International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 • Website: www.ijfmr.com • Email: editor@ijfmr.com

From Conventional to Revolutionary: Examining the Relationship Between Market Innovation and Consumer Attitude Among the Women Customers of Designer Boutiques

Angel C Jose[1], Dr Arun Balakrishnan M B[2]

[1]Research Scholar, PG and Research Department of Commerce, Christ College (Autonomous), Irinjalakuda, Thrissur, Kerala
[2]Assistant Professor, Department of Commerce, Christ College (Autonomous), Irinjalakuda, Thrissur, Kerala

Abstract
Purpose: This study examines the relationship between marketing innovation and consumer perceptions of designer boutiques. It specifically examines how innovative approaches to product display, communication, and customer-centric processes influence overall consumer perceptions in a highly competitive, fashion-driven business.
Design/ Methodology: A quantitative research design is used in the investigation. A systematic questionnaire based on recognised Likert-scale measures was used to gather primary data from the women customers of designer boutiques in Thrissur district. To study the possible relationships between marketing innovation and consumer attitude, the gathered data were analysed using Spearman's Rank Correlation, Mann-Whitney U test, and Kruskal-Wallis H test after checking the reliability and normality of the data.
Findings: Marketing innovation has a significant and positive relationship with consumer attitude, with a Spearman's rho of 0.804. Innovative product presentation, creative communication methods, and customer-centric marketing practices enhance favourable consumer perceptions and evaluations.
Originality/ Value: In a rapidly evolving marketing environment, this study links marketing innovation with consumer attitude, offering novel empirical evidence. It extends existing literature beyond conventional marketing outcomes and highlights the importance of innovative strategies in shaping favourable consumer attitudes and achieving sustainable competitive advantage.

Keywords: Innovation, Marketing, Innovative Marketing, Consumer Attitude, Innovativeness

1. Introduction

The marketing environment of today has drastically changed, moving from traditional, transaction-focused methods to more innovative and creative ones. According to Kotler, Kartajaya, and Setiawan (2017), traditional marketing strategies that prioritised mass communication, price competition, and product attributes are becoming less and less effective in meeting the changing demands of contemporary consumers. Customers today are more knowledgeable, capable, and experience-driven, which forces businesses to reconsider how they create and provide value. In this scenario, marketing innovation has become an essential strategic instrument that helps businesses stand out from the competition and successfully shape consumer attitudes and perceptions.

The application of innovative marketing techniques requiring substantial adjustments to product design, promotion, placement, or price strategies is referred to as marketing innovation (OECD, 2018). In contrast to technology innovation, marketing innovation concentrates on how businesses engage, position, and communicate with customers in order to produce higher value (Varadarajan, 2010). Personalised communication, digital engagement, immersive campaigns, and customer-centric tactics are examples of innovative marketing techniques that have completely changed how brands interact with consumers. These strategies not only improve market responsiveness but also influence consumers' emotional reactions to and assessments of companies.

A key concept in consumer behaviour research, consumer attitude is a person's overall assessment of a brand or product and is usually made up of behavioural, affective, and cognitive elements (Fishbein & Ajzen, 1975). Purchase intentions, brand loyalty, and enduring customer connections are all significantly influenced by attitudes (Schiffman & Wisenblit, 2019). Influencing positive consumer sentiments has emerged as a crucial goal for marketers looking for long-term competitive advantage as marketplaces grow more competitive. Marketing innovation has the power to positively change consumer attitudes, feelings, and behavioural patterns by providing unique and significant consumer experiences.

Additionally, the shift from traditional to innovative marketing strategies emphasises the necessity of empirical validation with reliable statistical methods. The strength and direction of links between marketing innovation and customer attitude can be systematically examined using quantitative methodologies, which are bolstered by analytical techniques including regression analysis and correlation (Hair et al., 2019). Researchers can thoroughly test hypotheses and obtain practical insights based on actual data by using SPSS-based analysis.

In light of this, the current study attempts to look into how marketing innovation affects consumer attitudes. The study adds to the expanding corpus of literature on marketing innovation and advances knowledge of how creative marketing strategies affect consumer attitudes by experimentally investigating this link. For marketers, business owners, and legislators looking to create creative marketing plans that promote favourable consumer sentiments in a market that is becoming more competitive and dynamic, the results are anticipated to have significant implications.

2. REVIEW OF LITERATURE

2.1 Market Innovation

As businesses increasingly operate in highly dynamic, competitive, and technologically advanced environments that necessitate constant adaptation to shifting client needs, innovative marketing and market innovation have drawn substantial scholarly interest. Modern literature acknowledges marketing as a crucial hub of innovation that influences value creation and market competitiveness, whereas early innovation research mostly focused on product and technology improvements (Varadarajan, 2010).The introduction of new marketing concepts, methods, procedures, or instruments that significantly deviate from current marketing practices and improve consumer value and organisational performance is usually referred to as innovative marketing (OECD, 2005; Katsikeas et al., 2016). By redefining consumer requirements, changing consumption patterns, and creating novel value propositions, market innovation, on the other hand, focuses on the development of new markets or the reconfiguration of current market structures (Jaworski, Kohli, & Sahay, 2000; Kim & Mauborgne, 2005).Market orientation theory, which holds that businesses that consistently produce, distribute, and react to market intelligence are more likely to use innovative marketing strategies that result in superior performance, forms the conceptual basis of innovative marketing (Narver & Slater, 1990; Slater & Narver, 1995). According to Teece, Pisano, & Shuen (1997) and Teece (2014), the dynamic capabilities perspective complements this viewpoint by conceptualising innovative marketing as a strategic capability that enables firms to recognise emerging market opportunities, seize them through adaptive marketing strategies, and reconfigure resources in response to environmental turbulence. Additionally, the service-dominant logic has reinterpreted marketing innovation as a value co-creation process, highlighting relational exchanges, experience offerings, and interactive customer interaction as key ways that businesses innovate their marketing initiatives (Vargo & Lusch, 2008). Innovative marketing is increasingly conceptualised by empirical research as a multifaceted construct that includes innovation in marketing processes, digital and technological innovation, customer engagement innovation, and business model innovation. All of these elements contribute to improved customer experience and differentiation in competitive markets (Verhoef, Kannan, & Inman, 2015; Khan et al., 2019). Strong evidence from earlier research shows that innovative marketing has a favourable impact on important outcomes like consumer engagement, brand equity, competitive advantage, and firm success, including market share and sales growth (Hollebeek, Glynn, & Brodie, 2014; Katsikeas et al., 2016; Keller, 2013). Despite these developments, the literature still shows conceptual ambiguity between marketing innovation and related concepts like digital and entrepreneurial marketing, as well as methodological flaws like cross-sectional designs, inconsistent measurement scales, and a preponderance of developed economies (Varadarajan, 2010; Khan et al., 2019). These limitations highlight the need for future research that adopts longitudinal and mixed-method approaches, integrates mediating and moderating mechanisms such as customer engagement, perceived value, and trust, and extends empirical inquiry to emerging market and SME contexts.

2.2 Consumer Attitude

Due to its significant impact on people's assessments, preferences, and behavioural reactions toward goods, brands, and marketing stimuli, consumer attitude has long been acknowledged as a key concept in marketing and consumer behaviour literature. According to Fishbein and Ajzen (1975), attitude is typically characterised as a taught predisposition to react favourably or unfavourably to an item, concept, or behaviour, reflecting an individual's overall appraisal based on beliefs, feelings, and experiences. According to early theoretical frameworks, consumer attitude is a multifaceted construct with cognitive, affective, and conative components. Beliefs about an object drive emotional reactions, which in turn alter behavioural intentions (Ajzen, 1991; Schiffman & Wisenblit, 2015).

The core explanations of how attitudes influence intentions and subsequent behaviours, especially in situations involving intentional choice, are offered by the Theory of Reasoned Action and the Theory of Planned Behaviour (Fishbein & Ajzen, 1975; Ajzen, 1991). Favourable customer attitudes have a favourable impact on purchase intention, brand choice, and loyalty across a variety of product and service categories, according to subsequent empirical studies (Bagozzi, Gurhan-Canli, & Priester, 2002; Keller, 2013). Experiential, relational, and digital factors—such as brand encounters, online evaluations, social media interactions, and perceived innovativeness of marketing practices—are progressively influencing consumer attitude formation in modern marketing contexts (Schmitt, 1999; Verhoef et al., 2009).

Research based on service-dominant logic also highlights how value co-creation processes, in which enterprises and customers interact to increase positive evaluations and emotional attachment, shape consumer attitudes (Vargo & Lusch, 2008). Furthermore, studies show that consumer attitudes serve as a crucial mediating mechanism between behavioural outcomes like purchase intention and advocacy and marketing stimuli like creative advertising, brand communication, and innovative marketing strategies (MacKenzie, Lutz, & Belch, 1986; Hollebeek et al., 2014).

Despite a wealth of research, the literature identifies several gaps, such as context-specific differences in attitude formation, a dearth of longitudinal studies documenting attitude change over time, and a lack of investigation of attitudinal responses in emerging markets and small business settings (Ajzen, 2001; Schiffman & Wisenblit, 2015).

The marketing literature has given marketing innovation a lot of attention, but most of the research that has been done so far has been on how it affects organisational outcomes like customer happiness, firm performance, competitive advantage, and brand equity. Understanding how marketing innovation affects consumer attitude has received relatively little attention, especially when it comes to fashion-oriented retail establishments like designer boutiques. Additionally, there is a substantial lack of data from emerging markets and small business contexts because the majority of earlier research was carried out in established economies and large-scale corporate settings.

High degrees of originality, personalisation, and customer connection are all characteristics of the designer boutique industry, where creative marketing strategies are essential to drawing in and keeping clients. Even though this industry is becoming more and more significant, there are still few empirical studies that look at the connection between marketing innovation and boutique customers' attitudes. Additionally, the demographic differences that could affect consumers' perceptions of marketing innovation have been mainly ignored in previous studies.

Thus, empirical research is required to determine how marketing innovation affects the attitudes of women who shop at designer boutiques in emerging markets. In order to close this gap, the current study analyses demographic variations among female clients of designer boutiques in Thrissur District, Kerala, as well as the relationship between market innovation and consumer attitude.

3. Objectives of the study

3.1 To examine the demographic differences in consumer attitudes towards Market Innovation among the female end-users of designer boutiques in Thrissur district.

3.2 To analyse the relationship between market innovation and consumer attitude among the female end-users of designer boutiques in Thrissur district.

4. Research methodology

4.1 Data Collection:

Primary Data: Primary data are collected using validated scales, which are administered to boutique customers through offline (in-store) and online modes.

Secondary Data: Secondary data are obtained from peer-reviewed journals, books, doctoral theses, industry reports, and databases to support theoretical grounding and scale selection.

Research Design: The study employs a quantitative approach to investigate the impact of market innovation on consumer attitude. The study is cross-sectional, descriptive, and analytical in nature.

4.2 Sample Design:

Sample Population: The study comprises women customers of designer boutiques from Thrissur District who have prior exposure to the boutiques' marketing innovation activities. Designer boutiques are selected as the study context because they typically operate in highly competitive environments and rely extensively on innovative, customer-centric, and opportunity-driven marketing approaches.

Sample Size: The sample size is 100 women consumers, which is determined based on the 10-times rule and statistical power considerations.

Sampling Technique: A purposive sampling technique is employed to select respondents who meet predefined inclusion criteria.

4.3 Tools of Analysis:

The data were analysed using the Kruskal-Wallis H test, Mann- Whitney U test, and Spearman's rank correlation using SPSS. The Kruskal-Wallis and Shapiro-Wilk tests have also been used to verify normality.

5. Results and discussions

Table 5. 1: Demographic Details of the Respondents

Variables		Frequency	Percent
Age	Below 20	7	7
	20- 30	24	24
	30- 40	33	33
	40- 50	26	26
	Above 50	10	10
	Total	100	100
Marital Status	Married	65	65
	Unmarried	35	35
	Total	100	100
Qualification	Higher secondary or below	10	10
	Undergraduate	12	12
	Postgraduate	47	47
	Doctorate/ Professional Qualification	20	20
	Others	11	11
	Total	100	100
Occupation	Student	8	8
	Employed (Private sector)	31	31
	Employed (Public Sector)	35	35
	Self-Employed/ Business	15	15
	Home maker	9	9
	Others	2	2
	Total	100	100
Monthly Income			
	Below 20000	16	16
	20000- 30000	17	17
	30000- 40000	26	26
	40000- 50000	11	11

	Above 50000	30	30
	Total	100	100

Interpretation

Table 5. 1 presents the demographic profile of the respondents included in the study (N = 100). With regard to age, the majority of the respondents belonged to the 30–40 years age group (33%), followed by those in the 40–50 years category (26%). Respondents aged 20–30 years constituted 24% of the sample. A smaller proportion of respondents were aged above 50 years (10%), while only 7% were below 20 years. This indicates that the sample is predominantly composed of middle-aged consumers, who are likely to have stable purchasing behaviour and informed consumption decisions.

In terms of marital status, 65% of the respondents were married, whereas 35% were unmarried. This suggests that a majority of the respondents have family responsibilities, which may influence their preferences and attitudes towards designer boutiques.

Regarding educational qualification, the largest share of respondents were postgraduates (47%), followed by those with doctorate or professional qualifications (20%). Respondents with undergraduate qualifications accounted for 12%, while 10% had higher secondary education or below. Additionally, 11% of the respondents belonged to the 'others' category. Overall, the sample reflects a highly educated consumer base, which is appropriate for studies examining attitudes and behavioural responses.

With respect to occupation, the majority of the respondents were employed, with 35% working in the public sector and 31% employed in the private sector. This indicates that a substantial proportion of the sample consists of salaried individuals with relatively stable income. Respondents who were self-employed or engaged in business activities accounted for 15% of the sample, reflecting the presence of entrepreneurial and business-oriented consumers. Homemakers constituted 9%, while students represented 8% of the respondents. Only a small proportion (2%) belonged to the 'others' category. Overall, the occupational distribution suggests a diverse yet economically active sample, suitable for examining consumer attitudes and behavioural responses.

In terms of monthly income, the largest proportion of respondents reported an income of above ₹50,000 (30%), followed by those earning ₹30,000–₹40,000 (26%). Respondents with a monthly income between ₹20,000 and ₹30,000 constituted 17%, while 16% earned below ₹20,000. A smaller segment of respondents (11%) fell within the ₹40,000–₹50,000 income bracket. This distribution indicates that a considerable share of the respondents belongs to middle- and high-income groups, suggesting adequate purchasing power and relevance for studies focusing on designer boutiques.

6. RELIABILITY ANALYSIS: MARKET INNOVATION SCALE

The scale has been developed from Naidoo (2004). The case processing summary shows that valid cases are 100, and the excluded cases are 0. This indicates that all responses were complete and no data were lost due to missing values. Hence, the reliability analysis is based on the full sample.

Table 6. 1: Reliability Statistics of Market Innovation

Cronbach's Alpha	No. of items
0.823	6

Interpretation

Cronbach's alpha value of 0.823 indicates good internal consistency. Since the value is well above the acceptable threshold of 0.70, the six items reliably measure the construct Market Innovation. This suggests that the items are consistent, coherent, and measure the same underlying concept.

7. RELIABILITY ANALYSIS: CONSUMER ATTITUDE SCALE

The scale has developed from Spears & Singh (2004). The reliability summary shows that valid cases are 100, and the excluded cases are 0. This indicates that all responses were complete and no data were lost due to missing values. Hence, the reliability analysis is based on the full sample.

Table 7. 1: Reliability Statistics of Consumer Attitude

Cronbach's Alpha	No. of items
0.911	4

Interpretation

Cronbach's alpha value of 0.911 indicates good internal consistency. Since the value is well above the acceptable threshold of 0.70, the six items reliably measure the construct Market Innovation. This suggests that the items are consistent, coherent, and measure the same underlying concept.

8. TESTS FOR NORMALITY

The hypotheses for normality are as follows:

H0: The data are normally distributed.

H1: The data are not normally distributed.

Table 8. 1: Table for Normality

Kolmogorov-Smirnov Test				Shapiro- Wilk		
Statistic		df	sig	statistic	df	sig
CA_mean	.185	100	<.001	.848	100	<.001

The normality of the variable CA_mean was examined using the Kolmogorov–Smirnov and Shapiro–Wilk tests. The results indicated that the data significantly deviated from normality (Shapiro–Wilk = 0.848, $p < .001$, K-S Test= 0.185, $p<.001$). Therefore, the assumption of

normality was not met." Therefore, the alternative hypothesis is accepted, and the null hypothesis is rejected.

9. Objective 1: To examine the demographic differences in consumer attitudes towards Market Innovation among the female end- users of designer boutiques in Thrissur district.

To measure this objective, the researcher employed the Mann-Whitney U test and the Kruskal-Wallis H test to quantify this goal, since the data are not normal.

. A non-parametric statistical test called the Mann–Whitney U test is used to determine if two independent groups differ significantly on a continuous or ordinal dependent variable. When the assumptions of normality are broken, or the data are measured on an ordinal scale, it acts as a substitute for the independent samples t-test.

The Kruskal–Wallis H test is a non-parametric statistical test used to determine whether there are statistically significant differences among three or more independent groups with respect to a continuous or ordinal dependent variable. It is regarded as the non-parametric substitute for the one-way Analysis of Variance (ANOVA) and is especially helpful in situations where the homogeneity of variance and normality assumptions are not satisfied.

The following are the results of the Mann-Whitney U test and Kruskal- Wallis H test:

H1: The mean distribution of consumer attitude differs significantly across the age groups.

Table 9.1: K- S H test results for differences in Consumer attitude across age groups

Null Hypothesis	Test	Sig	Decision
The mean distribution of consumer attitude is the same across the categories of age.	Independent sample, Kruskal- Wallis H test	0.007	Reject the null Hypothesis

Interpretation

To investigate variations in consumer attitudes among age groups, an Independent-Samples Kruskal–Wallis test was used. The findings showed that the age groups' consumer attitudes differed statistically significantly ($H = 14.059$, $df = 4$, $p = 0.007$). As a result, the null hypothesis was disproved, suggesting that consumer attitudes on market innovation are significantly influenced by age.

H2: The mean distribution of consumer attitude is different across the categories of marital status.

Table 9. 2: Mann-Whitney U test results for differences in Consumer attitude across marital status

Null Hypothesis	Test	Sig	Decision
The mean distribution of consumer attitude is the same across the categories of marital status.	Independent sample, Mann-Whitney U test	0.063	Retain the null Hypothesis

Interpretation

Consumer attitude (CA_mean) did not differ statistically significantly between marital status groups, according to the Independent-Samples Mann–Whitney U test ($U = 886.000$, $Z = -1.857$, $p = 0.063$). Consequently, the null hypothesis was upheld, indicating that consumers' attitudes toward market innovation are not much influenced by their marital status.

H3: The mean distribution of consumer attitude is the same across the categories of educational qualification.

Table 9. 3: K- S H test results for differences in Consumer attitude across qualification

Null Hypothesis	Test	Sig	Decision
The mean distribution of consumer attitude is the same across the categories of qualification.	Independent sample, Kruskal- Wallis H test	0.139	Retain the null Hypothesis

Interpretation

The Independent-Samples Kruskal–Wallis test revealed no statistically significant difference in consumer attitude (CA_mean) across different qualification levels ($H = 6.950$, $df = 4$, $p = 0.139$). Therefore, the null hypothesis was retained, indicating that qualification does not significantly influence consumer attitude toward market innovation.

H4: The mean distribution of consumer attitude is the same across the categories of Occupation.

Table 9. 4: K- S H test results for differences in Consumer attitude across occupation

Null Hypothesis	Test	Sig	Decision
The mean distribution of consumer attitude is the same across the categories of occupation.	Independent sample, Kruskal- Wallis H test	0.341	Retain the null Hypothesis

Interpretation

An Independent-Samples Kruskal–Wallis test was conducted to examine differences in consumer attitude across occupational categories. The results revealed no statistically significant difference among the groups (H = 5.654, df = 5, p = 0.341). Hence, the null hypothesis was retained.

H5: The mean distribution of consumer attitude is the same across the categories of monthly income.

Table 9. 5: K- S H test results for differences in Consumer attitude across monthly income

Null Hypothesis	Test	Sig	Decision
The mean distribution of consumer attitude is the same across the categories of monthly income.	Independent sample, Kruskal- Wallis H test	< 0.001	Reject the null Hypothesis

Interpretation

The study employed an Independent-Samples Kruskal–Wallis test to investigate variations in customer attitudes among monthly income groups. A statistically significant difference between the groups was found in the results (H = 40.845, df = 4, p < 0.001). The null hypothesis was thus disproved.

10. Objective 2: To analyse the relationship between market innovation and consumer attitude among the female end- users of designer boutiques in Thrissur district.

H6: There is a significant relationship between Market Innovation and Consumer Attitude among the customers of designer boutiques.

Table 10. 1: Spearman's rank correlation results for the relationship between market innovation and consumer attitude

Spearman's rho			MI_mean	CA_mean
	MI_mean	Correlation Coefficient	1.000	.804***
		Sig. (2- tailed)		<.001
		N	100	100
	CA_mean	Correlation Coefficient	.804***	1.000
		Sigc(2- tailed)	<.001	
		N	100	100

***Correlation is significant at the 0.001 level (2- tailed)

Interpretation

Spearman's rank correlation was conducted to examine the relationship between Market Innovation (MI_mean) and Consumer Attitude (CA_mean). The results reveal a strong positive correlation between Market Innovation and Consumer Attitude (ρ = 0.804, p < 0.001). This indicates that higher levels of market innovation are associated with more favourable consumer attitudes. The relationship is statistically significant at the 0.1% level, confirming that the observed association is not due to chance. The sample size for the analysis was 100 respondents, which provides adequate support for the reliability of the result.

11. Conclusion

The present study, "From Conventional to Revolutionary: Examining the Relationship Between Market Innovation and Consumer Attitude Among the Women Customers of Designer Boutiques," offers insightful information about how marketing innovation is changing to influence modern consumer attitudes. The study's conclusions unequivocally show that marketing innovation significantly and favourably affects customers' attitudes. Innovative marketing techniques are becoming a vital strategic tool for businesses looking to draw in, interact with, and keep customers as markets get more competitive and dynamic.

The findings show that, in contrast to conventional marketing techniques, customers react more favourably to innovative, creative, and technologically enabled marketing strategies. Personalised communication, digital engagement, interactive platforms, and value-driven products are examples of innovative components that improve consumers' perceptions, interest, and trust, which in turn promote a more favourable attitude toward companies. This transition from traditional to innovative marketing techniques illustrates the need for businesses to constantly modify their marketing plans and reflects shifting consumer expectations.

In conclusion, the study affirms that marketing innovation is no longer optional but a strategic necessity in the modern marketplace. By embracing revolutionary marketing practices, firms can effectively influence consumer attitudes, enhance brand relevance, and sustain their position in an increasingly competitive environment.

References

1. Armstrong, G., & Kotler, P. (2020). Marketing: An introduction (14th ed.). Pearson.
2. Baker, M. J., & Hart, S. (2008). The marketing book (7th ed.). Routledge.
3. Day, G. S. (2011). Closing the marketing capabilities gap. Journal of Marketing, 75(4), 183–195. https://doi.org/10.1509/jm.75.4.183
4. Homburg, C., Jozić, D., & Kuehnl, C. (2017). Customer experience management: Toward implementing an evolving marketing concept. Journal of the Academy of Marketing Science, 45(3), 377–401. https://doi.org/10.1007/s11747-015-0460-7
5. Keller, K. L. (2016). Strategic brand management (5th ed.). Pearson.
6. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from traditional to digital. Wiley.
7. Lusch, R. F., & Vargo, S. L. (2014). The service-dominant logic of marketing: Dialog, debate, and directions (2nd ed.). Routledge.
8. Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. Journal of Marketing, 54(4), 20–35. https://doi.org/10.2307/1251757
9. Olsson, U. H. (2002). New developments in exploratory factor analysis: A tutorial. International Journal of Selection and Assessment, 10(3), 231–260. https://doi.org/10.1111/1468-2389.00153
10. Rust, R. T., Moorman, C., & Bhalla, G. (2010). Rethinking marketing. Harvard Business Review, 88(1–2), 94–101.

11. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). Services marketing: Integrating customer focus across the firm (8th ed.). McGraw-Hill Education.
12. Kim, H. Y., Lee, Y., Cho, E., & Jung, Y. J. (2020). Digital atmosphere of fashion retail stores. Fashion and Textiles, 7(30), 1–21. https://doi.org/10.1186/s40691-020-00217-6
13. Reinartz, W., Wiegand, N., & Imschloss, M. (2020). The impact of digital transformation on marketing. Journal of Marketing Management, 36(13–14), 1165–1192.
14. Ciampi, F., Demi, S., Magrini, A., Marzi, G., & Papa, A. (2021). Exploring the impact of big data analytics capabilities on business model innovation. Technological Forecasting and Social Change, 163, 120407.
15. Jain, S., & Gandhi, A. V. (2021). Impact of artificial intelligence on impulse buying behaviour of Indian shoppers in fashion retail outlets. International Journal of Innovation Science, 13(2), 204–226.
16. Verhoef, P. C., Broekhuizen, T., Bart, Y., et al. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889–901.
17. Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., et al. (2021). Setting the future of digital and social media marketing research. International Journal of Information Management, 59, 102168.
18. Khan, I., Hollebeek, L. D., Fatma, M., Islam, J. U., & Rahman, Z. (2022). Brand engagement and consumer experience in digital environments. Journal of Business Research, 143, 223–236.
19. Rosengren, S., Eisend, M., Koslow, S., & Dahlen, M. (2022). A meta-analysis of consumer responses to digital marketing. Journal of Interactive Marketing, 58, 17–34.
20. Kumar, V., Rajan, B., Gupta, S., & Pozza, I. D. (2022). Customer engagement in service ecosystems. Journal of the Academy of Marketing Science, 50(4), 847–873.
21. Harrigan, P., Daly, T. M., Coussement, K., Lee, J. A., Soutar, G. N., & Evers, U. (2022). Identifying influencers on social media. Journal of Business Research, 146, 527–538.
22. Ndhlovu, T., & Maree, T. (2024). The central role of consumer–brand engagement in product and service brand contexts. Journal of Marketing Analytics, 12, 944–961.
23. Wang, F., Wang, K., Han, Y., & Cho, J. H. (2024). Influences of design-driven FMCG on consumers' purchase intentions: A test of S-O-R model. Humanities and Social Sciences Communications, 11, 852.
24. Kumar, A., Rayne, D., Salo, J., & Yiu, C. S. (2024). Battle of influence: Analysing the impact of brand-directed and influencer-directed social media marketing on customer engagement and purchase behaviour. Journal of Marketing Communications.
25. Bharti, K., Agarwal, R., & Satsangi, A. K. (2024). Behavioral intention of consumers for green marketing in India: The mediating role of consumer environmental attitude. Vision.
26. Arora, S., & Bawa, A. (2025). Impact of personalized marketing communication on brand attitude is mediated by usefulness. Journal of Global Scholars of Marketing Science.
27. Chatterjee, S., Rana, N. P., Tamilmani, K., & Sharma, A. (2023). Social media marketing and customer engagement: A systematic review. Journal of Business Research, 154, 113–128.
28. Hollebeek, L. D., Srivastava, R. K., & Chen, T. (2023). S-D logic-informed customer engagement research. Journal of Service Management, 34(2), 145–168.
29. Kannan, P. K. (2023). Digital marketing: A framework, review and research agenda. International Journal of Research in Marketing, 40(2), 321–339.
30. Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation. Journal of Business Research, 123, 188–200.

31. Nuseir, M. T. (2021). The impact of social media marketing on consumer buying behaviour. Journal of Open Innovation, 7(4), 1–17.
32. Shankar, V., Grewal, D., Sunder, S., Fossen, B., Peters, K., & Agarwal, A. (2021). Digital marketing communication. International Journal of Research in Marketing, 38(2), 261–280.
33. Grewal, D., Motyka, S., & Levy, M. (2021). The evolution and future of retailing and retailing education. Journal of Marketing Education, 43(1), 85–93.
34. Pantano, E., Pizzi, G., Scarpi, D., & Dennis, C. (2020). Competing during a pandemic? Retailers' ups and downs. Journal of Business Research, 116, 209–213.
35. Donthu, N., Kumar, S., Pandey, N., Pandey, N., & Mishra, A. (2021). Mapping the electronic word-of-mouth research. Journal of Business Research, 135, 758–773.
36. Lim, W. M., Rasul, T., Kumar, S., & Ala, M. (2022). Past, present, and future of customer engagement. Journal of Business Research, 140, 439–458.
37. Islam, J. U., Rahman, Z., Hollebeek, L. D., Kumar, V., & Rasool, A. (2022). Customer engagement in the emerging digital ecosystem. Journal of Retailing and Consumer Services, 65, 102878.
38. Venkatesan, R., & Lecinski, J. (2021). The AI marketing canvas. California Management Review, 63(2), 5–19.
39. Lemon, K. N., & Verhoef, P. C. (2022). Understanding customer experience throughout the customer journey. Journal of Marketing, 86(6), 69–96.
40. Kumar, V., Kaushik, A. K., & Lodorfos, G. (2023). Customer experience and loyalty in omnichannel retailing. Journal of Retailing and Consumer Services, 70, 103175.