, SEO, and omnichannel marketing is vital. Agility and adaptability enable organizations to capitalize on opportunities and remain competitive.

### **Conclusion**

This project explored the intricate relationship between website development, SEO, and omnichannel marketing, emphasizing their significance in driving traffic and engagement in the digital realm. A well-designed website serves as the foundation of a successful digital presence, enhancing user experience and showcasing products or services. Implementing SEO best practices improves visibility and discoverability in search engine results. Omnichannel marketing offers a comprehensive approach to customer engagement, enabling consistent brand experiences across multiple channels. By integrating website data with omnichannel strategies, businesses can personalize communication, target specific audience segments, and optimize marketing campaigns for maximum impact. This project provides actionable insights and practical guidance for businesses seeking to harness the full potential of website development, SEO, and omnichannel marketing to drive traffic, enhance visibility, and foster engagement in the digital age.

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# A Study on Consumer Satisfaction Towards Tourism Services with Special Reference to Coimbatore City

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S.S. Ranjith Saran<sup>2</sup>

## Abstract

The study investigates the consumer perception towards tourism services, aiming to understand the factors influencing consumers' perceptions and their implications for the tourism industry. Through a comprehensive literature review, the research identifies key dimensions of consumer perception in the context of tourism, including service quality, destination image, price sensitivity, and experiential factors. Methodologically, a mixed-method approach is employed, combining quantitative surveys and qualitative interviews to gather data from a diverse sample of tourists. The findings reveal insights into the factors driving consumer perceptions, their satisfaction levels, and the impact on their decision-making process. The implications of these findings for tourism businesses and destination management are discussed, highlighting the importance of enhancing service quality, managing destination image, and leveraging technology to meet evolving consumer expectations. Overall, this research contributes to the understanding of consumer behavior in tourism and provides practical recommendations for industry stakeholders to enhance customer satisfaction and competitiveness in the global tourism market.

**Keywords:** Satisfaction Level, Tourism, Upcoming Improvement, Various Services Provided by Tourist Agency

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## Introduction

Tourism is a dynamic and rapidly evolving industry that plays a pivotal role in the global economy, contributing to employment, economic growth, and cultural exchange. Central to the success of the tourism sector understands

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the perceptions and preferences of consumers, as their decisions shape the demand for tourism services and destinations. Consumer perception towards tourism services encompasses a wide range of factors, including service quality, destination image, price sensitivity, and experiential elements, all of which influence tourists' satisfaction levels and decision-making processes. In recent years, the tourism industry has witnessed significant shifts driven by technological advancements, changing consumer behaviors, and evolving travel trends. The proliferation of online platforms and social media has empowered consumers with access to vast amounts of information, enabling them to research, plan, and book travel experiences with greater ease and convenience. Consequently, understanding how these technological developments influence consumer perceptions and preferences has become imperative for tourism businesses and destination managers seeking to remain competitive in a rapidly evolving market landscape. Against this backdrop, this study aims to explore consumer perception towards tourism services and its implications for the tourism industry. The main aim of the study is examining the key dimensions of consumer perception and their interplay with technological advancements, the research seeks to provide insights into the factors shaping tourists' preferences, satisfaction levels, and decision-making behaviors.

## **Research Methodology**

The study covered the districts of Coimbatore. Primary data was collected from 202 respondents by using snowball sampling method. Secondary data refers to the data that was collected by someone other than the user. Various journals, magazines and articles were referred for secondary sources of information.

## **Review of Literature**

**Pavitra Shetty** (2021)<sup>1</sup> undertook a study on “The Impact of COVID-19 in the Indian Tourism and Hospitality Industry”. The focus of this study is the assessment of the impact of COVID-19 pandemic in the tourism and hospitality sector which has led global panic due to present situation. Scope of this work is to study the effects of COVID-19, current events, and assessment through the interpretation as it is essential to investigate how the industry will recover after COVID-19 and how it can be sustainable. Current work is to analyze the future with few measures and speedy recovery and regain of the tourism and hospitality sector for the Indian economy, employment and business. The study has some recommends of local impact of the outbreak, impacts and are critically evaluated in this review. This is the need of the hour to take measures before time to control the impacts.

**Lisa C. Wan** (2021)<sup>2</sup> undertook a study on “How to Help Tourists Behave Better Abroad”. CUHK research shows making tourists empathise with local residents can reduce misbehavior. It’s been a bad year for tourism and a boom in the travel and hospitality sector would no doubt be good for the economy. However, it could also be a nightmare for people living and working amid the flux of transient tourists.

**Level of satisfaction of the respondents towards services of private tourist agencies while visiting tourist places**

Factors	Level	HS	S	N	DS	HDS	Total	Score
	Score	5	4	3	2	1		
Price of Packages	Level	32	108	50	10	2	202	3.78
	Score	160	432	150	20	2	764	
Food and Water	Level	31	121	45	3	2	202	3.87
	Score	155	484	135	6	2	782	
Accommodation Services	Level	38	120	41	2	1	202	3.95
	Score	190	480	123	4	1	798	
Employee Services	Level	30	122	41	6	3	202	3.84
	Score	150	488	123	12	3	776	
Transport Services	Level	36	114	44	7	1	202	3.88
	Score	180	456	132	14	1	783	
Safety Measures And Health Care Availability	Level	43	110	38	9	2	202	3.91
	Score	215	440	114	18	2	789	
Facilities And Events For Children	Level	41	115	36	6	4	202	3.91
	Score	205	460	108	12	4	789	
Other Services	Level	27	124	42	5	4	202	3.81
	Score	135	496	126	10	4	771	

Source: Primary Data

Most of the consumers are highly satisfied with accommodation services followed by safety measures and health care availability and facilities and events for children, satisfied with employee service, transport service, food & water and other services and dissatisfied with the price of packages.

## Suggestions

### Enhance Service Quality

- Implement training programs for tourism service providers to enhance their customer service skills and knowledge.
- Regularly assess and monitor service quality standards, incorporating feedback from tourists to identify areas for improvement.
- Encourage collaboration between tourism businesses and industry associations to establish best practices and benchmarks for service excellence.

### *Manage Destination Image*

- Invest in destination branding and marketing campaigns to cultivate a positive and distinctive image of tourist destinations.
- Promote sustainable tourism practices that preserve natural and cultural heritage, aligning with tourists' preferences for authentic and responsible travel experiences.
- Engage with local communities and stakeholders to ensure that tourism development is inclusive, equitable, and respectful of local traditions and values.

### *Address Price Sensitivity*

- Offer diverse pricing options and packages to cater to different market segments and budget preferences.
- Provide value-added services and amenities to justify price premiums and enhance the overall perceived value of tourism experiences.
- Implement dynamic pricing strategies that leverage data analytics and demand forecasting to optimize pricing decisions and maximize revenue.

### *Focus on Experiential Tourism*

- Develop and promote experiential tourism offerings that immerse tourists in authentic and memorable experiences, such as culinary tours, cultural workshops, and ecotourism adventures.
- Collaborate with local artisans, storytellers, and community guides to create personalized and immersive experiences that showcase the unique heritage and character of tourist destinations.
- Leverage technology to enhance experiential tourism offerings, such as virtual reality (VR) tours, augmented reality (AR) apps, and interactive storytelling platforms.

### *Harness Technology and Innovation*

- Invest in digital infrastructure and smart tourism initiatives to enhance the connectivity, accessibility, and convenience of tourist destinations.
- Embrace digital marketing strategies, social media engagement, and online booking platforms to reach and engage with tech-savvy travelers.
- Adopt emerging technologies such as artificial intelligence (AI), big data analytics, and Internet of Things (IoT) to personalize services, optimize operations, and improve the overall tourist experience.

## **Conclusion**

The research has provided valuable insights into consumer perception towards tourism services and offered actionable recommendations to improve the tourism sector. By employing a mixed-method approach combining quantitative surveys and qualitative interviews, this study has yielded a comprehensive understanding of the satisfaction level of tourist about the tourist's services. The findings of this research underscore the importance of enhancing service quality, managing destination image, addressing price sensitivity, focusing on experiential tourism, and harnessing technology and innovation to meet the evolving expectations of today's consumers. By prioritizing these areas of improvement, stakeholders in the tourism industry can enhance customer satisfaction, drive sustainable growth, and strengthen the competitiveness of tourist destinations in the global market. Moreover, the integration of quantitative and qualitative data has enriched our understanding of consumer behavior in tourism and highlighted the interconnectedness of various factors shaping tourist experiences. This holistic approach to research has enabled us to uncover nuanced insights and identify opportunities for innovation and collaboration within the tourism sector. Moving forward, it is imperative for tourism businesses, destination management organizations, and policymakers to collaborate effectively and implement the recommendations outlined in this research. By embracing continuous improvement, sustainability, and innovation, the tourism sector can adapt to changing consumer preferences, leverage emerging technologies, and create memorable experiences that delight and inspire travelers from around the world. Ultimately, by aligning with the evolving needs and desires of consumers, the tourism industry can contribute to economic prosperity, cultural exchange, and sustainable development, enriching the lives of both tourists and host communities alike.

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# Cracking the Code of Success: A Strategic Exploration of Britannia Biscuits Marketing Mastery and Unmatched Customer Satisfaction

T. Kalakumari\*

## Abstract

Marketing Mastery and Unmatched Customer Satisfaction” provides an overview of the study’s focus on Britannia Biscuits’ marketing strategies and their impact on customer satisfaction. It explores the innovative approaches employed by Britannia to navigate the competitive market landscape and achieve customer delight. Through a comprehensive analysis, this study aims to uncover the key factors contributing to Britannia’s success and provide insights for marketers seeking to enhance their own strategies in the food industry. The abstract delves into Britannia Biscuits’ nuanced marketing strategies, dissecting their effectiveness in cultivating customer satisfaction. By scrutinizing Britannia’s innovative approaches, this study seeks to unravel the intricacies of their success amidst a competitive market. Through a thorough analysis, it aims to unearth the pivotal elements driving Britannia’s triumphs, offering invaluable insights for marketers striving to elevate their strategies within the food industry landscape.

**Keywords:** Consumer Goods, Customer Loyalty, Durable Goods, Marketing Strategy, Perception

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## Introduction

Fast-moving consumer goods (FMCG), also known as consumer-packaged goods (CPG), are products that are sold quickly and at a relatively low cost. Examples include non-durable household goods such as packaged foods, beverages, toiletries, candies, cosmetics, over-the-counter drugs,

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dry goods, and other consumables. Fast moving consumer goods have a high inventory turnover and are contrasted with specialty items which have lower sales and higher carrying charges. Many retailers carry only FMCGs; particularly hypermarkets, big box stores and warehouse club stores. Small convenience stores also stock fast moving goods; the limited shelf space is filled with higher turnover items.

Consumer goods are products purchased for consumption by the average consumer. They are divided into three different categories: durable goods, nondurable goods, and services. Durable goods have a shelf life of three years or more while nondurable goods have a shelf life of less than one year. Fast-moving consumer goods are the largest segment of consumer goods. They fall into the nondurable category, as they are consumed immediately and have a short shelf life. Nearly everyone in the world uses fast-moving consumer goods (FMCG) every day. They are the small-scale consumer purchases we make at the produce stand, grocery store, supermarket, and warehouse outlet. Examples include milk, gum, fruit and vegetables, toilet paper, soda, beer, and over-the-counter drugs like aspirin. FMCGs account for more than half of all consumer spending, but they tend to be low- involvement purchases. Consumers are more likely to show off a durable good such as a new car or beautifully designed smartphone than a new energy drink they picked up for \$2.50 at the convenience store. Fast-moving consumer goods (FMCG), also known as consumer-packaged goods (CPG), are products that are characterized by rapid turnover and relatively low cost. These items are consumed quickly and include a wide range of non-durable household goods such as packaged foods, beverages, toiletries, candies, cosmetics, over-the-counter drugs, and other consumables.

Marketers of FMCGs operate within a framework of high volumes and low contribution margins, aiming for extensive distribution and high inventory turnover. Retailers that specialize in FMCGs, such as hypermarkets, big box stores, and convenience stores, manage large inventories of these products due to their popularity and fast turnover. FMCGs constitute a significant portion of consumer spending globally, emphasizing their ubiquitous presence in daily life despite being relatively low-involvement purchases for consumers. This segment of goods contrasts with durable goods like cars and electronics, which tend to involve more consideration and higher individual cost.

In summary, FMCGs are essential everyday products that are quickly sold, consumed, and replenished due to their widespread demand and affordable pricing, making them a cornerstone of consumer goods markets worldwide.

## **Objectives of the Study**

- **To Study the Factors Influencing Consumer Behavior in the Choice of Britannia Biscuits:** This objective aims to understand what factors drive consumers in Coimbatore to choose Britannia biscuits over competitors.
- **To study the preference of Britannia products by the respondents:** This objective seeks to assess preference of Britannia biscuits, identifying its various types.
- **To Explore Britannia's Marketing Strategies:** This objective involves studying the current marketing strategies employed by Britannia specifically in Coimbatore, including promotional activities, distribution channels, and brand positioning.
- **To Investigate Factors Affecting Britannia's Marketing Strategies:** This objective aims to understand external and internal factors that impact Britannia's marketing strategies in Coimbatore, such as competition, consumer preferences, economic factors, and regulatory environment.

## **Statement of the Problem**

Britannia products enjoy a strong reputation and significant market share overall. However, in certain areas of Coimbatore, sales volumes of Britannia products have notably declined. This study aims to identify the reasons behind this decline and explore strategies to enhance sales through effective marketing approaches and improved customer satisfaction.

## **Research Process**

The research process includes defining the research problem, conducting primary and secondary research stages, and analyzing data using methods such as simple percentage and Chi-square analysis.

### **Questionnaire Preparation**

A structured questionnaire is essential to collect relevant data regarding consumer attitudes, preferences, and satisfaction levels towards Britannia biscuits in Coimbatore.

### **Sample Size and Sampling Method**

The study involves a sample size of 110 respondents selected through convenient sampling. The research will be conducted specifically in the Coimbatore district to ensure localized insights and relevance.

By addressing these objectives and conducting thorough research, the study aims to provide actionable insights for Britannia to strengthen its market position and increase sales in Coimbatore.

## **Abbreviations and Acronyms**

BMS - Biscuit Manufacturing System  
BCS - Biscuit Cooling System  
BPS - Biscuit Packaging Solution  
BSS - Biscuit Storage System  
BQA - Biscuit Quality Analysis  
BRF - Biscuit Research Facility  
BPD - Biscuit Product Development  
BPI - Biscuit Processing Innovation  
BPC - Biscuit Packaging Control  
BTA - Biscuit Technology Advancement

## **Literature Review**

Fishbein (1980) suggests that market researchers commonly believe that a favorable attitude towards a product or brand increases the likelihood of purchase or usage.

Peter & Olson (1987) emphasize the consistency between attitudes, intentions, and actual behaviors. They explore how attitudes towards an object are typically aligned with behaviors directed towards that object.

Kortzinger et al. (1994) investigated the consumption patterns of primary school children in Germany and England regarding chocolate consumption. They found significant variations in chocolate consumption across different social groups in both countries.

Bloemer and Kasper (1995) discuss the relationship between customer satisfaction and loyalty, indicating that satisfaction levels influence brand choice among consumers.

Dunner and Narasimhan (1999) examine the strategic implications of private labels for retailers, noting their role in projecting lower prices and enhancing retailer control over shelf space and consumer loyalty.

Mittal and Kamakura (2001) explore the link between satisfaction and repurchase behavior, highlighting that demographic factors can significantly influence repurchase decisions, even when satisfaction ratings are identical.

Brown and Ogden (2004) study parental influence on children's snack intake attitudes and behaviors, underscoring the role of modeling and parental control in shaping children's dietary choices.

Stobbelaar et al. (2007) survey adolescents' attitudes towards organic food and their purchasing behaviors. They find positive attitudes towards organic food but limited knowledge and purchasing intentions among adolescents.

Sekar and Thangavel (2016) focus on consumer attitudes towards health drinks, analyzing changing preferences and marketing strategies aimed at enhancing customer satisfaction in a competitive market.

Mukherjee (2018) conducts a comparative study between Parle and Britannia biscuits, examining consumer preferences, satisfaction levels, and retailer perceptions in Kolkata. The study highlights Britannia’s strong market presence in certain biscuit categories and customer satisfaction levels compared to Parle.

These studies collectively contribute insights into consumer behavior, satisfaction, brand loyalty, and marketing strategies across various product categories and demographic segments.

**Results**

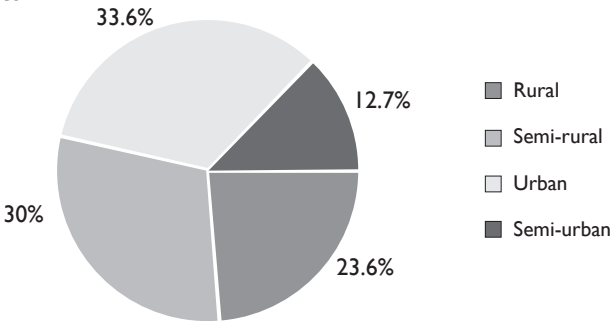
**Table-I:** Residential Status of the Respondents

Residentialstatus	No of Respondents	Percentage(%)
Rural	26	23.6
Semi-rural	33	30
Urban	37	33.6
Semi-urban	14	12.7
TOTAL	110	100

(Source: Primary data)

**Residential Status**

110 responses



The survey conducted with 110 respondents reveals a varied distribution across different geographic areas. The findings show that 23.6% of participants reside in rural areas, while 30% are from semi-rural areas. Urban residents represent the largest group, comprising 33.6% of the respondents. Additionally, 12.7% of the respondents come from semi-urban areas. This distribution underscores the predominance of urban

respondents in the survey sample. Such insights into geographic diversity are crucial for understanding consumer behaviors and preferences across different localities, providing valuable context for interpreting the study's findings and informing targeted marketing strategies or policy decisions tailored to specific urban and rural dynamics.

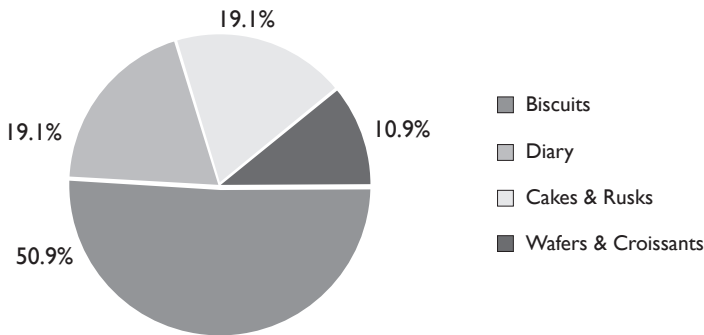
**Table-2:** Preference of Britannia Products by the Respondents

Product of Britannia	No of Respondents	Percentage(%)
Biscuits	56	58.9
Dairy	21	19.1
Cakes & Rucks	21	19.1
Wafers & Crossants	12	0.9
TOTAL	10	100

(Source: Primary data)

### Which Product of Britannia Do You Use Regularly?

110 responses



Based on the survey data collected from 110 respondents, the distribution of consumer preferences across various food categories reveals that biscuits are the most commonly used product among the surveyed population, with 50.9% of respondents indicating their consumption. Dairy products follow with 19.1% of respondents using them, while cakes & rusks are used by 9% of the respondents. Wafers & croissants make up the remaining 10.9% of reported preferences. The majority preference for biscuits, as indicated by over half of the respondents, highlights their widespread popularity in the surveyed group. Such insights are valuable for understanding consumer habits and can inform marketing strategies and product offerings in the food industry, ensuring alignment with consumer preferences and enhancing market competitiveness.

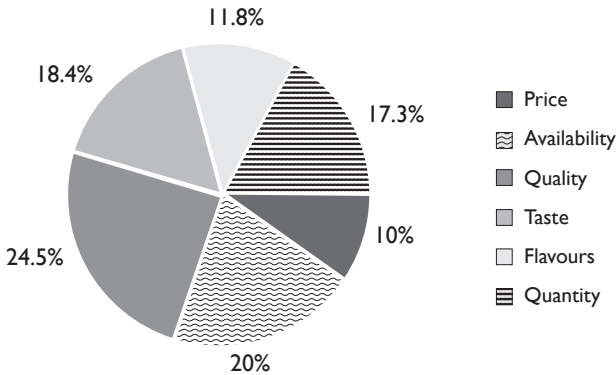
**Table-3:** Factors of Dissatisfaction of Britannia Products

Factors	No of Respondents	Percentage(%)
Price	11	10
Availability	22	20
Quality	27	27
Taste	18	16.4
Flavours	11.8	11.8
Quantity	19	17.3
TOTAL	110	100

(Source: Primary data)

**What Do You Dislike about Britannia Products?**

110 responses



**Interpretation**

According to the survey results from 110 respondents, several factors influence dissatisfaction with Britannia products. Among the respondents, 17.3% expressed dislike for the price of Britannia products, while 20% cited issues with availability. A significant portion, accounting for 24.5% of respondents, indicated dissatisfaction with product quality, and 16.4% disliked the taste. Furthermore, 11.8% of respondents were dissatisfied with the flavors offered by Britannia, and another 17.3% expressed concerns regarding product quantity. Interestingly, the largest proportion of dissatisfaction was observed towards product quantity, highlighting a perceived discrepancy between consumer expectations and what Britannia products offer in terms of volume. These findings underscore critical areas where Britannia may need to focus improvement efforts to address consumer concerns effectively and enhance overall customer satisfaction levels. Understanding these specific grievances is pivotal for refining product strategies and maintaining competitiveness in the market.

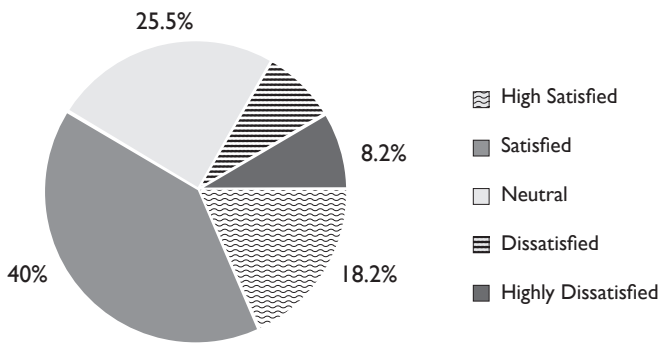
**Table-4:** Satisfaction of Britannia Products

Level of Satisfaction	No of Respondents	Percentage(%)
High Satisfied	20	18.2
Satisfied	44	40
Neutral	28	25.5
Dissatisfied	9	8.2
Highly Dissatisfied	9	8.2
TOTAL	110	100

(Source: Primary data)

**While Comparing other Competitors Britannia Products are?**

110 responses



Based on the survey data gathered from 110 respondents, the satisfaction levels with Britannia products vary significantly. The majority of respondents, comprising 40%, expressed satisfaction with Britannia products. Additionally, 18.2% of respondents reported being highly satisfied with the products, indicating a substantial portion of contented customers. Conversely, 8.2% of respondents expressed dissatisfaction, while another 8.2% reported being highly dissatisfied with Britannia products. Furthermore, 25.5% of respondents remained neutral in their assessment of Britannia products, neither particularly satisfied nor dissatisfied. These findings highlight a generally positive sentiment towards Britannia products, with a notable segment of highly satisfied consumers. However, the presence of dissatisfied and neutral respondents underscores areas where Britannia could potentially improve to enhance overall customer satisfaction and loyalty. Understanding these sentiments is crucial for refining product offerings, addressing specific concerns, and maintaining or expanding market share in the competitive consumer goods industry.



**Table-5:** Factors Affecting Marketing Strategies of Britannia Biscuits

Factors Affecting	No of Respondents	Percentage(%)
Market Trend	28	25.5
Economic Condition	43	39.1
Technology Advancement	20	18.2
Consumer Behaviour	19	17.3
TOTAL	110	100

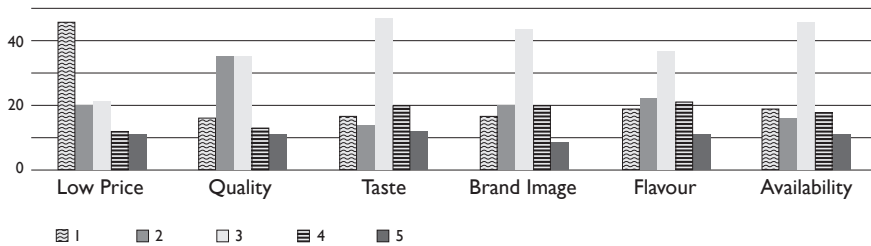
(Source: Primary data)

From the survey results involving 110 respondents, insights into factors influencing Britannia biscuits' market perception were gathered. A significant 39.1% of respondents attributed their opinions on the factors affecting Britannia biscuits to economic conditions. This indicates a prevailing sentiment that economic factors, such as purchasing power and financial stability, strongly impact how consumers perceive and interact with Britannia products. Additionally, 25.5% of respondents pointed to market trends as influential in shaping perceptions, reflecting the importance of staying attuned to shifts and preferences within the market. Technology advancements were highlighted by 18.2% of respondents as a factor affecting Britannia biscuits, underscoring the role of innovation in product development and consumer engagement. Lastly, 17.3% of respondents cited consumer behavior as a key factor, emphasizing the significance of understanding and responding to consumer preferences and behaviors in marketing strategies. These findings provide Britannia valuable insights into the multifaceted dynamics influencing their market strategy, guiding them in adapting to economic conditions, leveraging market trends, embracing technological advancements, and effectively engaging with consumer behaviors to maintain competitive advantage and enhance customer satisfaction.

**Table-6:** Priority Level of Attributes of Britannia Biscuits

ATTRIBUTES	RATING				
	1	2	3	4	5
Low Price	46	20	21	12	11
Quality	16	35	35	13	1
Taste	17	14	47	20	12
Brand Image	17	20	44	20	9
Flavour	19	22	37	21	11
Availability	19	16	46	18	11

**What is your priority level of the attributes of Britannia Biscuits? (Rank the following attributes as 1,2,3...)**



(Source: Primary data)

The table presents a detailed breakdown of customer ratings across several attributes – low price, quality, taste, brand image, flavour, and availability – on a scale from 1 to 5. It offers valuable insights into consumer preferences and perceptions. Low price is viewed with varied importance, with a significant 46% rating it as least important (rating 1) and 11% rating it highly (rating 5). Quality received mixed ratings, with a substantial proportion valuing it (ratings 2 and 3), but also a small minority rating it poorly (rating 5). Taste and flavour exhibit polarization among respondents, with notable percentages rating them both highly and poorly, indicating diverse opinions. Brand image emerges as generally positive, with a majority viewing it favorably (ratings 3 and 4). Availability also garners positive feedback overall, suggesting it's an important factor for many respondents. This data underscores the complexity of consumer preferences, highlighting the need for businesses to balance various attributes to meet diverse customer expectations effectively.

**Table-7:** Chi-Square Analysis

Age of the respondents and the specific tasks performed by the chatbot in customer perception

*Observed Table*

OPTIONS	AGE	BRITANNIA	TOTAL
A	28	56	84
B	57	21	78
C	13	21	34
D	11	12	23
E	1	0	1
TOTAL	110	110	220

(Source: Primary data)

### Expectation Table

OPTIONS	Age	BRITANNIA
A	42	42
B	39	39
C	17	17
D	11.5	11.5
E	0.5	0.5

(Source: Primary data)

### Formulized with $(O-E)^2/E$

OPTIONS	Age	BRITANNIA
A	4.66667	4.66667
B	8.307692	8.307692
C	0.941176	0.941176
D	0.021739	0.021739
E	0.5	0.5

(Source: Primary data)

**Null Hypothesis (H0):** There is no significant association between age of the respondents and the specific tasks performed by the chatbot in customer perception towards the Britannia product.

**Alternative Hypothesis (H1):** There is a significant association between age of the respondents and the specific tasks performed by the chatbot in customer perception towards the Britannia product.

**Chi-Square Value:** The calculated chi-square value is  $\chi^2 = 28.87455$

### Interpretation

The chi-square statistic ( $\chi^2$ ) is 28.87455 with 4 degrees of freedom (df), and the p-value is very small ( $8.29E-06$ ), indicating strong evidence against the null hypothesis. This suggests that there is a significant association or difference between the observed and expected frequencies of some variable related to Britannia's biscuits. The exact interpretation would depend on the specifics of the study or experiment conducted.

With a chi-square statistic of 28.87455 and 4 degrees of freedom, there is a significant association or difference between the observed and expected frequencies related to Britannia's biscuits. The extremely small p-value ( $8.29E-06$ ) suggests strong evidence against the null hypothesis. Therefore, it can be concluded that there is a statistically significant relationship or difference in some aspect of Britannia's biscuits being studied.

## Findings

- Approximately 33.6% of the respondents reside in urban areas.
- 17.3% of the respondents express dissatisfaction with the quantity of Britannia products.
- 39.1% of respondents believe that economic conditions are the primary factor influencing Britannia biscuits' marketing strategy.
- The data table indicates that 46 respondents prioritize low price as the most important attribute of Britannia biscuits.
- According to the chart, a majority of respondents agree that Britannia is perceived as a reputable biscuit company in the market.

## Suggestions

- **Improvement in Taste:** The company should prioritize enhancing the taste of Britannia biscuits from the initial stages to ensure higher customer satisfaction. While many customers appreciate the price, packaging, and quantity of Britannia biscuits, taste improvement can further elevate consumer satisfaction.
- **Introduction of Combo Packs:** Respondents have expressed interest in combo packs of Britannia biscuits as gift options. Introducing new sub-brands under the Britannia banner, possibly accompanied by sampling or promotional freebies, could attract new customers and stimulate sales.
- **Focus on Ingredient Hygiene:** Customers are keen that Britannia biscuits should use ingredients that prioritize hygiene, especially concerning children's health. Ensuring high standards of ingredient hygiene can enhance brand trust and appeal among health-conscious consumers.
- **Enhanced Advertising Presence:** There is a perceived need for increased frequency of advertising in mass media channels such as radio and newspapers. Many rural consumers remain unaware of the full range of Britannia biscuit offerings. Introducing new brands and ramping up advertising efforts can expand market reach effectively.
- **Increase in Product Quantity and Quality:** Given the high usage margin among customers, Britannia should consider increasing both the quantity and quality of its biscuits to meet growing consumer demand and expectations.
- **Improvement in Supply Frequency:** To better serve consumer needs, Britannia should ensure more frequent and reliable supply of its biscuits. Consistent availability can enhance customer satisfaction and loyalty.

These suggestions are aimed at addressing various aspects of product quality, marketing strategy, and customer satisfaction to strengthen Britannia's position in the competitive biscuit market.

## Conclusion

Marketing plays a pivotal role in the growth and development of a country, evolving in tandem with economic progress. In the current era, businesses face intense competition, making competition ubiquitous. Recognizing this, businessmen now prioritize consumer satisfaction as the pathway to profitability. Understanding consumer needs is paramount, necessitating comprehensive consumer information gathering. Modern marketing strategies thus centre around consumer orientation, starting from understanding consumer preferences and culminating in customer satisfaction. This study aims to gather insights into Britannia biscuits users across various demographic groups in Coimbatore city, focusing on factors such as quality, taste, and brand preference, crucial for enhancing customer satisfaction and thereby fostering company growth.

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# Iconic Branding: An International Perspective

**P Kama Sastry\***

## Abstract

Creating a unique identification denoting the traits of a value offer leads to unparalleled benefits to an enterprise, which is what is branding. After a brief literature review of significant recent works in the area of branding, a perspective is derived on branding. This perspective articulates the definition of iconic branding as the three traits of synonymity, endurance and market leadership and the building blocks encompassing a view beyond mere communication and psychographics as the building blocks of iconic branding. This perspective seemed to be valid in the Indian context, where twenty brands were analyzed and studied in some detail in a recent work. A selection of twenty international brands are analyzed and studied in this research paper to examine this perspective derived on the basis of Indian brands to seek a corroboration from the international context. All the brands analyzed and studied seemed to possess the traits articulated in the earlier research. Similarly, they seemed to be brands which have viewed branding as all-encompassing, supporting the comprehensive view articulated as branding being more than psychographics and communication. The conclusion is that there seems to be a corroboration of this perspective in the international context. The author argues that this is not to belittle the role of psychographics and communication, but to present a more balanced view for the marketing fraternity to appreciate and adopt widely. An outline of an empirical study to validate this is also presented.

**Keywords:** Brand, Brand Equity, Branding, Brand Salience, Building Blocks, Endurance, Iconic Branding, Market Leadership, Synonymity, Value Offer

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## Introduction

Branding is the art and science of creating a unique identity for a value offer of an enterprise. A connotation of the characteristic's and benefits of the

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value offer, has attracted significant research interest in modern times. Most enterprises especially in the economic sphere commit significant attention and resources to branding. A unique identity enables the enterprise to reap long term economic benefits in the form of continued consumer patronage. While most research has concentrated on the communication element of branding, a recent work presented a perspective which examined and articulated the need for considering branding as encompassing all value elements, rather than communication alone (Kamasastri P.2019). Iconic branding characterized by synonymity, sustained market leadership and endurance, encompassing all value elements is the key to the long term survival and flourishing of an enterprise. A brief concise and succinct literature review of significant work in the arena of branding is presented in this paper, which is by no means exhaustive but provides significant understanding of the phenomenon of branding. This paper examines this perspective with an examination of the prevalence of the characteristic's elements in the international context. This enables a corroboration of the premise and proposition of ICONIC branding. A cross section of brands from the international marketing arena are selected and analyzed in some detail for this. After providing an outline for an empirical study to validate the presentation, the author concludes that at the conceptual level the presentation examined earlier in the Indian context is valid in the international context too.

## **Objective**

Branding is a phenomenon omnipresent in most enterprises engaged in economic activity. The objective of this research paper is to present a literature review of a sample of work done in the arena of branding to understand the phenomenon and the direction of the work. A recent presentation examining and articulating the characteristics of iconic brands as synonymity, market leadership and endurance was studied in an earlier work which also articulated the view that branding which encompasses all value elements and not communication alone leads to iconic brands. This presentation was based on a study of leading brands in the Indian context. The objective of this research paper is to extend the study to a sample of international brands. The objective is to examine and corroborate the presentation derived on the basis of a study of a sample of Indian brands in the international context. This corroboration is sought and attempted so that the presentation gains wider acceptance and the marketing fraternity benefits with a more comprehensive view of branding. The objective is to enable the marketing fraternity to build iconic brands so that society benefits with sustainable enterprises. An outline of an empirical study to validate this comprehensive presentation is provided to enable the marketing fraternity to benefit and serve society.

## **Research Methodology**

This paper is not an empirical research based paper. This paper is based on a research methodology of drawing from practice to achieve conceptualization. This research methodology is similar to the research methodology of research published in Harvard Business Review by (Joachimsthaler, et al., 1999). Practice provides the evidence for the conceptualization. There probably is no better proof of the validity of the findings than successful practice. This is an internationally accepted research methodology.

This research identifies a set of twenty iconic brands in the international arena. Brands are not identified based on data but on the knowledge of the data and of the popularity, which is quite evident to watchers of the international market place of which the author is also one. There are other iconic brands also and, if some brands have not made it to the list, it is not because they are not iconic- but the list is restricted to a sample of twenty. The order in which the brands appear in the discussion has no bearing on the overall ranking.

## **Sources of Information**

The single biggest source of data is the authors own watching of the international market place for thirty plus years.

- Listening to radio commercials;
- Watching television channels;
- Gleaning newspapers and periodicals;
- Glancing while passing by hoardings;
- Glancing at bus panels and suburban train panels; and now
- Web browsing.

In addition to these, there is a regular reading of other magazines.

Empirical research is based on numerical data collection, data processing and analysis. Data and numbers denote information. Information captured in the form of numerical is data. This leads to quantitative analysis on statistical packages.

This research paper is based on information collection, processing and analysis. This is not based on a one-time information collection but a continuous information collection over time. The above are valid sources of information on practice. This leads to a qualitative analysis and interpretation and is accepted worldwide.

## **Literature Review**

A brief, succinct and concise literature review is presented in Table-1. This literature is by no means exhaustive or comprehensive but is reasonably



sufficient to understand the phenomenon of branding and the directions of academic research. The literature review is kept extremely brief so that the readers interest in the main body of research is retained. Readers are invited to read the detailed literature by referring to the original works from the list of references provided.

**Table-I:** Literature Review

<b>Sr No</b>	<b>Author</b>	<b>Key Issues Presented</b>
1	Mita and Bettman(1989)	The role of a distinctive attribute and positioning on this discrimination attribute and its validity over time.
2	Doyle (1990)	The role of the four key elements-quality, innovativeness, service and differentiation in creating brand equity.
3	Aaker (1996)	Building brand awareness, brand loyalty and brand equity are long term intangible investments and are justified in spite of fragmentation and media clutter.
4	Percy (2003)	The role of advertising in building brand equity.
5	Lehmann and Keller (2006)	Decision making implications of brand related issues and the role of an enlightened top management.
6	Maurya and Mishra (2012)	Brand being an intangible asset of stakeholders and a value cue in a dynamic context-evolutionary in nature.
7	Zhang (2015)	Building a positive brand image, nurturing the image, and reinforcing the image is extremely important in building brand equity a sine qua non for attracting and retaining consumers.
8	Khan and Rehman (2015)	The role of brand experience and the consumer perception of reality in building brand equity.
9	Kamasastry (2017)	The role of the intertwined SLEPT variables and the value elements of the enterprise and their interaction on the psychological constructs in a dynamic manner to induce dynamic consumption behaviour and implications for enterprises.
10	Kamasastry P. (2018)	A literature review and practice based examination of branding from the Indian context. The paper defines iconic branding as having the traits of synonymity, market leadership and endurance. It also presents a view that Iconic branding is the result of an emphasis on all value elements of an enterprise and not communication alone and is to be encouraged by the marketing fraternity.

To sum up the literature review research on branding has largely concentrated on the communication elements with issues like brand salience, brand power, brand equity, brand mascot, brand identity etc. dominating the wide body of academic research. A new vista for branding opened up with the presentation of the concept of Iconic branding i.e., the building blocks of iconic brands. Academicians need to deliberate on

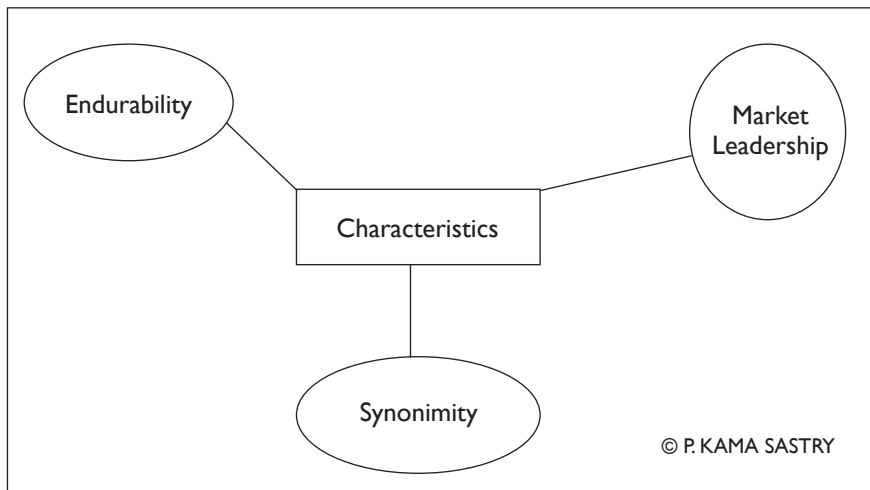
whether branding should be merely the communication element. Practice seems to support this view in the Indian context. This perspective looks at branding as more than mere psychographics.

### **The Perspective Presented**

While the arguments and the conceptualization presented are available in the literature, the author deems it necessary to repeat them here for abundant clarity and easy reference.

The traits of Iconic brands as conceptualized is presented as Figure-1, These are synonymity, endurance and market leadership.

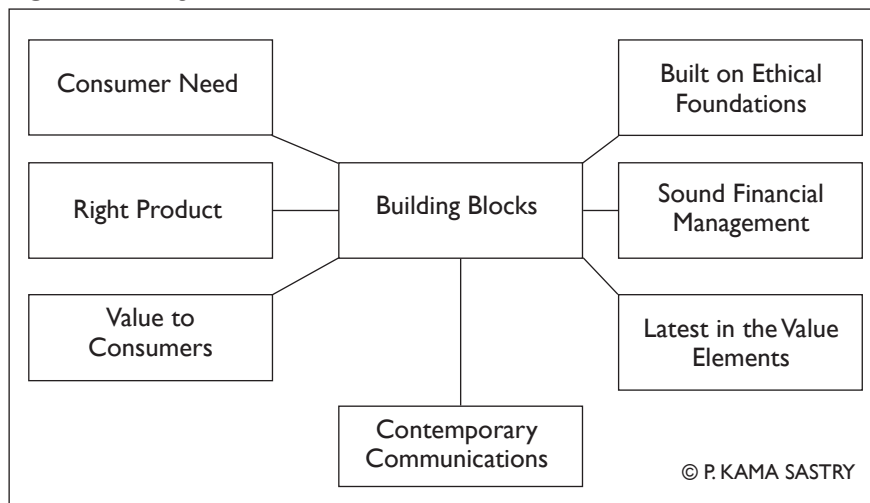
**Figure-1:** Characteristics of Iconic Brands



Based on a study of brands from the Indian context the building blocks of iconic brands have been conceptualized and are presented in Figure-2. These are

- Consumer need
- Right Product
- Value to consumers
- Built on ethical values
- Sound Financial management
- Latest in the value elements
- Contemporary communication

**Figure-2:** Building Blocks of ICONIC brands



## The International Iconic Brands

This section presents a brief analysis of twenty brands from the international context. The analysis attempts to examine the iconic nature of the brands and the comprehensive more than psychographics view of building blocks in branding. This list is not the be all and is only a sample with a cross section of brands. The brands are chosen on the basis of their popularity and there are other brands also which are iconic but the sample is restricted to twenty. The order in which the brands are discussed is not a rank order.

### *Coke – The Soft Drink Supremo*

The first international brand chosen is the soft drink major Coke. Based on a secret formula of a cola extract this soft drink has no parallel. With worldwide operations and localized media campaigns the brand is synonymous with soft drinks. The coca cola company the owner of this brand makes billions from the marketing of this refreshing drink. Withstanding competition by investing in localized variants of soft drinks like Mango (Maaza) and Lemon (Limca) Orange (Fanta) in India this is a real iconic brand which has maintained its leadership over a century worldwide in soft drinks leaving its clone Pepsi way behind. Investing in the latest in the value elements and catching the consumers fancy with contemporary communications has been the hall mark of this iconic brand. From returnable glass bottles and wooden crates in dedicated specialized fleets to pet bottles and blister packs in normal vehicles there are numerous

adaptations. No wonder, the brand retains consumer patronage over long periods to emerge as an iconic brand.

### ***Maggi Instant Soups – The Appetizer Par Excellence***

The world's most popular packed instant soup is a source of nourishment par excellence. A century old brand from Switzerland is from the Nestle stable. Available across the globe the brand is iconic in terms of its popularity. Different variants to suit local tastes the brand made soups a habit at meal times for many. The leader in dehydrated soups it makes for easy preparation and a source of nutrition. Simple low cost packaging makes the brand affordable. Memorable media promotions with localized advertisements and localized flavors too have made the brand synonymous with dehydrated soups and continuous efforts to upgrade in all spheres have made it retain a strong consumer patronage. A century old brand is an iconic international brand.

### ***Microsoft – The Software Giant***

The computing landscape changed from main frames to personal computing on desktops and laptops etc. Developing a software compatible for these and popularizing this in a rising industry made this corporate the world leader in computing. Development of a browser for internet access is making personal computing a must for everyone even in developing countries. As the world moves to a digital economy this corporate is withstanding stiff competition from rivals like google and Apple. A forty-year-old virtual dominance of the software industry makes it an iconic brand. Significant investments in acquisitions to improve customer acceptance have also contributed significantly to the brand becoming iconic. Rapid spread of mobile computing and its adaptation to it make it truly iconic. Minimal advertising but strong enduring other values like an unbeatable constantly upgraded and modified product have made this brand iconic.

### ***IBM – The Data Management Powerhouse***

From the first tabulating machines more than a century ago this computing pioneer has transformed itself into a data management powerhouse withstanding competition from the retail computing landscape by providing high end data management technology to be an iconic brand synonymous with computing. A worldwide corporation amongst the leading world class enterprises data management is practically unthought of without involving IBM. High end system software and weaving data fabrics with mammoth data bases This powerhouse continues to dominate the computing industry with constant upgrading of its building blocks and offering enduring value to its worldwide clients. This is another shining example of an iconic brand.

### ***Citibank – the Bank that Never Sleeps***

Founded more than a century ago this bank from USA is the most recognized banking name in many countries. While banking as an industry has flourished across the world with numerous banks, this bank leads by constant innovations in its offerings to retain and serve customers with financial services par excellence. A technology pioneer the world looks to citi bank for innovation in the financial services sphere. With many firsts to its credit in terms of innovations this banking supremo is a bell weather for most banks. All bankers look at this bank with envy in its ability to constantly enhance its customer offerings with innovations to remain iconic. Banking thy name is citi is probably a truism in this large industry. The concentration on building blocks is what is the key.

### ***McCain's – The Frozen Potato Products Leader***

Beginning some sixty years ago in Canada with frozen French fries this has moved into worldwide operations. A name synonymous with frozen French fries worldwide this brand has all the traits of an iconic brand. Constant innovations including an integration with farming this brand has invested significantly in the building blocks of iconic brands as presented. Contemporary communications, diversifying its value offers and other such measures make this brand an international favorite retaining consumer patronage in an enduring manner. Unparalleled consumer loyalty resulted from a concentration and an attention paid to the building blocks from the very beginning for this brand to be an international winner.

### ***Frito-Lay – The Snack Food Leader***

Beginning almost a century ago with packaged corn chips this packaged snack food company has grown to be an international brand and is now part of the Pepsi group. A diversified value offer range and a constant attempt to concentrate and invest in the building blocks has made this brand synonymous with packaged snack foods in many nations. The traits of iconic brands are found in this brand which delights its millions of loyal customers with a range of packaged snacks for consumption at all locations making this brand iconic. Various measures including innovations in packaging and farming etc. have contributed to the brand maintaining leadership over decades. A recent move to bring in lower cost freight with electric vehicles is probably an example of the brands attempts to invest in the building blocks. Significant investments in building local snack foods in different countries is laudable in its attempts to be remain a world leader in packaged snack foods. A truly iconic brand.

### ***McDonald's – The Numero Uno Fast Food Chain***

Again a near century old enterprise from United States of America, the world largest restaurant chain known mainly for its French fries and the hamburgers. With worldwide operations and offering local variants and other fast food items is another enterprise which holds consumer franchise with the sheer power of its value offer. Enduring and withstanding competition with local chains in many countries with strong communication to support it, the brand brings cheer to millions across the globe with its delicious offerings especially in crispy fast foods. Significant investments in perfecting the preparation of the food and standardization of taste etc. have made this brand an iconic brand. Having a McDonald snack is an aspiration for most people. The continuous attention to the building blocks has brought significant benefits to the brand and this is a case for learning how to build iconic brands.

### ***Domino's – The Ultimate Pizza Chain***

Started seven decades ago in the United States of America has become a worldwide name in pizza marketing. Promising a pizza in 30 minutes with a door delivery model also this chain has made the pizza a worldwide food. Many innovative marketing steps in the building blocks including the attempt to use a mascot to promote the chain have emanated from this brand. The perfect pizzas of this brand are a gourmet's delight and satisfy the hunger and taste buds of millions across the globe with some variants and other foods also. The brand is a leader in its category across the globe and is therefore a brand with the characteristics of an iconic brand. Taste and other standardization measures make this brand a favorite of consumers. A constant attention to the building blocks of this brand is laudable.

### ***Phillips – The Dutch Supremo***

A century old Dutch conglomerate operating worldwide is a giant in its own right. Many innovations have emanated from this enterprise from the time it launched the light bulb. Forays into consumer electronics, consumer durables, health care electronics etc. have been developments in this conglomerate. A household name and world leader in both consumer and professional lighting systems it developed the audio cassette and the compact disc jointly with Sony. A conscious decision to move and concentrate on health care leaving consumer electronics has enabled it to be a worldwide leader. A slew of innovative electronic products has emerged from their stable serving millions of consumers worldwide. The brand exhibits the characteristics of an iconic brand and has always paid attention to the building blocks rather than psychographics alone.

### *Sony - Electronics Thy Name Is Sony*

As Japan made a bid for revival from a war ravaged nation post world war II, Sony made the world stand up and recognize Japan as a name to reckon with in industry with its game changing electronics. Electronics today is more or less synonymous with Sony with corporation being a market leader in all the segments that it operates in. A sixty plus year old brand strides the world of media and entertainment, consumer and professional electronics etc. like no other corporate. A strong consumer led Research and Development base has brought numerous innovations to the consumer including the Walkman. The world looks up to Sony for what next in these spheres. Withstanding competition by some major attention to the building blocks including communications makes this an iconic international brand.

### *Ford - The Automobile Pioneer*

The pioneer of mass manufacturing from Michigan, United States of America is still a world beater being the top ten car maker in the world. A Japanese and German surge in the auto industry notwithstanding it is still a favorite of many and brings innovations in manufacturing practices to the world. Weathering a resurgent Japan and South Korea this more than a century old auto giant is moving into SUVs and electric vehicles also now. Concentrating on the building blocks and being synonymous this brand has significant leadership. Connoisseurs of automobiles across the world prefer the Ford for its engineering. A slew of models to choose from and worldwide presence make it a truly iconic international brand. Bringing new dimensions has been the hallmark of this brand. Breaking barriers and maintaining a worldwide leadership position in a highly competitive industry with a constant attention to the building blocks is the hallmark of this brand. For a century plus it has retained a significant consumer franchise and patronage by providing significant value in its offering.

### *Intel – The Chip Leader*

Founded about sixty years ago, this inventor of the microprocessor chip etc. is a pioneering corporate. No personal computer is possible without intel. The world leader in semiconductor chips etc. this US multinational is the silent leader in the computing and communication landscape. A world beating technology leading to rapid growth of the personal computing and telecom – cell phones sectors this brand has synonymity, endurance and market leadership and is an iconic brand. Constant upgradation of value by investing in the building blocks makes this brand the numero uno. Intel inside a catchy slogan makes sure that the world of computing and telecom chug along merrily. The key is its technical capability which is what makes the brand iconic.

### ***Mars – The Confectionery and Pet Foods Maestro***

The world's leading chocolate and chewing gum and pet care foods company this name is synonymous with many snacks. A century old company maintains its worldwide leadership in many of its offers. Characterized by the three elements this is a truly iconic brand. The enterprise still remains a family business and is a world beater. Retaining consumer patronage for almost a century who can question this brand being called an iconic brand. Its recent communication campaign called the Principles in Action highlighting its commitment to its principles is a landmark communication campaign. This campaign highlights its commitment to the building blocks which make this corporate an international iconic brand. A world beating brand which has delighted consumers the world over for almost a century.

### ***Walt Disney – Media and Entertainment Mogul***

A century old enterprise The Walt Disney company is an international media and entertainment conglomerate which began with comics of mickey mouse its brand mascot till today. Moving from print into animated films and television and now the web this has a stew of services under various divisions for entertainment. The latest moves have been into theme parks and cruises to entertain the world and international forays. Entertainment is synonymous with this conglomerate which straddles the world of entertainment like no other group. A continuous attention to the building blocks has characterized this conglomerate. Mickey Mouse has been the source of joy for millions across the world for almost a century and is probably one of the most remembered fictitious characters. A century of leadership makes this brand an iconic international brand. A visit to Disney land is a must for all tourists to U S.A. Not many would dispute this conglomerates ability to enthral audience and be a consumer's delight in entertainment.

### ***Nike – The Sports Leader***

A sixty-year-old numero uno in the sports industry with sportswear, athletic shoes and other items this is synonymous with many sports. Maintaining its leadership this is the favorite of many sports persons. Started by sportspersons in the USA this world leader is what sports persons actively seek for their use. An international iconic brand with catchy slogans like Just Do It emanating in its communications. Maintaining its supremacy amongst sports persons this brand is a world beater with numerous innovations in constant endeavor's in the building blocks. With international presence and endorsed by leading sports persons this brand is probably one of the most sought after by sports persons. Its communications have been well recognized by critics with accolades and awards. Sponsorship of leading



sports persons who have been world beaters in their field has been the cornerstone of the strategy.

### *Levis – The Casual Look*

A century old international brand synonymous with jeans is an international brand from California USA which became popular in the 1960s and 1970s. The most sought after jeans brand has some memorable media campaigns coming from the brand. Decentralized operations in more than 100 countries worldwide make this a truly iconic international brand. Reducing water wastage and using lasers in its production shows that it develops value in its offer beyond communication. Fighting off competition in the absence of patents for its original brass buttons this brand has endured to provide value to consumers through almost a century. Consumers the world over seek this brand in their dressing. The perfect fit of a Levis jeans is what consumers crave for.

### *Yonex – The Sports Gear Winner*

This Japanese multinational is a sports gear manufacturer and marketer-badminton, tennis, golf etc. It has endured for sixty years and is more or less synonymous in these sports. All who play these sports seek their products for use. This is another international iconic brand. Martina Navratilova the famous tennis person used this brand amongst others. It has technological firsts in the design and development of sports equipment. Sponsorship of sports persons and sports events has been a tradition with this international sports brand. Numerous sportspersons of eminence have endorsed this brand and have also been sponsored by the brand. Constant endeavors in the value offer are in vogue in this enterprise as it popularizes sports to achieve a world status. It has also diversified into other sports related items like apparel etc.

### *Gillette – The Men's Favorite*

A century old brand in the men's products industry is now in the Procter and Gamble stable. Beginning with an innovation which was patented the brand faced significant troubles for almost forty years though it found acceptance abroad. A merger enabled the brand to achieve leadership. All men want Gillette shaving equipment and the name is synonymous with men's shaving equipment. Numerous technology firsts have been achieved by the brand including the development of the twin blade system and the cartridge blade. Again an example of a brand achieving iconic status internationally by investing in the building blocks to enjoy continued and enduring consumer patronage. Innovative media campaigns including a gifting of shaving equipment to the young on achieving the age of

eighteen have come from this brand. Available in almost all countries this is an international iconic brand built on solid building blocks to achieve consumer patronage.

### ***Ikea – Thehome Décor Retailer***

This Swedish multinational furniture, kitchens, kitchen appliances etc. retailer is a worldwide leader in this segment. Contemporary and a wide range of designs and a franchisee model have enabled this to be synonymous with these items in many countries for more than five decades. Multiple store formats and other innovations in the building blocks are a compulsion with this brand. Making shopping a pleasure by adding Swedish food restaurants and locating the stores with easy public conveyance access are unique to this brand. In recent times there has been a significant investment in information technology to enable customers to view designs in the virtual space and make choices. These and other steps have made this brand a customer's favorite. Environmental consciousness and societal concern of employees are built into the brands activities. Memorable communication campaigns to promote the brand have emanated from this enterprise and have won acclaim from critics and popular raters. This brand enjoys unparalleled customer patronage in a very difficult are of value offering where small chains are widely prevalent. A truly international iconic brand.

To sum up this section this is a limited cross section of international brands studied to analyze and study the traits and building blocks. This seems to corroborate the perspective presented in an earlier section explaining the traits and building blocks of iconic brands from the international context. All these international brands have significant synonymity, endurance and market leadership. All these brands have concentrated on many facets of building blocks to become iconic. They have looked at branding as more than mere communication and psychographics to enjoy unparalleled consumer patronage worldwide. The author does not wish to belittle the role of communication in brand building but wishes to highlight the important role that other building blocks also play. This corroboration seems to support the view point articulated that branding should be viewed as more than mere communication and psychographics, which is what appears to be currently prevailing in the wide body of the marketing fraternity. This comprehensive viewpoint enables the marketing fraternity to build iconic brands, so essential for building sustainable enterprises.

### **Directions for Further Research**

Further corroborations in the different contexts like the Asian context, South Asian context, European context may be attempted by scholars. A sample survey of 100 key brand managers in leading international corporations may be carried out to establish the relevance and validity of the perspective

presented of iconic branding as an empirical validation. Similar empirical studies in different contexts including Indian would aid in validating this comprehensive perspective on branding.

## **Conclusion**

A unique identification which is branding showers immense benefits on an enterprise. This paper provides an extremely brief and limited literature review on branding which enables an understanding of the phenomenon and the direction taken by the research. A recent comprehensive perspective on branding is presented which defines iconic brands as having the traits of synonymity, endurance and market leadership and built on building blocks which go beyond mere communication and psychographics. Twenty brands from the international context are analyzed and presented to attempt to corroborate the perspective presented on the basis of a study of Indian brands. Investments in the building blocks have paid rich dividends to these enterprises. The study seems to corroborate the comprehensive view that branding is more than psychographics and communication. The paper also presents directions for further research after concluding that there seems to be a corroboration in the international context. This comprehensive perspective will enable building iconic brands by the marketing fraternity so that society benefits with sustainable enterprises. Academicians and practitioners and students will find this study useful to learn from Indian and international examples as to how iconic brands are conceived, nurtured and developed to serve society.

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# Joint Decisions: Reviewing The Intersection of Socio-Cultural Transformation and Relationships in Contemporary India

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## Abstract

This review paper critically explores the impact of socio-cultural transformations on Indian consumer behaviour within interpersonal relationships. It identifies key socio-cultural factors influencing joint decisions, including changing gender roles, urbanisation, digital influence, evolving family structures, collectivism, cultural norms, and education. By delving into these themes, the paper enhances understanding of the intricate interplay between socio-cultural dynamics and consumer behaviour, with implications for consumer well-being in India. It offers valuable insights for scholars and practical guidance for marketers, policymakers, and stakeholders navigating the complex landscape of Indian consumer behaviour in relational contexts.

**Keywords:** Family, Joint Decisions, Social Change, Socio-Cultural Transformations, Strategy

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## Introduction

Marketers are increasingly recognising that purchasing decisions, whether for individual or joint consumption, are often influenced by individuals other than the buyer. Recent consumer insights suggest that 82% of parents with children aged one to six in Europe acknowledge that their children influence their toy purchasing decisions (Richardson, 2022). Consequently, toy industry experts are advocating for a family ecosystem approach,

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enabling toy brands to target not only children but also teens, parents, and families as a whole (Global Toy News, 2023). Christakis (2008) highlights research demonstrating that when a spouse who smokes quits, there is a 67% likelihood that their partner will also quit, while among friends, this influence is 36%. Furthermore, a report from a leading Indian real estate brokerage website reveals that family dynamics significantly influence home-buying decisions, with greater interaction and shared decision-making observed between spouses (Akhtar, 2016).

Firms must adapt to evolving consumer preferences and align their business strategies accordingly (Song et al., 2018). Globally, shifts in traditional gender roles, alongside movements such as #MeToo, have brought increased attention to the status of women in society. In India, companies like Proctor and Gamble<sup>1</sup> and Hindustan Unilever<sup>2</sup> have also embraced women's empowerment in their marketing communications. Consequently, we cautiously assert that the portrayal of women in marketing has progressively improved over time. In light of these global transformations, there has been a notable rise in research focusing on the role of women in joint decision-making within spousal dyads. This body of literature emphasises factors such as educational attainment, expert opinions, time pressure, technological influences, and cultural context (Brick et al., 2021; Hilken et al., 2020). Moreover, existing research highlights socio-cultural transformations contributing to more egalitarian decision-making, characterized by greater equity in shared decisions (Brick et al., 2021). This shift is observed not only in spousal relationships but also in friendships, where equal participation and communication are increasingly emphasized (Kim et al., 2023).

While much of this research has been conducted in Western contexts, the present study aims to explore these themes in the Indian context, contributing to a deeper understanding of consumer joint decision-making in a socio-cultural framework. Therefore, the current study aims to 1) identify the existing knowledge gap in consumer joint decision research, 2) identify emerging themes within this area and 3) bring the area in a broader academic conversation, especially in India due to its unique socio-cultural fabric, economic conditions, and consumer behaviour patterns, thereby presenting a context that differs significantly from Western societies. Western research findings may not be directly applicable or generalizable to the Indian context due to differences in values, norms, family structures, and decision-making processes. A literature review focused on India can provide insights that are contextually relevant. Since most studies have been conducted in Western settings, there is a clear research gap regarding how similar phenomena are experienced and interpreted in India. This

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1 <https://in.pg.com/diversity-and-inclusion/>

2 <https://www.hul.co.in/>

gap highlights the necessity of reviewing Indian studies to understand the distinctive features of consumer behaviour, joint decisions and socio-cultural dynamics in the Indian context. Policies, marketing strategies, and business models developed based on Western research might not resonate with Indian consumers. Identifying research themes specific to India ensures that businesses, policymakers, and scholars have access to culturally and contextually relevant insights that can inform more effective strategies and decisions.

The findings of this study explore the intersection of socio-cultural transformations and consumer behaviour within relationships in contemporary India. By adopting an exploratory approach, we aim to map the existing literature, identify key themes, and offer insights into the evolving dynamics of consumer decisions in this rapidly changing socio-cultural landscape. With increasing urbanisation, changing family structure and the pervasive influence of digital technology, understanding these dynamics is crucial for policymakers, marketers, and researchers to address emerging trends and foster societal well-being. This study fills a significant knowledge gap by examining how socio-cultural transformations shape consumer behaviour within the underexplored context of Indian society.

The remaining part of the paper is outlined as follows: the next section details a brief traditional literature review on joint decisions and socio-cultural transformations, subsequently, in the following sections research methods and findings are elaborately discussed. Lastly, we discuss the implications and future research directions.

## **Background of the Study**

### *Consumer Joint Decisions*

Joint decisions involve the integration of preferences from multiple individuals, each bringing their own distinct priorities, needs, and motivations. This process is especially important in contexts of joint consumption, where decisions are made collectively, rather than independently. Mutual participation and partner engagement are key to the success of these decisions, as both parties must contribute and cooperate to arrive at a shared outcome (Brick et al., 2021; Wilken et al., 2022). Much of the existing literature on joint decision-making has been linked to consumer welfare, illustrating how collaborative decision processes can lead to better outcomes for consumers as a whole (e.g., Brick et al., 2021).

Joint decision-making typically occurs when both partners play an equal role in the decision process, with neither partner acting unilaterally (Litvin et al., 2004). These decisions inherently require balancing the preferences of multiple individuals, each of whom has their own unique set of priorities, desires, and motivations (Liu et al., 2019a; Kim et al., 2023). In practice,



partners may employ various strategies to reach a mutually acceptable decision. These tactics can include compromise, negotiation, persuasion, and even concession, as partners work through their differing perspectives to find common ground (Webster et al., 2001; Hasford et al., 2017). Despite the use of different methods and strategies, the ultimate goal is for the partners to reach a collective decision that satisfies both parties.

In contrast to individual decision-making, joint decisions are characterized by a focus on integrating each partner's preferences into the final outcome (Wilken et al., 2022). This focus on inclusion and compromise highlights the unique dynamics of shared decision-making. When individuals are making decisions that affect not just themselves but also a partner or other family members, they tend to be more receptive to incorporating their partner's preferences, especially in joint consumption scenarios. For instance, when planning to share a consumption experience with a partner, consumers are more likely to consider their spouse's preferences as a way of strengthening their relationship and fostering closeness (Garcia-Rada et al., 2019). This process of integrating preferences is crucial to maintaining harmony and satisfaction within relationships, as it helps ensure that both partners feel valued and involved in the decision-making process.

Ultimately, joint decision-making is a complex process that requires effective communication, negotiation, and compromise. It highlights the interplay of individual desires and shared goals, making it a critical aspect of consumer behaviour, particularly within relationships.

### *Socio-cultural Transformations*

Socio-cultural transformation refers to profound changes or shifts in the social and cultural dimensions of a society over time. These changes involve adjustments to social norms, values, beliefs, institutions, behaviours, and cultural practices within a particular community or nation. Such transformations often stem from various factors, including technological advancements, economic developments, political shifts, globalization, migration, demographic changes, and cultural exchanges (Appadurai, 1996; United Nations, 2019). As these forces interact, they reshape the fabric of society, influencing not only institutions but also the ways individuals and communities function and relate to one another.

These transformations are far-reaching, impacting individual identities, community relationships, social roles, lifestyles, and modes of thinking (Webster, 2000; Hilken et al., 2020). Examples of socio-cultural transformations include the rise of feminist movements and shifts in gender roles, the transition from rural to urban living, and the resulting decline of traditional family structures. Technological advancements such as the internet and social media have redefined communication and



information sharing, while global interconnectedness has given rise to multiculturalism. Societies have also experienced shifts in cultural values and norms, with modernity bringing changes to long-standing beliefs and customs (Giddens, 1991; Appadurai, 1996).

In the context of joint decision-making, socio-cultural transformations play a significant role. Social influences, particularly gender norms and roles, have an impact on how individuals make decisions in a shared setting (Nikolova and Lamberton, 2016). Gender-normative beliefs - expectations about appropriate behaviour for men and women - are often present in these decision-making processes, affecting the dynamics within relationships (Eagly et al., 2000). Research on gender roles emphasizes the importance of these norms in shaping interactions, particularly in shared decisions between partners (Wood and Eagly, 2010; 2012).

Additionally, the structure of family units, such as nuclear families, dual-career households, cohabiting couples, and married couples, can influence joint decisions (Sheth, 1974; Razzouk et al., 2007). These differences in family composition bring varying perspectives and expectations, which may affect how partners negotiate, compromise, and ultimately make shared decisions. Moreover, role orientations - how individuals perceive their societal roles - are also key determinants of joint decisions (Sheth, 1974), highlighting the intricate connection between socio-cultural dynamics and shared decision-making processes in contemporary relationships.

## **Research Method**

We conducted a comprehensive literature review to identify key themes in consumer joint decision research in India. This review aims to identify emerging trends in Indian society in the 21st century. The methodology followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for scoping reviews (PRISMA-ScR) checklist. Articles included in the review met the following eligibility criteria: published between 2000 and 2024 and written in English.

An initial review of the literature revealed that prior to 2000, the focus was predominantly on 'family' decisions rather than joint decisions specifically. Therefore, a review spanning the past two decades provides a more nuanced understanding of the literature on consumer joint decisions. We utilised the Scopus database for the literature search and ensured the quality and relevance of selected studies by applying the Australian Business Deans Council (ABDC) Journal Quality List criteria (ABDC, 2022; McKee et al., 2023). After filtering for relevant fields such as "Management" (1503), "Marketing/Tourism/Logistics" (1504, 1505, 1506, 1507), and "Other Commerce, Management, Tourism, and Services" (1599), 1,108 journals were selected for inclusion in the review.

The initial search process utilised a range of keywords, including “joint decisions,” “interpersonal relationships,” “socio-cultural factors,” “social change,” “society,” “India,” and “socio-cultural transformation,” to identify relevant literature. Following a traditional review of the articles, the final keyword search query in the Scopus database was formulated as follows: TITLE-ABS-KEY (“joint decisions” OR “spousal decisions” OR “family decisions” OR “close relationships” OR “interpersonal influence” AND “India”) AND PUBYEAR > 1999 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA, “SOC”) OR LIMIT-TO (SUBJAREA, “BUSI”) AND (LIMIT-TO (LANGUAGE, “English”) AND (LIMIT-TO (DOCTYPE, “ar”) AND (LIMIT-TO (SRCTYPE, “j”). This search yielded 114 documents, which were manually screened for further eligibility based on their abstracts, title keywords, and journal sources. After this screening process, 73 articles were selected. The data was then charted, including bibliometric details and relevant study findings. These themes were subsequently reviewed by academic experts for validation and insights.

The descriptive analysis of the studies reveals a limited geographical focus on India, with the publication timeframe predominantly spanning the last two decades. The journals examined were primarily within the fields of social sciences and management. However, no single journal emerged as a dominant outlet specifically concentrated on this area of research.

## **Findings**

The purpose of this review was to address a gaping void in research on consumer joint decisions in India. India has undergone significant socio-cultural shifts in recent years, which are likely influencing consumer decisions. However, we find that most extant literature on consumer joint decisions is rooted in Western contexts, creating a notable gap, as observed, in understanding within the Indian contexts. Our analysis highlights a scarcity of studies in this area. Therefore, with the available literature on consumer joint decisions in India, we seek to identify the themes that future studies can focus on. Thus, this review emphasizes the need for future research to explore the intersection of these transformations and consumer behaviour, particularly in relation to consumer well-being and welfare. Table 1 below presents the structure of the derived themes, along with corresponding sources, codes, concepts, and overarching themes.

**Table-1:** Emerging Themes that Impact Consumer Joint Decisions

Sources	Codes	Concepts	Themes
Makgosa and Kang (2009); Gupta (2010); Tripathi et al. (2022)	Changing social norms, gender roles and portrayal of women in advertisements.	Self-congruity between the status of women in society and the portrayal of women in advertisements.	Changing gender roles
	Emphasis on equalitarianism	Equity and fairness	
	Gender role orientations influence purchases		
Webster (2000); Gupta (2010);	Increase in the number of dual-career families. changes in family structure bring about changes in the effects of other sources of socialization, such as peers and media	Socialization	Changing Family Structures
	A change in family structures would also simultaneously manifest changes in several sources of socialisation including, friends.		
	Co-habitation, live-in relationships, dual-income households, and other changes in family structures lead to changes in the purchase patterns of consumers, thereby providing opportunities for consumers to make new choices about products and brands.		

Sources	Codes	Concepts	Themes
Das (2011) Makgosa and Kang (2009)	Male and female characters in Indian advertisements were portrayed in relationships or dependent roles, especially prevalence of equality family-centrism rather than individual-centrism.  Indians are supported by collectivist values in decisions.	Influence of social reality on consumers.	Emphasis on Collectivism
Das (2011) Webster (2000)	Intention to embrace traditional cultures and adopt global trends.  The parameters of relationships, power and decisions may vary across cultures.  High power distance	Influence of social reality on consumers.  Power in decision-making	Cultural Influences
Webster (2000); Gupta (2010); Das (2011)	Multi-faceted nature of men and women, involving more equitable involvement in domestic and professional roles.  Socially and intellectually Indians operate differently from those of the West.  Irrespective of the wife's education and income capacity, Indian husbands participate in decisions.	Influence of social reality on consumers.	Education and Exposure

### *Theme 1: Changing Gender Roles*

Women are entering the workforce and are gaining financial independence. Women have also become more empowered in households (Sheelam and Bose, 2023). The National Family Health Survey undertaken by the Indian government also states that women participate in household decisions for health, essential purchases, and travel visits along with their spouses (NFHS, 2021). This socio-cultural transformation can lead to a more egalitarian decision-making within relationships (Brick et al., 2021) contributing to the welfare of Indian consumers.

### ***Theme 2: Changing Family Structures***

The family structures are also making a gradual shift. A predominantly patriarchal society is witnessing a social change with more egalitarianism. In such situations, individuals may rely more on their immediate family members, such as spouses, and siblings, for making decisions (Sheelam and Bose, 2023). Therefore, these changing family structures and the size of family units may lead to prioritising close relationships and mutual understanding in decisions.

### ***Theme 3: Emphasis on Collectivism***

Researchers have always suggested that Asians are collectivist. The traditional values of collectivism may transcend to family cohesion. This socio-cultural shift may manifest in consumer decisions in relationships, where individuals try to balance their preferences and those of their partners or family members (Simpson et al., 2012).

### ***Theme 4: Cultural Influences***

Despite modernisation, cultural norms and traditions continue to shape Indians. For instance, during festivals or special occasions, families may adhere to cultural customs when making joint decisions, such as purchasing traditional attire or participating in religious ceremonies together (Wilken et al., 2022).

### ***Theme 5: Education and Exposure***

With greater access to education and knowledge of global trends, there may be a greater awareness of informed decisions. Based on shared knowledge and experiences, Indian consumer may engage in discussions leading to more collaborative choices thereby, contributing to their well-being.

Summarily, the socio-cultural transformations in India may also be reflected in the way individuals make decisions, blending them with modernity, collective values, individual preferences, cultural influences, and global trends. Relationships evolve in response to changing societal dynamics, and so do the dynamics of consumer decisions in those relationships.

## **Discussion**

The findings of this study highlight the complex interplay between socio-cultural transformations and consumer behaviour within relationships in contemporary India. As the country experiences rapid changes due to globalization, urbanization, technological advancements, and shifting gender roles, these transformations significantly influence how individuals

engage in joint decision-making processes. The identified themes underscore the multifaceted nature of socio-cultural dynamics and how they shape consumer decisions, particularly in the context of relationships.

A key observation from this review is the notable scarcity of literature addressing the specific intersection of socio-cultural changes and consumer behaviour in Indian relationships. While extensive research has been conducted in Western contexts, focusing on how couples navigate joint decisions, there is a significant gap in understanding how these dynamics unfold in India's unique socio-cultural setting. Factors such as family structure, gender roles, and cultural traditions differ vastly between India and the West, making it crucial to explore how these differences impact consumer decisions. This study not only emphasizes the need for further research in this area but also contributes valuable insights into the evolving nature of relationships and consumer behaviour within the socio-cultural landscape of contemporary India.

### **Theoretical Implications**

The identified themes offer significant contributions to the theoretical understanding of relational consumer behaviour, particularly in the context of socio-cultural transformations. These findings support existing theories on evolving gender roles, such as the theory of role congruity (Eagly and Karau, 2002), which suggests that individuals tend to align their behaviour with societal expectations regarding gender. In the context of contemporary India, where traditional gender roles are being challenged by increasing female workforce participation and shifting household dynamics, these findings provide evidence of the ongoing impact of such socio-cultural changes on consumer behaviour within relationships. The study also highlights the role of collectivism, reflecting the deeply embedded cultural norms that continue to shape consumer decision-making in India. This emphasis on collectivism aligns with theories of cultural psychology, underscoring the enduring influence of cultural traditions and values on relational dynamics and consumption decisions.

From a marketing management perspective, these insights are crucial for brands and businesses looking to navigate the evolving landscape of consumer behaviour. Companies must recognize the impact of socio-cultural shifts on family decision-making processes, particularly in emerging markets like India, where cultural norms continue to influence purchasing patterns. Businesses can strategically position themselves by addressing the unique preferences and expectations of consumers within these changing relational frameworks. Tailored marketing strategies that acknowledge the significance of joint decision-making and incorporate cultural sensitivity can enhance consumer engagement and brand loyalty.

Additionally, from a business strategy standpoint, understanding these transformations enables firms to create more effective segmentation and targeting strategies. For example, as gender roles and family structures evolve, businesses can develop products and services that cater to dual-income households or cohabiting couples, offering solutions that align with their specific needs. Future research can draw on interdisciplinary perspectives – sociology, psychology, and consumer behaviour theory – to develop more nuanced theoretical models that incorporate these socio-cultural shifts, aiding marketers in better understanding and predicting consumer behaviour within relational contexts.

### **Managerial Implications**

Understanding the impact of socio-cultural transformations on consumer behaviour is essential for creating effective marketing strategies, products, and services that align with Indian consumers' evolving values and preferences. As gender roles continue to shift and collectivism remains a key aspect of Indian society, marketers can craft campaigns that resonate with the values of modern Indian families, emphasizing equality, shared decision-making, and familial cohesion. For instance, brands can develop advertisements showcasing gender-neutral products or services that appeal to both partners in a household, reflecting the growing trend of joint decision-making. Additionally, marketing strategies that emphasize family unity and collaboration can foster deeper emotional connections with consumers who prioritize collective well-being.

From a marketing management perspective, businesses can use insights into socio-cultural shifts to target emerging market segments, such as dual-income households or cohabiting couples. Brands that understand the evolving family structures in India can offer personalized solutions that cater to the needs of these consumers, enhancing brand loyalty and customer satisfaction. Furthermore, integrating digital and technological infrastructure in marketing campaigns will help brands reach a tech-savvy consumer base that is increasingly engaging with online platforms for purchasing decisions. Digital literacy and technological advancements offer opportunities for businesses to innovate and connect with consumers in new, more dynamic ways.

From a business strategy standpoint, firms should consider the broader socio-cultural landscape when developing long-term growth plans. Strategies that support inclusivity, gender equality, and consumer empowerment can strengthen a brand's positioning in the marketplace. Investing in education and promoting consumer literacy will not only improve societal well-being but also create more informed consumers who can engage meaningfully with brands. Policy implications stemming

from these insights include promoting gender equality initiatives, fostering inclusive development, supporting evolving family structures, and investing in digital infrastructure and cultural preservation. These policies will empower individuals, enhance consumer literacy, and ultimately contribute to the well-being of Indian society as it navigates socio-cultural transformations.

### **Future Research Directions**

Future research can explore the evolving dynamics of consumer behaviour within relationships in the context of socio-cultural transformations, particularly in emerging markets like India. First, more attention should be given to the changing gender roles, specifically how women's increasing financial independence and participation in household decisions reshape family consumption patterns. Investigating how this shift influences marketing strategies targeting dual-income households could offer valuable insights. Second, examining the impact of changing family structures, such as nuclear families and cohabiting couples, on joint decision-making will be crucial for understanding new patterns of consumption. Third, further research should delve into the balance between collectivist and individualistic tendencies in joint decisions. This is especially relevant in culturally diverse regions where traditional values coexist with modern consumer preferences. Additionally, the influence of cultural traditions on consumption during festivals or special occasions remains a fertile area for study. Finally, future studies should integrate interdisciplinary approaches from sociology, psychology, and business strategy to build more nuanced models of consumer decision-making, incorporating factors like digital literacy, education, and global exposure. This will enrich our understanding of consumer behaviour in rapidly transforming societies.

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# Navigating the Energy Transition: A Critical Case Study of Indian Oil Corporation's Transition to Renewable Energy

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## Abstract

The global energy landscape is witnessing a paradigm shift towards sustainability, driven by concerns over climate change and technological advancements. India, as a major energy consumer and emitter, faces significant challenges and opportunities in this transition. This case study explores the journey of the Indian Oil Corporation (IOC), a key player in India's energy sector, as it embraces renewable energy sources. Traditionally focused on fossil fuels, IOCL has recognized the need to adapt to changing market dynamics and environmental imperatives. Despite facing challenges such as complex regulatory environments, technological transitions, market dynamics, financial considerations, and stakeholder engagement, IOCL has pursued strategic initiatives including portfolio diversification, research and development, partnerships, capacity building, and sustainability integration. These efforts have yielded outcomes such as carbon footprint reduction, cost savings, market leadership, enhanced stakeholder engagement, and long-term resilience. IOCL's experience highlights the complexity and opportunities of energy transition and offers valuable insights for industry players aiming to embrace renewable energy and drive meaningful change in India's evolving energy landscape.

**Keywords:** Climate Change and Technological Advancement, Global Energy Landscape

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## Introduction

The global energy landscape is undergoing a transformative shift towards sustainability, driven by concerns over climate change, energy security, and technological advancements. As one of the world's largest energy

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consumers and greenhouse gas emitters, India faces significant challenges and opportunities in navigating this transition. This case study critically examines the journey of the Indian Oil Corporation (IOC), a major player in India's energy sector, as it transitions towards renewable energy sources.

## **Background**

Indian Oil Corporation Limited (IOCL) is India's largest commercial enterprise, with a dominant presence in the downstream oil and gas sector. Traditionally focused on fossil fuels, IOCL has recognized the need to adapt to changing market dynamics and environmental imperatives. With India setting ambitious renewable energy targets and global pressure to reduce carbon emissions, IOCL has embarked on a strategic journey towards integrating renewable energy into its operations. Indian Oil recognizes sustainable growth not as a mere obligation but as a transformative opportunity to improve its business processes and practices.

**Financial Considerations:** The upfront costs of renewable energy projects, coupled with uncertainties surrounding returns on investment, present financial challenges for IOCL. Accessing affordable financing and managing project risks are critical considerations.

**Stakeholder Engagement:** As a state-owned enterprise, IOCL must navigate diverse stakeholder interests, including government agencies, shareholders, local communities, and environmental activists. Building consensus and managing expectations among these stakeholders is essential for successful transition planning, with integrating intermittent renewable energy sources into its existing infrastructure.

**Market Dynamics:** Fluctuating oil prices, geopolitical uncertainties, and evolving consumer preferences add layers of complexity to IOCL's transition strategy. Balancing short-term profitability with long-term sustainability goals is a delicate task.

**Technological Transition:** Shifting from conventional oil and gas operations to renewable energy requires substantial investments in new technologies, infrastructure, and skilled manpower. IOCL must overcome technical challenges associated policies, subsidies, and incentives for renewable energy. Navigating these regulations while ensuring profitability and compliance poses a significant challenge.

**Regulatory Environment:** IOCL operates in a regulatory landscape characterized by complex.

## **Challenges Faced**

### *Strategic Initiatives*

**Diversification of Energy Portfolio:** IOCL has diversified its energy portfolio by investing in renewable energy projects, including solar, wind,

and biofuels. These initiatives aim to reduce carbon emissions, enhance energy security, and capitalize on emerging market opportunities.

**Research and Development:** IOCL has ramped up its research and development efforts to enhance the efficiency, affordability, and scalability of renewable energy technologies. Collaborations with academia, research institutions, and industry partners facilitate innovation and knowledge exchange.

**Partnerships and Alliances:** Recognizing the importance of partnerships, IOCL has forged strategic alliances with domestic and international players in the renewable energy space. Joint ventures, technology transfers, and knowledge sharing agreements enable IOCL to leverage synergies and accelerate its transition journey.

**Capacity Building:** IOCL is investing in capacity building initiatives to equip its workforce with the necessary skills and expertise to navigate the renewable energy transition. Training programs, skill development initiatives, and talent acquisition efforts ensure a competent workforce capable of driving organizational change.

**Sustainability Integration:** Sustainability is increasingly integrated into IOCL's corporate strategy, governance framework, and decision-making processes. Environmental, social, and governance (ESG) considerations are embedded across the value chain, from procurement to production to distribution cost savings through reduced energy consumption, lower fuel costs, and operational efficiencies. Improved resource utilization and optimization contribute to enhanced competitiveness and financial performance.

**Market Leadership and Innovation:** IOCL's strategic investments in renewable energy have positioned it as a market leader in India's evolving energy landscape. The company's focus on innovation, technology adoption, and sustainable practices sets industry benchmarks and drives sectoral transformation.

**Enhanced Stakeholder Engagement:** By actively engaging with diverse stakeholders, including government agencies, communities, and investors, IOCL has fostered trust, transparency, and collaboration. Strong stakeholder relationships facilitate smoother project implementation, regulatory compliance, and risk management.

**Long-Term Resilience and Adaptability:** IOCL's transition to renewable energy enhances its resilience to future energy shocks, regulatory changes, and market disruptions. By embracing sustainability principles and embracing renewable energy solutions, IOCL future-proofs its business model and ensures long-term viability.

**Outcomes and Impacts:** **Carbon Footprint Reduction:** By integrating renewable energy into its operations, IOCL has made significant strides

in reducing its carbon footprint and mitigating environmental impacts. This not only aligns with global sustainability goals but also enhances the company's reputation as a responsible corporate citizen.

**Cost Savings and Efficiency Gains:** Renewable energy projects have enabled IOCL to achieve.

## **Conclusion**

The case study of Indian Oil Corporation's transition to renewable energy underscores the complexity, challenges, and opportunities inherent in navigating the energy transition. By adopting a strategic and holistic approach, IOCL has demonstrated its commitment to sustainability, innovation, and stakeholder engagement. As India's energy landscape continues to evolve, IOCL's experience serves as a valuable lesson for other industry players seeking to embrace renewable energy and drive meaningful change.

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# Marketing Practices and Challenges in MSMEs: A Synthesis of Literature

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## Abstract

In the age of globalization, micro, small and medium-sized enterprises (MSMEs) encounter numerous challenges in various aspects of marketing, including product planning, positioning, pricing, and distribution. Inadequate marketing practices have been identified as a significant factor contributing to these challenges. Effective marketing can lead to higher profitability for businesses, which is crucial for their survival. The objective of this study is to examine the marketing practices employed by micro, small and medium enterprises and challenges faced by these enterprises.

**Keywords:** Challenges Faced by MSMEs, Marketing Practices, Micro Small and Medium Enterprises (MSME), Problems

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## Introduction

Industrialization is crucial for development, as it drives growth in developing nations like India. Economic progress is attained through industrial production, which aims to achieve growth and welfare while minimizing negative consequences. In developing countries, industrialization is particularly important because most entrepreneurs and business owners can only make small investments, and there is a shortage of advanced technology, coupled with issues of unemployment and underemployment. To address these challenges, Micro, Small, and Medium Enterprises (MSMEs), which are labor-intensive, play a key role (Thukral, 2016).

In the era of globalization, MSMEs encounter numerous challenges in various aspects of marketing, including product planning and positioning, pricing strategies, and distribution issues (Kumar & Kamal, 2013). It is crucial to examine the challenges and difficulties faced by the MSME

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sector in marketing. Despite efforts by the Government of India to help MSMEs thrive and operate profitably, the situation has been deteriorating, with many MSMEs becoming either severely or moderately unwell. Among various factors contributing to this decline, poor marketing has emerged as a significant cause. Even if quality products are manufactured, the lack of strong marketing can lead to business failure. Effective marketing ensures that a company receives a competitive price for its products, leading to survival and profitability. Conversely, ineffective marketing can jeopardize a company's viability, potentially leading to its closure. Therefore, marketing has become essential for the success of small and medium businesses (Thukral, 2016). Educators, government officials, and consultants are mainly concentrating on marketing strategies for large manufacturers (Weinrauch et al., 1991).

## **Marketing**

The idea of marketing is complex and can be interpreted differently by different writers and scholars. Fundamentally, marketing is the process of determining, comprehending, and successfully meeting the demands of customers. One of the best examples of this is how Google became the most popular search engine in the world by recognizing the need for online information. Comparably, IKEA's success stems from its capacity to provide premium furnishings at reasonable costs, immensely satisfying customer demands in the process (Kotler & Keller, 2016).

Marketing is the act of producing, conveying, and providing value to consumers in a way that is advantageous to the company and its stakeholders, according to the American Marketing Association. Keeping solid client connections is another aspect of this (Gundlach & Wilkie, 2009). However, despite the fact that some managers might associate advertising with salesmanship, it's crucial to understand that sales make up a very minor percentage of marketing operations. Actually, marketing's ultimate objective is to completely remove the necessity for sales. According to Drucker (1973), the primary goal of marketing is to have a thorough understanding of consumers so that goods that successfully address their requirements may be developed.

Marketing is the collective term for the activities, institutions, and procedures involved in developing, promoting, providing, and trading goods and services that are beneficial to consumers, partners, suppliers, and the general public (Varadarajan, 2012). According to Wanof and Gani (2023), marketing is the process of determining and satisfying the demands of a certain market segment as well as growing that segment via continually providing high-quality customer value that is successfully conveyed.

Marketing practices involve the practical implementation of marketing principles to achieve organizational objectives. The core functions of marketing include:

- **Understanding and Cultivating Demand:** This involves using strategic development approaches to identify and enhance demand for products or services.
- **Securing Orders:** Capturing market demand by acquiring orders.
- **Executing Orders:** Fulfillment of orders to generate profitable returns.
- **Ensuring Customer Satisfaction:** Meeting customer needs effectively to maintain high levels of satisfaction.

The marketing practices cycle consists of the following steps:

- **Identifying Customer Segments:** Conducting thorough market research to identify existing and potential customer segments.
- **Crafting Marketing Strategies:** Developing marketing strategies and policies tailored to target markets.
- **Product Development:** Designing and developing products that meet customer-specific needs.
- **Managing Distribution Channels:** Overseeing the effective management of distribution channels.
- **Coordinating Physical Distribution:** Handling logistics to ensure timely and efficient delivery of products.
- **Stimulating Demand:** Using a variety of promotional methods to generate demand.
- **Establishing Pricing Structures:** Setting up pricing strategies and discounts that appeal to customers.
- **Implementing Sales Activities:** Engaging in personal selling, negotiation, and payment processing to drive sales.
- **Providing Post-Sale Support:** Offering support services after the sale to ensure continued customer satisfaction.
- **Soliciting Feedback:** Gathering feedback from the market to understand post-sale reactions and product usage patterns.
- **Drafting Marketing Strategies:** Creating marketing strategies based on insights from environmental and market feedback (Thukral, 2016).

An analysis of academic journals and marketing textbooks, particularly those focusing on marketing management and marketing strategy, reveals diverse perspectives on key principles. First, some sources classify company actions involving the 4Ps (product, promotion, price, and place/distribution) as either marketing strategy or marketing tactics. In this classification, segmentation, target market selection, and positioning

are considered part of marketing strategy, while the 4Ps are viewed as marketing tactics. Second, some sources categorize elements of the 4Ps differently, with product and place/distribution regarded as strategic, while price and promotion are seen as tactical. Third, various marketing activities within each of the 4Ps are also labeled as either strategy or tactics, such as different promotional or pricing strategies. Representative quotes from different decades highlight these distinctions (Varadarajan, 2012).

Marketing strategies for MSMEs involve two primary elements: networking and word-of-mouth communication. Networking in business involves companies coming together with shared goals, collaborating, and cooperating by exchanging ideas, knowledge, resources, and technology. This networking typically takes place at trade events and through personal interactions. Word-of-mouth communication assists MSMEs in cultivating both internal and external relationships, fostering mutual trust, and enhancing listening skills and empathy (Gyanwali & Bunchapattanasakda, 2019). These practices are essential for MSMEs to establish a foothold in their markets, expand their reach, and build a strong reputation within their communities.

## **Methodology**

In this study we employ qualitative methodology to conduct an extensive literature review, aiming to investigate different marketing practices used by MSMEs and problems faced by MSMEs in India. This research utilizes different scholarly work from diverse academic journals, conference papers, books and thesis papers. Our explicit search criteria formulated to encompass keywords related to MSME, Marketing practices, problems, challenges faced by MSMEs. After obtaining search results, a literature selection process is undertaken, involving scrutiny of abstract and summaries. Literature lacking relevance or failing to meet the research criteria is excluded from the analysis.

A detailed examination of the selected literature follows, with the focus on identifying the various marketing practices and challenges faced by MSMEs to survive and to grow in the market. The qualitative approach is designed to achieve a comprehensive understanding of research subjects. The findings from the literature review are then synthesized and elaborated upon by the researcher to construct a thorough understanding of the research topic. These findings are organized into a detailed research report with a structured and cohesive format, encompassing key discoveries.

## **Marketing Practices by MSMEs**

Weinrauch et al. (1991) identified in their studies that many small business owners believe they can compete more successfully by specializing in a

niche market and providing unique, tailored products. However, a tight budget can make it difficult to design effective marketing plans. More than half of respondents expressed a strong interest in finding inexpensive marketing tactics suitable for small industrial marketers. However, Lee et al. (2010) found that a niche strategy alone is insufficient for SMEs because larger firms can also adopt this approach. Their study identified the following strategies for SMEs:

- Substitution strategy: SMEs can offer a substitutable product targeted at a segment of the market when entering a market initially dominated by larger firms.
- Free-riding strategy: If SMEs enter a market currently supplied by larger firms, they can successfully penetrate the segment by following a free-riding strategy.
- Strategic deterrence strategy: If an SME remains in the market despite aggressive actions by larger firms, it can counterattack by credibly staying in the market, which is known as a strategic deterrence strategy.

Burn (2001) found that using an e-business model enables SMEs to effectively plan and manage their growth via the internet. This model provides a platform for SMEs to establish a global business information infrastructure, making use of electronic networks and virtual organizations to enhance competitiveness. As hardware becomes more affordable, companies' success will increasingly depend on their soft assets.

Pasape (2022) emphasized that small businesses, especially in their early stages or within incubation programs, should prioritize integrating Information and Communication Technology (ICT) into their daily operations. Supportive hardware and software aligned with market access, business output, and profitability strategies are essential for success.

In research by Khaerani & Sudarmiatin (2022), interviews with 12 MSME owners revealed that 10 used Facebook for marketing, 11 used Instagram, and all 12 used WhatsApp as a marketing tool. Social media marketing was the primary digital strategy for 42% of the entrepreneurs. However, only 4 used websites and SEO, and 5 utilized SMS and Telegram. To stay competitive in today's market, businesses need to adopt a variety of platforms and social media channels popular within their communities (Andria et al., 2022).

Social media marketing is not only a platform for introducing MSME products to the public but also an effective tool for targeted marketing and developing creative strategies. In Surabaya, MSMEs primarily use e-commerce to provide product catalogs due to its user-friendly interface and attractive product displays. Research by Mia Adistia (2022) suggests that effective use of e-commerce can significantly improve MSME marketing performance.

Marianti et al. (2022) emphasized that expanding market reach can be achieved by leveraging digital platforms. Syaifullah et al. (2021) found that social media marketing success is influenced by factors such as compatibility, perceived usefulness, and ease of use. Their findings also showed that social media marketing positively impacts MSME performance by increasing sales, enhancing customer relationships, boosting productivity, and fostering creativity. Proper social media management is thus crucial to MSME success.

According to Andiana et al. (2020), digital marketing has greatly benefited MSMEs by providing efficient ways to share information, interact with customers, expand their market reach, and lower marketing costs, particularly during the COVID-19 pandemic. Peralta et al. (2022) identified three key factors affecting business continuity: working capital, adherence to COVID-19 safety protocols to increase customer footfall, and cash reserves. They noted that businesses with ample working capital were more confident in maintaining operations, while many food enterprises avoided loans to sustain continuity. The use of social media marketing during the pandemic proved advantageous for MSMEs. In food businesses, colors like red and yellow were used to attract attention and stimulate appetite. The researchers also recommended sharing educational content, such as “did you know?” posts, which were found to be more effective in promoting brand awareness and boosting sales.

Belz & Riediger (2009) conducted an empirical study on the German food market, gathering data from 3,584 food processing companies. Their research revealed that certain consumer groups prioritize socio-ecological concerns and are willing to pay a premium for high-quality products. On average, 40% of food companies integrate ecological or social aspects into their products. A significant portion, 41% in niche markets and 45% in selected market segments, actively engage in these practices. The study concluded that social and ecological factors play a key role in successful marketing within the quality segment of the German food market.

Adewale et al. (2013) investigated the impact of marketing strategies on business performance, involving 103 participants and using a questionnaire with closed-ended questions. The data was analyzed through correlation coefficients and multiple regression analysis. The findings revealed a positive correlation between business performance and factors such as product quality, distribution channels, pricing, packaging, and after-sales service. This suggests that businesses offering high-quality products, effective distribution, affordable pricing, attractive packaging, and reliable after-sales service tend to achieve higher profitability, market share, return on investment, and business expansion.

However, the study also found a negative relationship between product promotion and business performance, possibly due to issues like poor product quality, expired products, or clearance of old stock.

Alviany et al. (2019) demonstrated a significant and positive relationship between entrepreneurial orientation, innovation, and marketing strategies with the competitiveness of MSMEs. Similarly, Tirtayasa et al. (2022) found that a stronger market orientation is associated with a higher level of competitive advantage. Their study also revealed that increased product innovation leads to better marketing performance.

The research highlighted a positive and significant link between market orientation and marketing performance, as well as between product innovation and marketing performance. Additionally, a positive relationship exists between marketing performance and competitive advantage. Overall, the findings suggest that businesses with a stronger market orientation tend to experience higher marketing performance and competitive advantage, while product innovation further enhances both marketing performance and competitiveness.

Marianti et al. (2022) stress the importance of conducting research before engaging in marketing and product development, as marketers must evaluate whether innovative products will be accepted by consumers. In the restaurant industry, regularly updating menu options is crucial to keeping customers engaged and preventing boredom. Faeroevik & Maehle (2022) further highlighted the positive impact of innovation across various industries and identified Cross-Industry Innovation (CII) as a beneficial strategy for SMEs.

The researchers suggest that embracing CII can inspire SMEs to explore and leverage innovation opportunities, promoting a growth-oriented approach that fosters versatility and diversity. They also underscored the importance of creating policies that support CII, with a call for policymakers to actively facilitate and encourage proactive CII to help SMEs become more diverse and resilient.

### **Problems Face by MSMEs Outside India**

Redjeki & Affandi (2021) found that social media is a highly convenient and accessible tool for MSMEs. Many small and medium enterprises face difficulties with digitalization because of their limited technological knowledge and insufficient infrastructure, challenges that are worsened by Indonesia's geographical conditions. The researchers suggest a few actions to initiate a digital marketing enterprise: establishing specific marketing objectives and goals, selecting suitable digital channels, allocating a budget, and producing compelling content to attract consumer attention.

Zulyanti & Sari (2022) discovered that a minimal percentage (20%) of MSMEs are actively engaging in online marketplaces, primarily because

they face difficulties in adjusting their marketing strategies to e-commerce platforms. MSMEs encounter challenges in creating visually appealing content and navigating mobile apps for marketing. Many resort to simpler approaches, such as promoting products through WhatsApp status updates and utilizing basic payment methods like cash-on-delivery (COD) or courier services for order fulfillment.

The study highlights technical barriers faced by MSMEs, including insufficient support from internet service providers (ISPs) and the uneven distribution of stable internet networks, particularly in remote areas. These issues make it difficult for MSMEs in areas with poor or unreliable internet access to effectively utilize online marketing tools and establish a presence on online marketplaces.

In their 2022 study, Marianti and colleagues pointed out a major challenge faced by MSMEs: the absence of expertise in documenting financial transactions. One way to address this issue is by utilizing different online tools specifically created for recording transactions, which can lead to improved operational efficiency and decreased extraneous expenses. Furthermore, the research emphasizes that promotional advancements can be encouraged through the coordination of events, enhancement of facilities, and improvement of services.

### **Marketing Practices use by MSMEs with in India**

The marketing strategy's key element is product strategy, which includes packaging, pricing, delivery times, and communication, all of which impact customer satisfaction. Before starting production, small businesses often conduct market research. While technological advancements can enhance product quality, they may also raise costs. Many MSMEs in India utilize upgraded domestic machinery, believing that technology improves product quality.

MSMEs often engage in test marketing, allowing them to improve products based on consumer feedback before a wider launch, thereby enhancing commercial viability (Rani, 2012). According to Thomas (1994), pickles, spices, and bread manufacturers have established brand recognition, while biscuits are usually sold without a brand. Despite the food industry's emphasis on product quality, branding plays a smaller role in marketing. MSMEs with established customer bases and consistent pricing and product quality often place less emphasis on integrated marketing communication. These industries are frequently price takers, negotiating quality, quantity, and delivery times on a per-order basis (Nayak, 2010).

To maximize market reach, the study recommends leveraging advanced technologies such as e-marketing or web marketing (Kamal, 2013). In a study by Trivedi (2013), it was discovered that most small and medium-sized enterprises (SMEs) actively maintain and update their company



websites, as these have become more cost-effective and are instrumental in promoting products and services globally. Nevertheless, approximately 70% of the survey participants did not set aside a specific budget for website improvements, and around 40% utilized paid search engine services such as Google and Ask.

The internet offers abundant advertising prospects, and there is an anticipated substantial growth in digital advertising. Small businesses have the opportunity to develop video content to exhibit their operations, providing valuable insights to potential industrial buyers without necessitating physical visits. These findings underscore the growing trend of SMEs adopting digital tools and strategies to effectively market their industrial products.

Trivedi (2013) also noted that the majority of SMEs' business stems from loyal customers. These businesses prioritize the maintenance of strong relationships with their clients.

In 2016, Thukral found that specific products from small businesses have higher performance in the areas where they are produced, suggesting that the closeness to the production site can impact market demand and sales opportunities. Thukral suggests that small businesses should utilize personal and informal connections to collect market data and streamline product distribution in order to tackle these challenges. These connections can offer important knowledge and assistance in navigating the market and connecting with potential customers.

In his 2016 study, Shekhar emphasized the crucial role of intermediaries in facilitating the delivery of products to consumers. He pointed out that numerous small pharmaceutical firms have limited staff and heavily depend on human resources for production, advertising, and distribution. Conversely, Rani's 2012 research revealed that micro, small, and medium enterprises (MSMEs) generally do not employ intermediaries.

## **Problems within India**

A majority of MSME industries lack dedicated quality control departments and do not adhere to standards such as Agmark, ISO, or ISI certification (Ramachandra, 1994; Bhusari, 2002). Limited resources often force small-scale industries to use cheaper, inferior materials, which negatively affects the quality of their products. This quality issue is largely due to financial constraints and limited access to reliable suppliers (Gugloth & Kalyan, 2011). As a result, MSMEs frequently offer lower-quality products at lower prices compared to competitors who provide higher-quality goods (Anand, 2002).

Bhusari (2002) found that MSME units typically focus on producing multiple products within the same product line rather than diversifying



into different product lines. This lack of diversification indicates a deficiency in marketing orientation. The units often have poorly planned marketing activities and underestimate the importance of sales planning and organization. Despite recognizing the importance of planning and market research, their efforts in these areas are often inadequate. Financial constraints hinder their ability to recruit trained personnel and access government incentives. According to MSME owners, flawed government policies and tax regulations significantly contribute to their marketing challenges (Bhusari, 2002). Entrepreneurs also expressed dissatisfaction with excise duties on textile products and sanitary ware, reflecting concerns about how taxation policies impact their specific industries (Anand, 2002).

In their study in 2014, Deb and colleagues discovered that numerous small businesses have underdeveloped marketing strategies, limited market research initiatives, and traditional advertising methods. Due to financial constraints, they often struggle to allocate resources to marketing efforts and may be unaware of cost-effective marketing alternatives that could enhance their operations.

According to Ramachandra's work in 1994, competition poses a significant obstacle for micro, small, and medium enterprises (MSMEs). Zanjurne's research in 2018 emphasized that MSMEs in India encounter strong competition from multinational corporations (MNCs), while Bhusari in 2002 observed that intense competition based on quality and pricing significantly contributes to marketing difficulties.

In dealing with these obstacles, such as competition and flawed government policies, MSMEs may sometimes sacrifice product quality in order to achieve better prices or higher profits. This reflects the practical approach these enterprises take to navigate the competitive market. Advertising for MSMEs is restricted due to its high cost (Ramachandra, 1994). Thukral (2016) discovered that MSME units often lack the necessary tools and expertise for effective sales and marketing, which hinders their ability to promote and sell their products efficiently. Furthermore, small businesses encounter high commissions paid to dealers, which can significantly diminish profit margins and make it difficult to sustain operations and invest in marketing (Thukral, 2016). Das (2011) observed that MSMEs often do not effectively utilize various media channels for advertising, limiting their ability to reach a wider customer base and expand their market presence.

In a study conducted by Dutta in 2014, it was discovered that numerous artisans encounter financial obstacles when it comes to participating in national and international exhibitions and trade fairs, which are crucial for presenting their products and establishing connections. This difficulty emphasizes the struggles that MSMEs encounter in reaching wider markets. Sales promotion tactics for MSMEs frequently revolve

around credit facilities and services, but their effectiveness is not always thoroughly assessed, as noted by Ramachandra in 1994. The process of collecting payments from clients is challenging due to competition from other companies and imported goods, as indicated by Anand in 2002 and Bhusari in 2002. A study by Deb et al. in 2014 revealed that MSMEs face difficulties in recovering payments from large companies and government departments due to complex payment procedures and corruption, resulting in delays that impact cash flow and business operations. Zanjurne (2018) also brought attention to the issue of insufficient credit availability from banks, further complicating the financial stability of MSMEs in India. These obstacles underscore the substantial financial and operational challenges that MSMEs encounter.

Ramachandra (1994) points out that numerous MSMEs neglect the importance of adequate packaging for their products and frequently overlook the provision of post-sale services, such as maintenance, repairs, or financing. These deficiencies result in challenges related to advertising, ensuring consistent product quality, and establishing a strong brand within the small-scale sector.

Sangeeta et al. (2012) stress that improving brand awareness is essential for SMEs. Even though strong brands have the potential to drive sales quickly, many customers are not familiar with SME brand names. To address this, SMEs should implement effective brand endorsement strategies to increase profitability and enhance their market presence. Such strategies can help align product quality with customer perceptions, thereby improving competitiveness.

Sangeeta and colleagues (2012) point out that small and medium-sized enterprises (SMEs) frequently struggle to effectively implement differentiation strategies and often rely on low-cost pricing methods. To enhance their efforts in developing products, SMEs should embrace strategies that set their products apart. The research recommends employing targeted product positioning strategies for each individual item rather than using a uniform approach for all products. This approach can assist SMEs in identifying distinct market segments and better catering to the diverse needs and preferences of their customers. Furthermore, Kamal (2013) discovered that micro, small, and medium enterprises (MSMEs) often express dissatisfaction with their distribution channels. To expand their market reach and ensure comprehensive coverage of potential buyers, it is recommended that small businesses enhance their distribution strategies. This enhancement can result in improved product accessibility, support business expansion, and enhance customer satisfaction.

Singh & Khamba (2018) found that numerous small business owners and managers often confuse selling with marketing. Due to their limited

resources and staff, these businesses primarily focus on sales and generating revenue. However, marketing encompasses a broader range of activities beyond sales, such as market research, product development, pricing, branding, promotion, and distribution. Through embracing a more comprehensive marketing strategy, small firms can enhance their understanding of their target market, develop more effective strategies, and attain sustainable growth.

## **Conclusion**

The competitiveness of small business owners can be improved by targeting specific market niches and offering unique, specialized products. To succeed, Micro, Small, and Medium Enterprises (MSMEs) can employ tactics such as substitution, free-riding, and strategic deterrence. Furthermore, they can streamline their operations by utilizing e-business models. During the early stages of development, it is crucial for MSMEs to prioritize the integration of Information and Communication Technology (ICT) into their day-to-day operations. MSMEs commonly utilize social media platforms like Facebook, Instagram, and WhatsApp for promoting their products. However, challenges arise due to limited technological skills, insufficient infrastructure, and low digital literacy in their efforts to digitalize.

MSMEs still have minimal adoption of tools like SEO, Telegram, and SMS for marketing, as they mainly rely on e-commerce to display their product catalogs. Engaging with customers, expanding reach, increasing brand awareness, and reducing marketing costs are facilitated by digital marketing. Business continuity is heavily influenced by factors such as working capital and safety protocols, and many MSMEs are averse to taking loans from banks. In the food industry, marketing often makes use of red and yellow colors, with red stimulating metabolism and yellow attracting attention, encouraging consumption, and increasing appetite. Some customer segments are willing to pay a premium for products that address socio-ecological concerns and offer high quality.

The research indicates that elements like the range of products offered, distribution methods, pricing structures, packaging, and post-purchase support have a positive influence on business performance. Additionally, it suggests that a stronger focus on understanding the market leads to improved marketing results and a competitive edge. Embracing innovation across different industries is seen as an advantageous approach for micro, small, and medium enterprises (MSMEs).

In India, MSMEs prioritize conducting market research when developing new products. For instance, manufacturers of pickles, spices, and bread have successfully built recognizable brands, while unbranded biscuits

dominate the market. Although product quality is crucial in the food sector, branding seems to have a less significant role in marketing endeavors. MSMEs, benefiting from loyal customer bases and consistent pricing and product quality, tend to underestimate the significance of integrated marketing communication.

Indian MSMEs also utilize e-marketing to enhance sales and maintain strong relationships with clients. Additionally, the study found that certain small business products perform better in the regions where they are manufactured; indicating that proximity to the production location can significantly influence market demand and sales potential.

In India, numerous MSMEs do not have dedicated quality control departments and fail to adhere to standards like Agmark, ISO, or ISI certification. These enterprises typically prioritize manufacturing multiple products within the same line instead of diversifying into different lines, which indicates a limited marketing focus. The research indicates that MSMEs frequently lack the essential tools and expertise for effective sales and marketing, which hinders their capacity to promote and sell products efficiently.

Indian MSMEs encounter fierce competition from multinational corporations (MNCs). Additionally, the substantial commissions paid to dealers for sales efforts considerably diminish profit margins, making it challenging for MSMEs to maintain operations and invest in marketing. Adequate packaging is often overlooked, and numerous business owners are hesitant to offer post-sale services such as maintenance, repairs, or financing.

Establishing brand awareness poses another obstacle for MSMEs, as many customers are unfamiliar with their brand names, despite the potential for strong brands to boost sales. Distribution channels are a source of dissatisfaction for many MSMEs, and small business owners frequently conflate selling with marketing. Due to limited resources and personnel, these companies primarily concentrate on generating sales and revenue. While sales are vital for small firms, it is crucial to acknowledge that marketing encompasses a broader range of activities beyond mere selling.

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# Consumer Buying Behavior towards Ayurvedic Products in Dehradun District, Uttarakhand

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## Abstract

Ayurveda appeals to you to maintain a balance in life, and what you think, eat, and practice physically, as well as the herbs you choose to use. It offers alternative healthcare as a system having historical origins in the Indian subcontinent, which is why there is a proliferation of Ayurveda branding. People in this age are conscious of their health and dare to protect their health alongside their lifestyle which is reflected in the consumption of products which makes life easier. In the previous five years, a shift in urbanization and consumer lifestyles, combined with the growing knowledge of the adverse effects of synthetic cosmetics and allopathic drugs have led to a rapidly growing market for Ayurvedic products in India. This study aims to explore and analyze the sentiments of supporters of Ayurvedic medicine in the Dehradun district of Uttarakhand, India.

**Keywords:** Ayurveda, Buying behavior, Consumer

## Introduction

Ayurveda is a system of holistic healing that does not isolate individual organs, but rather works on a mind and body balance. Unlike many conventional treatments that merely alleviate symptoms temporarily, the principle of Ayurveda is based on ensuring long-lasting healing by identifying the potential root cause of the illness. As noted by Underwood & Rhodes (2008), traditional Indian medicine of the time addressed everything from fever (Takuman) and coughs to consumption, diarrhea, abscesses, seizures, tumors and skin diseases like leprosy. Ayurvedic practitioners also treated complicated diseases like angina pectoris, diabetes, hypertension

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and kidney stones during that time. It was sophisticated enough to cover plastic surgery, cataract surgery, abdominal fluid drainage, foreign body extraction, and fracture management. Ayurveda, the ancient Indian health system, is based on sacred texts that call for a natural, multigenerational and holistic way of keeping mind-body health. Considered to be the oldest system of medicine in the world, Ayurveda is a science of life which uses herbal medicine formulations, dietary changes, exercises and behavioral and lifestyle changes to keep you healthy and prevent disease. Ayurvedic medicines are plant-based substances, but some formulations also include animal products, minerals and metals. The Indian overall beauty market is growing rapidly and so is the demand for Ayurvedic products among the urban population, as a result of urbanization, awareness among customers about the harmful effects of synthetic beauty and allopathic products, and innovations among the Ayurvedic formulations have increased in the third subsequent years. Further, the growth of exclusive Ayurvedic retail outlets and the increasing sales of products through multi-brand and exclusive stores have also strengthened the overall market. The increasing incidence of lifestyle-related diseases has also contributed to the demand for Ayurvedic products, with consumers preferring natural, chemical-free products with little to no side effects. Dabur, Patanjali and Emami are the leading companies in the Indian Ayurvedic market and together they have a significant share of the overall sales. Things will change with new entrants bringing in aggressive and innovative marketing to grab consumer attention. Over time brand loyalty and consumer preferences will be driven by the efficacy, quality and perceived benefits of Ayurvedic products. Ayurveda is often referred to as the “science of life” and was born in India over 5,000 years ago making it one of the oldest healing systems in the world. It is more than a medical practice it is a philosophy that advocates a balanced and healthy life. Often called the “mother of all healing systems” Ayurveda pre dates many modern and alternative medicinal practices. In recent years Ayurveda has seen a big resurgence in India and the Western world and is back in health fairs, wellness industries and alternative medicine markets. Ayurvedic approach based on individualized treatments and lifestyle changes is gaining global recognition as a effective and sustainable health system.

## **Review of Literature**

Banu Rekha and Gokila (2015) found that most consumers are aware of herbal cosmetics. The perception of herbal products has changed, consumers no longer see it as a luxury but as a safer option to conventional cosmetics. Many customers prefer herbal based cosmetics due to concerns over chemical additives in synthetic products which are most of the time linked to side effects.

Desai (2014) studied factors influencing consumer buying behavior and found that Ayurvedic products are gaining preference among value conscious consumers. The study said that multiple factors play a significant role in decision making of consumers, quality and price being the key factors.

Mukherjee (2012) looked into impact of celebrity endorsement on brand perception. The findings said that consumers develop stronger self-brand connection with brands that matches with the image of celebrity they admire. This association is more influential when both the brand and celebrity are well matched, reinforces brand equity and consumer trust.

Prahalad and Ramaswamy (2000) said the role of consumer is evolving in market dynamics. Their research said that consumer preferences and expectations are reshaping market structures, businesses need to offer value. The study highlighted that consumer engagement and active participation in value creation is key to business success.

### **Objectives of this Study**

- To study the key factors impacting on purchase decisions.
- To examine the role of media on buying behavior.
- To study the level of brand awareness among consumers across various brands.

### **Methodology**

This study is descriptive in nature and analyze the consumer buying behavior of Ayurvedic products in Dehradun district. The study is based on the insights gathered from the selected respondents.

### **Sources of Data**

The study is based on both primary and secondary sources. Primary data was collected through questionnaire and secondary data was collected from books, research articles, industry reports, online sources.

### **Sample Size**

A total of 100 respondents from Dehradun were selected for the study. Data was collected through convenient sampling method so that the respondents are easily accessible and provide relevant consumer insights.

### **Limitations of Study**

The study has certain limitations. Firstly, the sample size is limited, which may not provide a fully representative view of the entire population. Additionally, consumer purchasing behavior is influenced by multiple

factors, including economic conditions, social status, and psychographic variables, which were beyond the scope of this research.

**Table-1:** Classification of sample on the basis of Education

School	10	10
Graduate	27	28
Post-Graduation	50	50
Others	13	13
Total	100	100

**Table-2:** Classification of sample on the basis of Profession

Profession	No. of Respondents	Percentage
Govt. sector	20	20
Private sector	38	38
Housewife	15	15
Businessman	19	19
Student, self-employment - others	08	08
Total	100	100

**Table-3:** Classification of sample on the basis of Income

Income in Rs.	No. of Respondents	Percentage
Up to Rs. 25000	28	28
25001-40000	48	48
40001 and above	24	24
Total	100	100

## Demography of Sample

**Table-4:** Classification of Respondents on the basis of gender

Category	No. of Respondents	Percentage
Male	58	58
Female	42	42
Total	100	100

**Table-5:** Classification of Respondents on the basis of age

Age in Years	No. of Respondents	Percentage
18 to 35	42	42
35 to 50	38	38
50 and above	20	20
Total	100	100

**Table-6:** Brand Preference (Company) by Respondents

Brand Preference (Company)	No. of Respondents	Percentage
Dabur India Ltd.	38	38
Patanjali Ayurveda	36	36
Himalaya	12	12

<b>Brand Preference (Company)</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Vicco Laboratories	08	08
Zandu Ayurveda	04	04
Others	02	02
Total	100	100

## **Results and Discussion**

A survey indicates that 78% of participants use Ayurvedic medicines to address common ailments, signifying the influence of Ayurveda in maintaining everyday health. As a mercy, even having such an ancient view of life and treatment in healthy days (Ayurveda) in deep roots of Indian culture beyond few literate individuals, many are taken it as daily health care with acceptance. But when faced with serious illness – diabetes, heart disease or cancer, for example – just 29 percent of people said they preferred Ayurvedic treatments, and 75 percent said they were wary of not being helped or, worse, risking the disease with Ayurvedic treatments. Brand Preferences 38% of the respondents like product from Dabur, 36% like products from Patanjali and rest like Products from other brands. Remarkably, 80% of respondents use Ayurvedic medications without first seeing a physician, indicating a high prevalence of self-medication. Due in large part to advertising and brand promotion from firms such as Patanjali, Dabur, Himalaya, and Zandu, this trend indicates an increasing interest in over-the-counter (OTC) Ayurvedic goods. With 68% of respondents favoring Ayurvedic medications above allopathic and homeopathic options, respectively, Ayurveda is the most popular type of medicine in the Dehradun district. Additionally, 84% of consumers think Ayurvedic products have few to no adverse effects, and 70% think they are dependable. It's interesting to note that none of the respondents mentioned combining homeopathy with Ayurveda, but 58% of them use both.

**Table-7:** Preference of Ayurveda, Allopathy, Homeopathy and other medicines

<b>Preference Towards</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Ayurveda	68	68
Allopathy	26	26
Homeopathy	05	05
Others	01	01

The study's foundation is a survey that was carried out to examine consumer purchasing trends in the Dehradun district. The results show that customers are well-informed about the different brands of Ayurvedic medicines that are on the market. As worries about the negative effects of allopathic medications mount, more people are turning to Ayurvedic

treatments because they understand their natural origins and possible advantages. Additionally, the poll shows that a sizable percentage of participants know a lot about herbal cosmetics. Due to the belief that traditional cosmetics include too many chemicals that could cause negative side effects, many customers are switching to herbal-based cosmetics. Manufacturers of cosmetics are concentrating more on creating plant-based and herbal substitutes in response to this rising demand.

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- <http://www.theherbarie.com/index.html>
- <http://www.bluvenus.com/SW/herbal/index>



# LIST OF TRAINING PROGRAMMES 2024-25

S No	Title of Programme	Programme Date	Programme Director(s)
1	Supervisory Development Programme [for the Executives of MSN Labs]	Apr 15-16, 2024	Dr Sinju Sankar
2	Leadership Excellence Accelerator Programme (LEAP) [for the Executives of Ramky Estates]	Apr 22-24, 2024	Dr Sinju Sankar & Dr Swati Mathur
3	Supervisory Development Programme [for the Executives of MSN Labs]	May 6-7, 2024	Dr Sinju Sankar
4	ESG Reporting and Sustainability	May 8-10, 2024	Prof Ch Lakshmi Kumari
5	Workshop on “Customer Acquisition and Retention”	May 17-18, 2024	Prof Padmaker Jadhav
6	Supervisory Development Programme [for the Executives of MSN Labs]	June 10-11, 2024	Dr Sinju Sankar
7	Happiness and Wellbeing for Managers	June 10-12, 2024	Prof Ujjal Mukherjee & Dr K Bhavana Raj
8	Leadership and Change Management	June 25-27, 2024	Prof A Sridhar Raj & Dr Anupama Dubey Mohanty
9	CSR for High Impact Corporate Performance	July 8-9, 2024	Ms J Kiranmai
10	Supervisory Development Programme [for the Executives of MSN Labs]	July 8-9, 2024	Dr Sinju Sankar
11	Financial Models for Sustainable Excellence	July 9-11, 2024	Dr M Chandra Sekhar
12	New Labour Codes and Industrial Relations	July 24-26, 2024	Dr Vasanti & Dr Anuradha
13	Operations and Supply Chain Analytics for Competitive Advantage	July 24-26, 2024	Dr Abhay Srivastava & Prof S Satish Kumar
14	Supervisory Development Programme [for the Executives of MSN Labs]	Aug 5-6, 2024	Dr Sinju Sankar
15	Project Appraisal, Financing and Management	Aug 7-9, 2024	Prof S Sreenivasa Murthy, Dr M Chandra Shekhar & Dr P Kalyani
16	Analytics for Industry 4.0: Insights of Disruptive Technologies	Aug 12-14, 2024	Dr Shaheen & Dr Rajkumar Pillay
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18	Emotional Intelligence: The Language of Leadership	Aug 28-30, 2024	Dr Swati Mathur & Prof Y Rama Krishna



S No	Title of Programme	Programme Date	Programme Director(s)
19	Strategic Marketing for Achieving Organization Goals	Sept 4-6, 2024	Dr V Srikanth
20	Supervisory Development Programme [for the Executives of MSN Labs]	Sept 9-10, 2024	Dr Sinju Sankar
21	Employee Engagement and Wellbeing	Sept 11-13, 2024	Dr Vasanthi Donthi & Dr Mohsin Khan
22	The Prevention of Sexual Harassment (PoSH) Act 2013 at Workplace	Sept 17-18, 2024	Ms J Kiranmai
23	Cyber Crime and Safety Measures	Sept 18-20, 2024	Dr A S Kalyana Kumar
24	Restructuring and Turnaround of Public Enterprises for Sustainable Business	Sept 24-26, 2024	Prof S Sreenivasa Murthy & Prof Ch Lakshmi Kumari
25	Diversity Inclusion and PoSH	Oct 3-4, 2024	Prof A Sridhar Raj & Dr Sinju Sankar
26	Supervisory Development Programme [for the Executives of MSN Labs]	Oct 7-8, 2024	Dr Sinju Sankar
27	Digital & Social Media Marketing – A Hands-on Approach	Oct 8-10, 2024	Mr M J Rama Krishna & Dr A Rakesh Phanindra
28	Business Analytics for Decision Making	Oct 8-10, 2024	Dr Rajkumar Pillay & Dr Shaheen
29	Financial Models for Sustainable Excellence	Oct 15-17, 2024	Dr M Chandra Sekhar
30	Women in Public Sector [for middle level management executives]	Oct 21-25, 2024	Ms J Kiranmai & Prof A Sridhar Raj
31	MoUs for Performance Management in Central PSUs	Oct 28-30, 2024	Prof S Sreenivasa Murthy & Dr P Geeta
32	Supervisory Development Programme [for the Executives of MSN Labs]	Nov 4-5, 2024	Dr Sinju Sankar
33	Communication for Managerial Effectiveness	Nov 5-7, 2024	Dr Anand Akundy
34	Digital & Social Media Marketing – A Hands-on Approach	Nov 6-8, 2024	Mr M J Rama Krishna & Dr A Rakesh Phanindra
35	Happiness and Wellbeing for Managers	Nov 11-14, 2024	Dr Ujjal Mukherjee & Dr K Bhavana Raj
36	Transformational Leadership	Nov 12-14, 2024	Prof Y Rama Krishna & Dr Swati Mathur
37	Valuation of Central Public Sector Enterprises	Nov 19-21, 2024	Prof Pawan Kumar Avadhanam
38	Managing Foreign Currencies Risk and Understanding Global Finance	Nov 19-21, 2024	Dr M Karthik & Dr G Rajesh
39	Consumer Behaviour in Digital Age	Nov 19-21, 2024	Dr Syed Azhar & Dr Swati Mathur

S No	Title of Programme	Programme Date	Programme Director(s)
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41	Supervisory Development Programme [for the Executives of MSN Labs]	Dec 2-3, 2024	Dr Sinju Sankar
42	Data Visualisation Using Power BI	Dec 2-4, 2024	Mr K Srinivas
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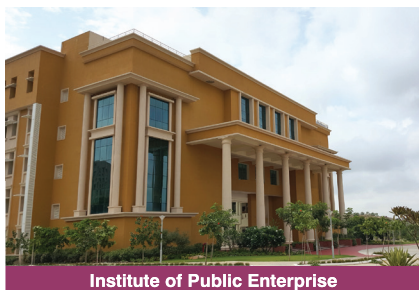
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