Launch of Bajaj-V: Why and How

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Abstract

Indian automaker Bajaj Auto Ltd. (BAL) unveiled its most glorified 150 cc commuter bike model 'Bajaj V' on 1st February 2016. It was probably for the first time an Indian automobile company was trying to experiment with an innovative brand concept by emotionally connecting the brand to history and patriotism. The model 'V' contained metal sourced from the scrapped INS Vikrant- India's 1st aircraft carrier known for its war time military legacy. 'V' was launched as a bike that someone could ride with pride. The case explores the strategic reason that made the company launch 'V', and the way the brand positioning was done.

Key words: *Branding, Role of advertising agency, Heritage Branding, Brand Positioning*

"This is, as our managing director Rajiv Bajaj pointed out, what we wanted to help stand out from what we have in the market. We were trying a lot of concepts, but nothing was working out. We kept trying our concepts[1] *"*

-Mushtaq Anis, Design Engineer of Model 'V', in 2016

"If Taj, Dhoni can be global Indians, so can the Vikrant."[2]

-Rajiv Bajaj, MD, Bajaj Auto Ltd, in 2016

"It was a marketing idea that got an artistic fold to it. We were working on a new brand, a new bike, which was to be strong, and stood tall and proud. So, there was perfect synergy between the two."[3]

-Sumeet Narang, Sr. VP-Marketing, Motorcycles, Bajaj Auto Ltd., in 2016

"The brave legacy of INS Vikrant will now remain alive in lakhs of Indian homes, in the form of V"[4]

-Bajaj Auto Ltd., in 2016

M-Commerce

Experiencing the Phygital Retail



Punita Duhan | Anurag Singh

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CHAPTER 16

M-COMMERCE AT THE BOTTOM OF THE PYRAMID: INSIGHTS FROM ASIA

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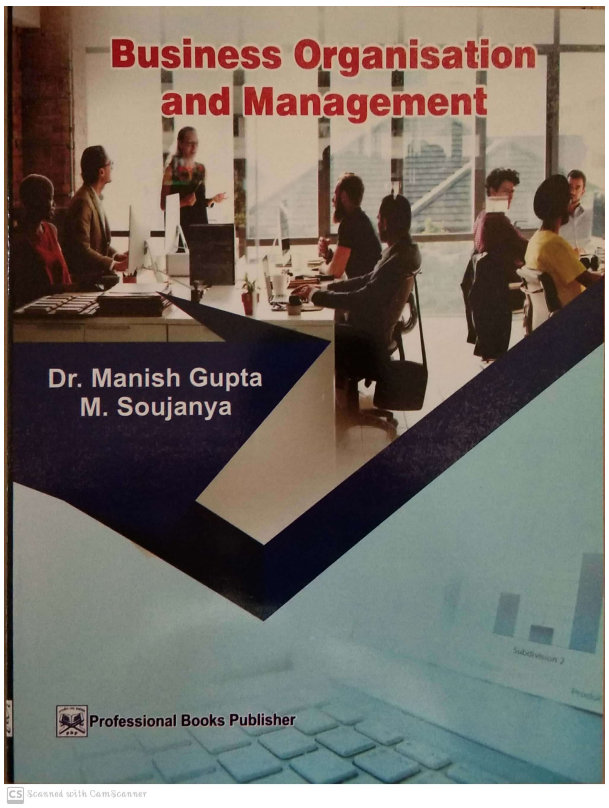
ABSTRACT

C. K. Prahalad in his book—"*The Fortune at the Bottom of the Pyramid*," 2004—stated that the world has an abundance of poorest people and the market catering to them can be characterized as one of the fastest growing markets having untapped buying power. His suggestions were well appreciated and people even called him a "business prophet." Bill Gates, the founder of Microsoft, also commented that the book can be said to be a blueprint for earning profits and reduction of poverty. In emerging markets like India, the majority of the population resides in rural areas and falls under the section of the bottom of the pyramid (BoP). Indian market has low-income consumers who are price sensitive. Companies in the past have targeted the consumers at the BoP and have gained popularity and success. For instance, the recent success of Patanjali products targeting consumers at the BoP has proved that profits can be made even with low price and focus on volumes. After demonetization in India, consumers across India including consumers of BoP are

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PRESENTS

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ICOMBS - 2019

BOOK OF ABSTRACTS

November 15th & 16th, 2019

8th IBS Conference on Marketing & Business Strategy on Branding & Strategic Brand Management: Then, Now & Hereafter....

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About IBS Hyderabad

The ICFAI Business School (IBS) Hyderabad is a constituent of the ICFAI Foundation of Higher Education (IFHE), a Deemed to be University as per the UGC Act 1956. IFHE has been awarded the National Assessment and Accreditation Council (NAAC) rating of A. The institute offers high-quality programs in different areas of management to a wide cross-section of students, executives and professionals. The mission of the institute is to develop ethically grounded, professional managers who can add value to the organizations and communities to which they belong. The School has been reaccredited by SAQS (South Asian Quality Standards) till 2018, rated A** by CRISIL, EB2 IN by ICRA and as an "Excellent" Business School by Eduniversal.

About the Conference

Brands speak! Brands connect! .... Most importantly brands sell! Success of companies, organizations, non-commercial entities like NGOs, international institutions and even entities like places, and people are dependent on their ability to create, communicate and sustain their brands. Jeff Bezos, CEO of Amazon had once said "Your brand is what other people say about you when you're not in the room" (source: https://tubikstudio.com). Today, every marketing activity revolves around providing meaningful brand experience to enhance customer engagement with the brand so as to create competitive advantage. Hence, understanding the branding process and their impact on consumers is vital for the success of brands across the globe. In recent times, brand management practices have evolved with the advent of digital revolution. As a consequence, firms strive to create synergies among various platforms to create a unique identity for themselves and prevent dilution of their brand image. In this sense, it becomes essential to study the various issues associated with brand management and work out the possible strategies which can aid mangers to efficiently manage their brands.

Conference Sub-Themes

COMBS 2019 calls for original research papers, case studies, working papers, white papers, industry notes and industry reports that are in line but not necessarily limited to below-mentioned themes:

- Theorizing brands, branding and brand management
- Elements of branding strategies
- Brand communication strategies
- Brand equity conceptualizations and operationalizations
- Consumer-brand relationship(s)
- Strategic management perspective(s) of brand(s)
- Managing brand(s) across time
- Managing brand(s) across geographies
- Branding in the age of Web 2.0 & App-based Branding
- Research, measurement and analyses of branding construct(s)
- Contextualizing branding and brand management
- Beyond branding and brand management
- Sports Branding
- Place & Destination Branding
- Branding of Banking & Financial Services
- Special track



Message from the Vice Chancellor

Greetings!

It gives me immense pleasure to inform you that the Department of Marketing & Strategy at IBS Hyderabad is organising its 8th IBS Conference on Marketing & Business Strategy (ICOMBS) on "Branding and Strategic Brand Management: Then, Now and Hereafter …" on 15th and 16th November 2019 at IBS Hyderabad campus.

The conference aims at bringing together theorists and practitioners to discuss, debate and analyse the evolution of branding and brand management strategies along with their future directions.

The conference is organised with the aim to review the journey thus far made by traditional and contemporary brand strategies, and chart future directions and new frontiers of branding and brand management given that digital revolution has opened up new opportunities for branding strategies as much as exposing traditional brand strategies to new threats.

The pre-conference workshops on qualitative research and brand analytics would be conducted by field researcher, and practising managers. Participants would be enriched with the knowledge in these domains. The conference would also host three panel discussions. The first panel would showcase perspectives and viewpoints of Managing Director, CEO and Heads of Marketing/ Strategy of organizations on the "The Future of Traditional Branding: Challenges and Opportunities". The second panel will discuss on "Branding of Higher Education: Balancing Quality with Quantity" and will have individuals in leadership positions of reputed B-Schools of India. The third panel titled "Publishing in Top-tier High Impact Journals: Experiences of India-based Authors" will see researchers of Indian origin settled within and outside India advice and opine on ways of publishing in high impact peer reviewed journals.

It delights me to highlight that the conference has received around 100 abstracts from internationally reputed institutions like University of Western Australia (Australia), Brunel University and University of Lincoln (UK), IE Business School (Spain), University of Guadalajara (Mexico), American University of Emirates (UAE) and Qassim University (Saudi Arabia), and nationally reputed institutions like Delhi School of Economics, Indian School of Business (Chandigarh), IIM Lucknow, Indian Institute of Foreign Trade (Delhi), TAPMI, National Institute of Technology (Silchar), North Eastern Hill University (Shillong), University of Hyderabad and University of Jammu to name a few. The contributors represent diverse professions as academicians, research scholars, industry practitioners, independent consultants and post graduate students. The submissions are broadly categorised into four domains of brand strategies namely: **Brand Strategies, Consumer-Brand Relationships, Place and Destination Branding, Branding of Services, and Beyond Brands**. In addition, the sponsored theme **"Artificial Intelligence helping companies to automate their knowledge management"** had received submissions from academicians as well as practitioners. The department is releasing the Book of Abstracts with 76 abstracts with ISBN.

I take this opportunity to thank Ray Business Technologies Pvt. Ltd. and AIBRIDGE ML Pvt. Ltd. who agreed to be the Title Sponsor and Oxford University Press (Conference Kit Sponsor) for associating with ICOMBS 2019.

Prof. J. Mahender Reddy



Message from the Director

Greetings!

ICFAI Business School, Hyderabad is proud to organize its **8th IBS Conference on Marketing & Business Strategy (ICOMBS)** on 15th and 16th November, 2019. IBS Hyderabad is one of the most prominent and premier B Schools in India having a strong orientation towards teaching and research. Steadfast in its **mission to provide 'Right Knowledge', develop 'Right Skills', and build 'Right Attitude'** the school's research orientation coupled with industry focused pedagogy and courses provide students, faculties and practitioners with rich learning experience.

The 8th ICOMBS 2019 is organized around the theme "Branding and Strategic Brand Management: Then, Now & Hereafter…." and would be hosted at the IBS Hyderabad campus.

Contemporary marketing revolves around providing meaningful brand experience to customers. This in turn enhances customer engagement with the brand thus creating competitive advantage. Contemporary brand management practices are evolving and charting new directions owing to the digital revolution. Therefore, it has become essential to study the various issues associated with brand management and work out the possible strategies which can aid mangers to efficiently manage their brands. It also calls for a review of traditional brand management strategies, theories and practices and take an objective stock of their contemporary viability. ICOMBS 2019 provides branding and brand management theorists, and practitioners a platform to discuss, debate and deliberate on issues relating to brands, branding and brand management.

Papers would be presented on the following broad themes:

1. Brand Strategies
2. Consumer Brand Relationships
3. Place and Destination Branding
4. Branding of Services
5. Beyond Brands

In addition, the conference will host a sponsored Track on the theme **"Artificial intelligence helping companies to automate their knowledge management".**

Academic research and practitioners' insights have been collated into a Book of Abstracts. The book would be presented to all those participating in the conference. The conference hosts three lively panel discussions that would feature Marketing and Strategy Heads of organizations, people at leadership roles in higher education sector, and researchers who have published in high impact peer reviewed journals. In addition, there are two pre-conference workshops by consultants and industry experts on qualitative research and brand analytics.

I take great pride and pleasure in presenting the Book of Abstracts to all readers.

Prof. S. Venkata Seshaiah



Prof. Venugopal Rao
Area Coordinator- Marketing & Strategy



Dr. Vaibhav Shekhar
Convener



Dr. Sunny Bose
Co convener



Dr. Sudeepta Pradhan
Co convener



Dr. Ankur Srivastava
Co convener

Message from the Conveners

Greetings from IBS Hyderabad!

The Department of Marketing & Business Strategy is proud to present the 8th IBS Conference on Marketing & Business Strategy, on the theme "Branding & Strategic Brand Management: Then, Now and Hereafter …". The theme provides branding and brand management theorists, and practitioners a platform to discuss, debate and deliberate on issues relating to branding and brand management. Success of companies, organizations, non-commercial entities like NGOs, international institutions and even entities like places, and people are dependent on their ability to create, communicate and sustain their brands. In recent times, brand management practices have evolved with the advent of digital revolution. As a consequence, firms strive to create synergies among various platforms to create a unique identity for themselves and prevent dilution of their brand image. In this sense, it becomes essential to study the various issues associated with brand management and work out the possible strategies to aid mangers efficiently manage their brands.

The book of abstracts is the collection of selected abstracts that are written by academicians, industry professionals, consultants and students from prominent B Schools. The abstracts are categorized into four brand management tracks, one sponsored track, one 'Beyond Brands' track, and an 'International' track. The brand management tracks represent: Brand Strategies, Consumer Brand Relationships, Place and Destination Branding, and Branding of Services. The sponsored track showcases abstracts of original contributions on the theme "Artificial intelligence helping companies to automate their knowledge management". The 'Beyond Brands' track contains abstracts on various aspects of Marketing and Strategy which are not directly involved with brands. The 'International' track features international contributions.

The contributors are experts representing various domains of marketing and strategy that directly or indirectly impact branding and brand management strategies and decisions. These contributions represent geographies like Australia, China, Saudi Arabia, Spain, UK, and India. The abstracts have subjected to review process and have been selected after going through stringent acceptance criteria. It is our sincerest hope that the readers will find this collection, informative, intuitive and most importantly enjoyable.

We wish all the participants and delegates a very enjoyable and enriching 8th ICOMBS 2019.

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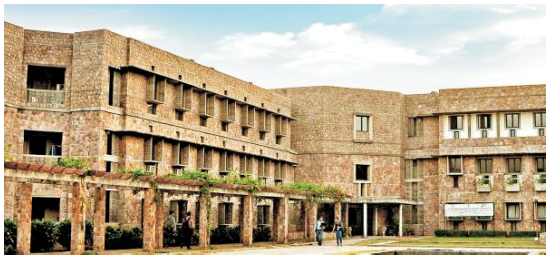
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Driving Trust and Online Reviews through Positive and Engaged Employees: A Medical Tourism Perspective

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Introduction

In the recent decade, there is a growing trend in the healthcare industry— the medical tourism. The citizens of highly developed countries choose to bypass care offered in their own communities and travel to less developed areas of the world to receive a wide variety of medical services (Abubakar & Ilkan, 2016). Desired medical destination nations are not always just western world or developed countries. A new phenomenon is happening where people of developed and developing countries visiting medical destination countries around the world for medical care. The primary or major reasons for this may include lengthy waiting time to get visa or medical services in some western countries, high expenses, and lack of medical insurance, or under-insurance. Among the most famous medical tourism destination countries, Asian countries attract more tourists because these are less expensive than those of other parts of the world like US or European countries (Abubakar & Ilkan, 2016). As in most Asian countries labor cost is lower thus medical tourists or international customers can save their money from 40% up to 60%. Some Asian countries like Thailand, India, Malaysia and Singapore have made a remarkable success in this medical tourism industry (Moghavvemi et al., 2017). The major cause why India is popular, as a medical destination, is its credibility in prevention, wellness, and alternative medicines. Further, India also has less costly skilled labor force, standard quality medical services, latest medical technologies, diverse tourist destinations, and facility of mass use of English language (TourmyIndia, 2018).

Medical tourism has become one of the fastest growing sectors of India. Tourism Minister of India declared a growth in the revenue from foreign exchange from ₹1,35,193 crore in 2015 to ₹1,77,874 crore in 2017 (TourmyIndia, 2018). Medical value travel is identified as a major source of foreign exchange earnings by the NITI Aayog (The National Institute of Transforming India). According to a report by FICCI India has nearly 18% of the global medical tourism market and is estimated that it will account for 20% of the global market share by 2020 (TourmyIndia, 2018).

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Organizational Virtuousness and Work Engagement: Mediating Role of Happiness in India

Sharda Singh[1], Rajasekhar David[1], and Sitamma Mikkilineni[1]

Abstract

The Problem.

The positive psychology movement has led to an increased attention in organizational virtuousness, engagement, and happiness. Though attention has been devoted to studying the relationship between organizational virtuousness and performance, there is limited research that explores the relationship between employees' perception of organizational virtuousness and work engagement.

The Solution.

A cross-sectional survey was carried out on a sample of knowledge workers from diverse Indian industries. The findings of the study showed that the employees' perception of organizational virtuousness predicts work engagement not only directly but also indirectly through happiness.

The Stakeholders.

Managers can nurture organizational virtuousness in organizations to enhance employee happiness and promote a more engaged workforce. Considering the findings of the study, Human Resource Development (HRD) professionals should make the best use of their human capital by fostering positive psychological states such as work engagement.

Keywords

happiness, India, organizational virtuousness, work engagement

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Colloquium on Case Studies
May 1-3, 2019

The case study is a pedagogic tool that has been universally accepted in b-school education the world across. It has been in use for more than a century and has been accepted as a ubiquitous teaching tool and hence there is no debate nor doubt about its key benefits for the learners. However, for business schools to remain relevant, training its students, tutors and establishing an infrastructure for case study usage continues to be a perennial requirement. To address these gaps, IBS Bangalore conducted a three-day colloquium on case studies.

IBS, with an established legacy of being an early adopter of the case study pedagogy in the country has a proven track record of using case studies and developing a repository of more than 5500 case studies. With this rich experience, the team at IBS Bangalore organized a three-day colloquium on case studies.

The colloquium comprised of three main events, viz., workshop on case study writing, a workshop of teaching through case studies and a case study conference. On day one of the event the workshop was spearheaded by Prof. G.V. Muralidhara, Campus Director of IBS Bangalore and an accomplished case study writer. He was supported by a team from Case Research Centre (CRC), ICFAI, Hyderabad, Ms. Indu and Mr. Manish Agarwal. The workshop on case writing focused on the structure of a case study, process of constructing a case study, identifying objectives for a case study, good practices in case study writing and editing. The team from CRC emphasized on developing a teaching note, common errors made be case study writers and also shared tips on how to write award winning case studies.

On the second day of the colloquium, Prof. Bharathi S Gopal from IBS Bangalore organized a workshop on teaching through case studies. The workshop began with demonstrations of orchestrating a case study. The session linked the case facts with the underlying concepts. This was followed by a discussion on preparation for a case study session, assessments of case discussions, analysis and reports and creating rubrics for assessments. There was also a hands-on-workshop on creating a teaching plan as part of preparation for a case session.

On the third day of the colloquium, a conference on case studies was organized. This conference invited selected case study authors to present their case studies and share their experience of the case study usage. These case studies were subjected to a rigorous review before selection for presentation. Each case study presentation was followed by the review panel offering its feedback and suggestions to improvise the case study further.

Edited by Pantea Foroudi
and Maria Palazzo

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CONSUMER-BRAND RELATIONSHIP

Building consumer value, consumer loyalty and business performance

Vaibhav Shekhar, Anitha Acharya, Sanjit Kumar Roy, and Bang Nguyen

Introduction

The importance of consumer-brand relationship is acknowledged by both researchers and practitioners alike. It refers to a psychological bond shared by consumers with a brand. The above bond may be hot (emotional) or cold (cognitive) in nature. It is governed by four norms viz. solidarity, reciprocity, flexibility and information exchange. Factors affecting the above relationship can be classified either as consumer or brand related. Both hot and cold relationships lead to positive outcomes (viz. brand loyalty, positive word of mouth and willing to pay price premium), leading to an increase in firm performance. A firm has to keep consumers at the centre of its marketing activities to build successful relationships with them.

Background

The value of a consumer-brand relationship has been recognised by both the practitioners as well as academics alike. Firms realise the importance of building and maintaining relationships that consumers form with their brands (Li et al., 2019). It has proven to be a hedging strategy, which allows firms to communicate the quality of their offering, mitigate risk, stimulate consumer trust and instigate consumer loyalty leading to higher cashflows (Alwi et al., 2016). Moreover, researchers argue that a strong (versus weak) consumer-brand relationship helps firms in insulating their brands against negative information, resulting in consumers being immune, tolerant and forgiving in case of brand failure (Cheng, White, & Chaplin, 2012). Brands are considered as a cluster of emotional and functional values that promise an exclusive and welcomed experience to consumers (De Chernatony, 2010). Brands can act as a relationship builder as consumers build relationship with brands through their interactions and assess the extent to which the brand keeps its promise (Bitner, 1995).

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PRESENTS

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About the Conference

Brands speak! Brands connect! .... Most importantly brands sell! Success of companies, organizations, non-commercial entities like NGOs, international institutions and even entities like places, and people are dependent on their ability to create, communicate and sustain their brands. Jeff Bezos, CEO of Amazon had once said "Your brand is what other people say about you when you're not in the room" (source: https://tubikstudio.com). Today, every marketing activity revolves around providing meaningful brand experience to enhance customer engagement with the brand so as to create competitive advantage. Hence, understanding the branding process and their impact on consumers is vital for the success of brands across the globe. In recent times, brand management practices have evolved with the advent of digital revolution. As a consequence, firms strive to create synergies among various platforms to create a unique identity for themselves and prevent dilution of their brand image. In this sense, it becomes essential to study the various issues associated with brand management and work out the possible strategies which can aid mangers to efficiently manage their brands.

Conference Sub-Themes

COMBS 2019 calls for original research papers, case studies, working papers, white papers, industry notes and industry reports that are in line but not necessarily limited to below-mentioned themes:

- Theorizing brands, branding and brand management
- Elements of branding strategies
- Brand communication strategies
- Brand equity conceptualizations and operationalizations
- Consumer-brand relationship(s)
- Strategic management perspective(s) of brand(s)
- Managing brand(s) across time
- Managing brand(s) across geographies
- Branding in the age of Web 2.0 & App-based Branding
- Research, measurement and analyses of branding construct(s)
- Contextualizing branding and brand management
- Beyond branding and brand management
- Sports Branding
- Place & Destination Branding
- Branding of Banking & Financial Services
- Special track



Message from the Vice Chancellor

Greetings!

It gives me immense pleasure to inform you that the Department of Marketing & Strategy at IBS Hyderabad is organising its 8th IBS Conference on Marketing & Business Strategy (ICOMBS) on "Branding and Strategic Brand Management: Then, Now and Hereafter …" on 15th and 16th November 2019 at IBS Hyderabad campus.

The conference aims at bringing together theorists and practitioners to discuss, debate and analyse the evolution of branding and brand management strategies along with their future directions.

The conference is organised with the aim to review the journey thus far made by traditional and contemporary brand strategies, and chart future directions and new frontiers of branding and brand management given that digital revolution has opened up new opportunities for branding strategies as much as exposing traditional brand strategies to new threats.

The pre-conference workshops on qualitative research and brand analytics would be conducted by field researcher, and practising managers. Participants would be enriched with the knowledge in these domains. The conference would also host three panel discussions. The first panel would showcase perspectives and viewpoints of Managing Director, CEO and Heads of Marketing/ Strategy of organizations on the "The Future of Traditional Branding: Challenges and Opportunities". The second panel will discuss on "Branding of Higher Education: Balancing Quality with Quantity" and will have individuals in leadership positions of reputed B-Schools of India. The third panel titled "Publishing in Top-tier High Impact Journals: Experiences of India-based Authors" will see researchers of Indian origin settled within and outside India advice and opine on ways of publishing in high impact peer reviewed journals.

It delights me to highlight that the conference has received around 100 abstracts from internationally reputed institutions like University of Western Australia (Australia), Brunel University and University of Lincoln (UK), IE Business School (Spain), University of Guadalajara (Mexico), American University of Emirates (UAE) and Qassim University (Saudi Arabia), and nationally reputed institutions like Delhi School of Economics, Indian School of Business (Chandigarh), IIM Lucknow, Indian Institute of Foreign Trade (Delhi), TAPMI, National Institute of Technology (Silchar), North Eastern Hill University (Shillong), University of Hyderabad and University of Jammu to name a few. The contributors represent diverse professions as academicians, research scholars, industry practitioners, independent consultants and post graduate students. The submissions are broadly categorised into four domains of brand strategies namely: **Brand Strategies, Consumer-Brand Relationships, Place and Destination Branding, Branding of Services, and Beyond Brands**. In addition, the sponsored theme **"Artificial Intelligence helping companies to automate their knowledge management"** had received submissions from academicians as well as practitioners. The department is releasing the Book of Abstracts with 76 abstracts with ISBN.

I take this opportunity to thank Ray Business Technologies Pvt. Ltd. and AIBRIDGE ML Pvt. Ltd. who agreed to be the Title Sponsor and Oxford University Press (Conference Kit Sponsor) for associating with ICOMBS 2019.

Prof. J. Mahender Reddy



Message from the Director

Greetings!

ICFAI Business School, Hyderabad is proud to organize its **8th IBS Conference on Marketing & Business Strategy (ICOMBS)** on 15th and 16th November, 2019. IBS Hyderabad is one of the most prominent and premier B Schools in India having a strong orientation towards teaching and research. Steadfast in its **mission to provide 'Right Knowledge', develop 'Right Skills', and build 'Right Attitude'** the school's research orientation coupled with industry focused pedagogy and courses provide students, faculties and practitioners with rich learning experience.

The 8th ICOMBS 2019 is organized around the theme "Branding and Strategic Brand Management: Then, Now & Hereafter…." and would be hosted at the IBS Hyderabad campus.

Contemporary marketing revolves around providing meaningful brand experience to customers. This in turn enhances customer engagement with the brand thus creating competitive advantage. Contemporary brand management practices are evolving and charting new directions owing to the digital revolution. Therefore, it has become essential to study the various issues associated with brand management and work out the possible strategies which can aid mangers to efficiently manage their brands. It also calls for a review of traditional brand management strategies, theories and practices and take an objective stock of their contemporary viability. ICOMBS 2019 provides branding and brand management theorists, and practitioners a platform to discuss, debate and deliberate on issues relating to brands, branding and brand management.

Papers would be presented on the following broad themes:

1. Brand Strategies
2. Consumer Brand Relationships
3. Place and Destination Branding
4. Branding of Services
5. Beyond Brands

In addition, the conference will host a sponsored Track on the theme **"Artificial intelligence helping companies to automate their knowledge management".**

Academic research and practitioners' insights have been collated into a Book of Abstracts. The book would be presented to all those participating in the conference. The conference hosts three lively panel discussions that would feature Marketing and Strategy Heads of organizations, people at leadership roles in higher education sector, and researchers who have published in high impact peer reviewed journals. In addition, there are two pre-conference workshops by consultants and industry experts on qualitative research and brand analytics.

I take great pride and pleasure in presenting the Book of Abstracts to all readers.

Prof. S. Venkata Seshaiah



Prof. Venugopal Rao
Area Coordinator- Marketing & Strategy



Dr. Vaibhav Shekhar
Convener



Dr. Sunny Bose
Co convener



Dr. Sudeepta Pradhan
Co convener



Dr. Ankur Srivastava
Co convener

Message from the Conveners

Greetings from IBS Hyderabad!

The Department of Marketing & Business Strategy is proud to present the 8th IBS Conference on Marketing & Business Strategy, on the theme "Branding & Strategic Brand Management: Then, Now and Hereafter …". The theme provides branding and brand management theorists, and practitioners a platform to discuss, debate and deliberate on issues relating to branding and brand management. Success of companies, organizations, non-commercial entities like NGOs, international institutions and even entities like places, and people are dependent on their ability to create, communicate and sustain their brands. In recent times, brand management practices have evolved with the advent of digital revolution. As a consequence, firms strive to create synergies among various platforms to create a unique identity for themselves and prevent dilution of their brand image. In this sense, it becomes essential to study the various issues associated with brand management and work out the possible strategies to aid mangers efficiently manage their brands.

The book of abstracts is the collection of selected abstracts that are written by academicians, industry professionals, consultants and students from prominent B Schools. The abstracts are categorized into four brand management tracks, one sponsored track, one 'Beyond Brands' track, and an 'International' track. The brand management tracks represent: Brand Strategies, Consumer Brand Relationships, Place and Destination Branding, and Branding of Services. The sponsored track showcases abstracts of original contributions on the theme "Artificial intelligence helping companies to automate their knowledge management". The 'Beyond Brands' track contains abstracts on various aspects of Marketing and Strategy which are not directly involved with brands. The 'International' track features international contributions.

The contributors are experts representing various domains of marketing and strategy that directly or indirectly impact branding and brand management strategies and decisions. These contributions represent geographies like Australia, China, Saudi Arabia, Spain, UK, and India. The abstracts have subjected to review process and have been selected after going through stringent acceptance criteria. It is our sincerest hope that the readers will find this collection, informative, intuitive and most importantly enjoyable.

We wish all the participants and delegates a very enjoyable and enriching 8th ICOMBS 2019.

Advisory Committee

Prof. J. Mahender Reddy
Vice-Chancellor, IFHE

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Director, IBS, Hyderabad

Prof. Shylajan
Professor
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India's Changing Paradigm :
Skills and Entrepreneurship for Global Competitiveness



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K. B. Akhilesh

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India's Changing Paradigm : Skills and Entrepreneurship for Global Competitiveness

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Revitalizing the HERO within Students : Exploring the Antecedents of Student's Positive Psychological Resource

[1]Dr. Musarrat Shaheen, [2]Dr. Farrah Zeba, [3]Dr. Bhavna Pandey, & [4]Anindita Majumdar

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Abstract

Past studies have deplored that sustainable development in the education sector should not only be outwardly focused on ecological and socio-economical development. Rather, it should also be inwardly focused on the psychological development of students. Thus, the purpose of this paper is to develop and empirically examine a conceptual model with academic engagement as the antecedent of career adaptability and student's positive affect, and student's PsyCap as the outcome of career adaptability and positive affect.

An online survey method design is used to capture responses from 256 students of reputed B-schools of the southern part of India. The hypothesized relationships were examined through multiple regression analysis.

The findings indicated that academic engagement predicts career adaptability and positive affect among students. In turn, positive psychological capital of the students' is built through their career adaptability and their enhanced positive emotions.

This study contributes to sustainability literature in the education sector by amalgamating the domain of positive psychology. By promoting positive psychological capital educators can make the students self-reliance and resilient to the changing trends of the labor market. Enhancing the PsyCap level will resolve the issue of talent crunch as students will be self-capable, optimistic, hopeful, and resilient which will motivate them to upgrade their skill sets according to the requirement of the market.

This study aims at understanding the role of student's academic engagement, career adaptability and positive affect towards the development of their PsyCap, which is one of the pertinent variables for the sustainable development of students in the changing trends of labor market.

Key Words: Career adaptability, academic engagement, positive affect, PsyCap, sustainability in educational institutions.

Revitalizing the HERO within Students:

Exploring the antecedents of student's positive psychological resource

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Chapter 59
Linking Green Supply Chain Management, Co-creation, and Sustainability: Empirical Revisit in Indian Manufacturing Sector Context



Sashikala Parimi and Samyadip Chakraborty

Abstract Green supply chain management (GSCM), important approach for firms to achieve sustainability in business environment. Two branches have grown parallelly over the past decade, one is GSCM with its multipronged research linking various aspects of SCM, the other evolving theoretical foundation is the concept of co-creation of service-dominant logic theory. Our current research aims at not only logically establishing the relational linkages between green supply chain practices, co-creation activities, and business sustainability, and also attempts at understanding whether level of cross-functional commitment and cooperation has some bearings. This study undertakes an empirical validation, having its theoretical framework grounded with the established theoretical premises of relational view theory, service-dominant logic, and the relational resource-based view. The findings should have implications for the industry professionals as this study highlights the key aspects for businesses to achieve sustainability and levels of cooperation and extent of GSCM practices helps the cause toward achieving sustainability.

Keywords Green supply chain management · Co-creation · Sustainability · Manufacturing sector · Commitment · Cooperation

59.1 Introduction

One of the major issues presently is the deterioration of the natural resources which is due to the changes in the environment. In order to manage, identify, and understand these issues and achieve ecological sustainability, the organizations are turning their focus on SCM practices and strategies; thereby controlling the outcome on the natural environment and the performances at large. This occurred due to the pressures which are increasing from social, political, and legislative factors. The increasing environmental threats due to globalization have led to destruction of the

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Exploring the Value Dimensions and Their Impact on Customer Loyalty in Indian Banking Services

Debajani Sahoo, Achyut Telang

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Abstract

The purpose of the present study is to investigate the impact of the multiple dimensions of perceived value on customer experience metrics and loyalty. It also advances the concept of consumer value in the service industry, through modeling and measurement in service set up like banking. A web-based survey among 345 m-banking users was employed to gather data regarding the proposed set of constructs. A Structural Equation Modelling (SEM) technique was used to analyze the conceptual model and test the proposed set of hypotheses. The study results supported the fact that banking perceived value consists of five dimensions, such as Behavioral price, Monetary price, Emotional response, Quality, Reputation. The total configuration of these dimensions influences customer loyalty via the development of evaluation of customers towards banking services.

Keywords

Service Perceived Value, Customer Loyalty, Customer Service Experience, Banking Service, Indian Economy

1. Introduction

Customer perceived value over the years has gained a lot of importance from both academic community and practitioners due to its significant role in assessing consumer buying behavior [1] and for attaining a sustainable edge in the competitive market [2]. In fact, perceived value has become one of the critical business issues from the 1990s and continues to be one of the focal areas of research. Even though it has become a key factor of strategic management [3] and consumer behavior, due to the scattered and non-conclusive patterns of research

Impact of Transformational Leadership on Employees' Extra Effort and Leader's Effectiveness: Moderating Role of Organization Type

Debajani Sahoo
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Manish Gupta
Assistant Professor, IBS Hyderabad, IFHE University, India

Abstract

Purpose: This paper is based primarily on the theory of transformational leadership. Transformational leaders encourage the employees to put-in extra efforts in their work and believe that their leadership is effective. Prior research also suggests that organization type (public vs. private) could have a key role in affecting these relationships. The objective of this paper is two-fold. One is to understand the moderating role of organization type between transformational leadership and employees' extra effort. The other objective is to examine the moderating role of organization type between transformational leadership and the employees' perception of their leader's effectiveness.

Design/methodology/approach: The target population was the public and private sector organizations from the power industry. A sample comprising of 610 employees were surveyed that resulted in a usable sample of 364 employees. Step-wise regression analysis was carried out to test the hypotheses.

Findings: Results suggested that transformational leadership has a positive relationship with both the employees' extra effort and the leader's effectiveness. Also, it was discovered that organization type moderated the relationship between transformational leadership and the employees' extra effort as well as between transformational leadership and the leader's effectiveness.

Research limitations/implications: Transformational leadership plays an important role in affecting both leader's effectiveness and extra efforts. Whether the organization is private or public affects these relationships. Therefore, scholars need to take organization type as an important variable while predicting the relationships.

Practical Implications: The managers of the power industry in the public sector are encouraged to employ transformational leaders and train the employees on transformational leadership. It would help employees perceive that their leader is effective and would motivate them to put-in extra efforts at work.

Originality/value: To the best of researchers' knowledge, this study is one of its kinds to understand the moderating role of organization type in the relationships between transformational leadership and extra effort as well as between transformational leadership and effectiveness.

Keywords: *Transformational leadership, Organization type, Effectiveness, Employees' perception of leader*



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IIM Sambalpur–13th Annual ISDSI Conference

Theme: Managing Industry Transformation in Post-Digital Era

Saturday, December 28, 2019

Technical Session 3 (06.15 PM–07.15 PM)

Session 3.1: General Management–I

Room–I Orchid Hall

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38	Marketing Love: Dating App in a Conservative Society	Kalyani Rahul and Dr. Sapna Singh	7.30–7.45
193	Outsourcing in e-Governance: A Fuzzy AHP Approach	Debendra Mahalik	7.45–8.00
37	Culture Studies in Information Systems: An Examination of Online Social Networks	Subhasish Dasgupta and Babita Gupta	8.00–8.15

Session 3.2: Entrepreneurship & Strategic Management/ Sustainability, CSR and Humanitarian Operations

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members with the firm. Our study provides valuable results and new insights in this field of study. All the values observed have a significant effect on the EO of the firm. The power and achievement values show a negative influence on EO, whereas values of stimulation and self-direction have a positive effect. The model also proved a significant relationship between EO and performance of the firm. All three dimensions of EO are found to have significant relations with financial performance, whereas in the case of non-financial performance, partial relationships have been developed between dimensions of EO and SEW. Looking on the overall model, the study proves the indirect influence of family values over the performance of the firm through EO.

Paper ID 318

Institutional Ownership and Corporate Social Performance: An Empirical Study

Potharla Srikanth and Sushanta Kumar Mahapatra
ICFAI Business School (IBS), IFHE University

In the recent past, corporate investment is experiencing transition in its philosophy. Global and domestic institutional investors are assessing the performance of the investee firms from social perspective rather than from mere financial perspective. Capital markets are inching towards the integration of Environmental, Social and Governance (ESG) perspective with the investment. Global financial institutions. This transition in the investment philosophy is termed as "Socially Responsible Investment" which grew by 23 trillion dollars globally in the last two years. It clearly manifests the changing investment strategy of the institutional and individual investors all over the world. In India also, both BSE and NSE have introduced ESG indices (i.e., NIFTY100 ESG Index and BSE S&P BSE 100 ESG Index) which constituents the companies which are ranked on ESG in order channelize the institutional investment into companies which are performing well on ESG front.

Stakeholder theory (Freeman, 1984) posits that multiple stakeholders would have interest in firm and the actions of the firm may affect its stakeholders and the stakeholders may also affect the actions of the firms thorough various means. The present philosophy of corporate social responsibility stems its roots from stakeholder theory by embedding ethical behavior into the stakeholder theory. When stakeholder theory embraces ethical behaviour also, it strengthens the competitive advantage of the firm (Jones, 1995). The firms with relatively better competitive advantage in the industry earns supernormal profits and stocks of such companies will always in limelight of the investors. Institutional investors also show strong interest in the social responsible behaviour of the firms (Guensteret al., 2011). The extant literature evidenced significant association between institutional investment and CSR rating of the companies (inter-alia Graves and Waddock.,1994; Coffey and Fryxell., 1991; Coxetal., 2004; Dhaliwal et al., 2011; Barnea and Rubin., 2010; The existing literature argues that institutional ownership improves structure of corporate governance and thereby reduces the agency costs. The recent evidence suggests the institutional investors are interested in investing in socially responsibility firms and such type of attitude is expected to have significant impact on the corporate social performance. It can be hypothesized that institutional investors are the key players in promoting socially responsible business practices of their investee firms. There is hardly any research on examining the influence of institutional ownership on the corporate social performance of the firms in the Indian context. The present study attempts to fill this gap by examining the impact of institutional ownership on the corporate social performance of the firms.

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27th April 2019 — Day-2

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10:00 - 10:15	**NETWORKING TEA** (Room Numbers FF33 & FF34, First Floor, K K Pai block, TAPMI)
10:15 - 11:15	**WORKSHOP** on "Revise and Resubmit" by Dr Madhu Veeraraghavan (Seminar Hall, First Floor, K K Pai block, TAPMI)])
11:15 - 11:30	**NETWORKING TEA** (Room Numbers FF33 & FF34, First Floor, K K Pai block, TAPMI)
11:30 - 13:00	**"Research Dialogues"** Experts: Dr A Parasuraman, Dr Madhu Veeraraghavan and Dr Moutusy Maity (Seminar Hall, First Floor, K K Pai block, TAPMI)
13:00 - 14:15	**NETWORKING LUNCH** (Room Numbers FF33 & FF34, First Floor, K K Pai block, TAPMI)
14:30 - 15:50 (20 mins each)	**SESSION 2: PARALLEL**

TRACK A

Consumer behaviour
Session chair -
Dr Moutusy Maity
(Room Number LG18, Lower Ground Floor, K K Pai block, TAPMI)

3 V.J. Sivakumar, National Institute of Technology, Tiruchirappalli
Hemalatha Sivakumar, National Institute of Technology, Tiruchirappalli
Customer Relationship Marketing in Indian FMCG products

TRACK B

Social media
Session chair -
Dr Angeline Fernando
(Room Number LG11, Lower Ground Floor, K K Pai block, TAPMI)

7 Amar Raju, ICFAI Business School, Hyderabad
The Effect of Review Popularity on Perceived Fairness of Webcare: A Digital Bystanders Perspective

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Impact of Bank Credit on GDP Growth: An Empirical Evidence from India

Tamma Koti Reddy

I. INTRODUCTION

Indian Banking system has gained much strength after the nationalization of commercial banks in 1969. With the introduction of the Lead Bank scheme, the Commercial Banks started to extend its banking network in the rural areas so as to provide the benefits of banking business to the rural people. The single striking feature of the post nationalization banking scene is the rapidity with which the branch network has multiplied itself. The rate of branch expansion has been unparalleled anywhere else in the world (M Gopalakrishna 1989). Reforms in the banking sector were initiated at a time when public sector commercial banks were facing many problems including lack of transperancy and low profitability. Indian banking industry has been passing through the phase of technological development inorder to improve the efficiency of the financial system (PK Dhar 2015). The factors like Planned economic Growth, Raise in money supply,Nationalization of Banks in 1969&1980, banking sector reforms in 1991, caused for rapid progress in the Indian Banking system.

Credeit is essential for Economic growth,, but to exploit fully the opportunities for improved well-being that growth offers, it needs to be properly managed . Credit provided by the scheduled commercial banks have contributed for growing economic activities in the country since 1969. There was higher growth interms of SCBs Bank credit and Economic Growth particularly during the reform period with yearly fluctuation. The performance of the banking system has been improved during 2018-19 as NPA ratios declined and credit growth accelerated. However, financial flows to the economy remained constrained because of decline in the amount of equity finance raised from capital markets and stress in the NBFC sector(Economic Survey 2018-19). Capital to risk-weighted asset ratio (CRAR) of Scheduled Commercial Banks' increased from 13.8 per cent to 14.0 per cent between March 2018 and December 2018 largely due to improvement of CRAR of Public sector banks (PSBs). Scheduled Commercial Banks' return on assets (RoA) decreased from 0.21 per cent in 2017-18 to 0.03 per cent in 2018-19 while their return on equity (RoE) decreased from 2.41 per cent to 0.4 per cent during the same period(Economic Survey 2018-19).Credit growth has come down from 13.8 per cent in November 2018 to 11.9 per cent in April 2019. Scheduled commercial bank's credit has increased from a mere Rs. 1163 billion in

Professor& Head, Department of Economics, IBS Hyderabad, A constituent of the ICFAI Foundation for Higher Education(Deemed University under Section 3 of the UGC Act,1956)

Chapter # --- 5

The Role of Servicescape in Building Brand Love Mediated through Brand Experience: A Conceptual Framework from the Indian Hotel Industry

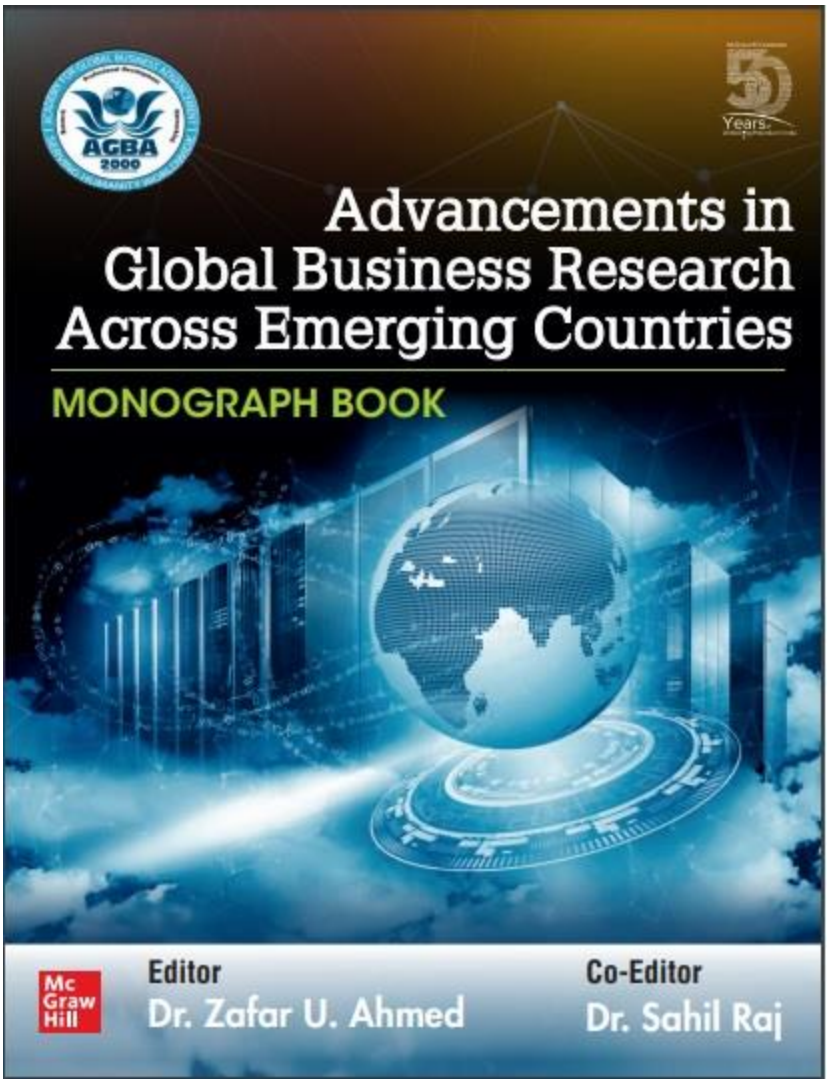
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ABSTRACT

Services are experiences, moods, and emotions that are critical factors shaping the perceived effectiveness of service encounters. The tremendous growth and competitive activity within the service sector today has created the need for new approaches to marketing. It is fundamental for a marketer to understand how consumers choose and evaluate service offerings. Servicescape plays a pivotal role in communicating the firm's image and purpose. In the hotel industry, the application of servicescape has a significant impact on its profit and customer loyalty. Long-lasting brand experiences stored in consumer memory affect consumer satisfaction and loyalty. Brand experiences not only occur after consumption but whenever there is a direct or indirect interaction with the brand. This study aimed to explore servicescape dimensions in the Indian hotel industry and to develop a conceptual model concerning customers' servicescape, brand experience, and brand love as per the stimulus-organism response theory (SOR). Consumer motives have been categorized into two categories of consumption behaviour – goal-


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SPIs are analysed through total weighted interpretive structural (T-WISM) modelling and they are further prioritised by applying analytic hierarchy process. Specifically, a hybrid model is applied to this research to present a list of managerial performance indicators in order to support MSMEs in their decision-making processes for developing a SSC. The objective of this work is to first identify the critical SPIs and their mutual interactions. T-WISM has been initially used to evolve mutual influences among the of SPIs (Sharma et al., 2012). MICMAC analysis is helpful in classifying and clustering the variables into different levels such as driving, linkage, independent and autonomous (Sushil, 2017). This helps in developing a framework to determine the position of the enterprise in terms of the SC performance from the perspective of implementation of SSCPs. However, a major limitation lies in its inability to find out the priority of these variables. In order to overcome this gap, it is highly imperative to determine the relative importance of variables by using a suitable quantitative modelling approach like AHP. Interpretive structural modelling (ISM) has been used to analyse the interactions among the performance indicators. This paper evaluates the performance indicators and identifies the ones that are most influential in the context of SSCM. For example, Government regulations (GR), Business strategies (BS), Enterprise culture (EC), Environment policies and regulations (EP) are the performance indicators that need to be addressed at the top most priority by the decision makers in the enterprises. Further, from the AHP analysis it was found that Business strategies Implementation planning and impact of stakeholders, Investments and allocation of budgets, Government regulations and Technology integration are the top five SPIs which require immediate attention by the decision ma-kers.

Paper ID: 229

Designing Sustainability in Supply Chains: An AHP based Framework

Madhawanand Mishra
DCRUST, Murthal

Long-run business sustainability can be achieved through integration of sustainability principles in SCM. Research on business sustainability and SCM has underlined the existence of characteristics associated with each of them. Some of them are independent while others are either dependent or common. This makes management of sustainable supply chains a complex decision problem. This research proposed a Analytical Network Process based framework to prioritize different impending initiatives that can successfully cater to supply chain sustainability.

Paper ID 100

Carving Relationship between Customer Value Co-creation and Brand Experience

Rashmita Saran and Rachita Kashyap
ICFAI Foundation of Higher Education

With the shifting avenue from 'marketing to' to 'marketing with' approach in relationship marketing paradigm 'customer-co creation of value' concept became utmost important as it is reflected as a process of creating distinguished, unique value, which is perceived individually and enhances the overall experience of the brand. Different brands (functional and hedonic) involves different engagement levels

and co-creation approach towards creating different collaborative experience avenues. Thus customer's level of engagement in co creating brand value emerge as a result of interactive experiences and this customer's co-created value for the brand is driven by the unique way of searching, upailing, perceiving and experiencing the service by the customers. Also consumers have different shopping style thus the experience of a person with different brands will differ according to his/her congruity with the brands. In light of this above concept this paper seeks to investigate the relationship between customer value co creation and brand experience. Also it proposes to examine how customer value co creation and brand experience relationship is being influenced by the individual shopping styles of consumer. This study adopted a survey method and administered 1200 questionnaires with postgraduate, undergraduate and graduate students from three management colleges in Hyderabad about their experiences with different grooming service brands. Structural equation modeling is proposed to analyse the relationships between the latent constructs. The study proposes a time line of one more month to analyze, interpret the data and to prepare the research report with findings, managerial implications ,academic contributions and future scope of research.

Paper ID 56

Influence of Attitude and Lifestyle on Online Shopping among Newly Married Women: A Case of Balasore City, Odisha

Manoj Kumar Jena[1] and Debadutta Das[2]
[1]Balasore College of Engineering and Technology, Balasore
[2]F.M. University, Balasore

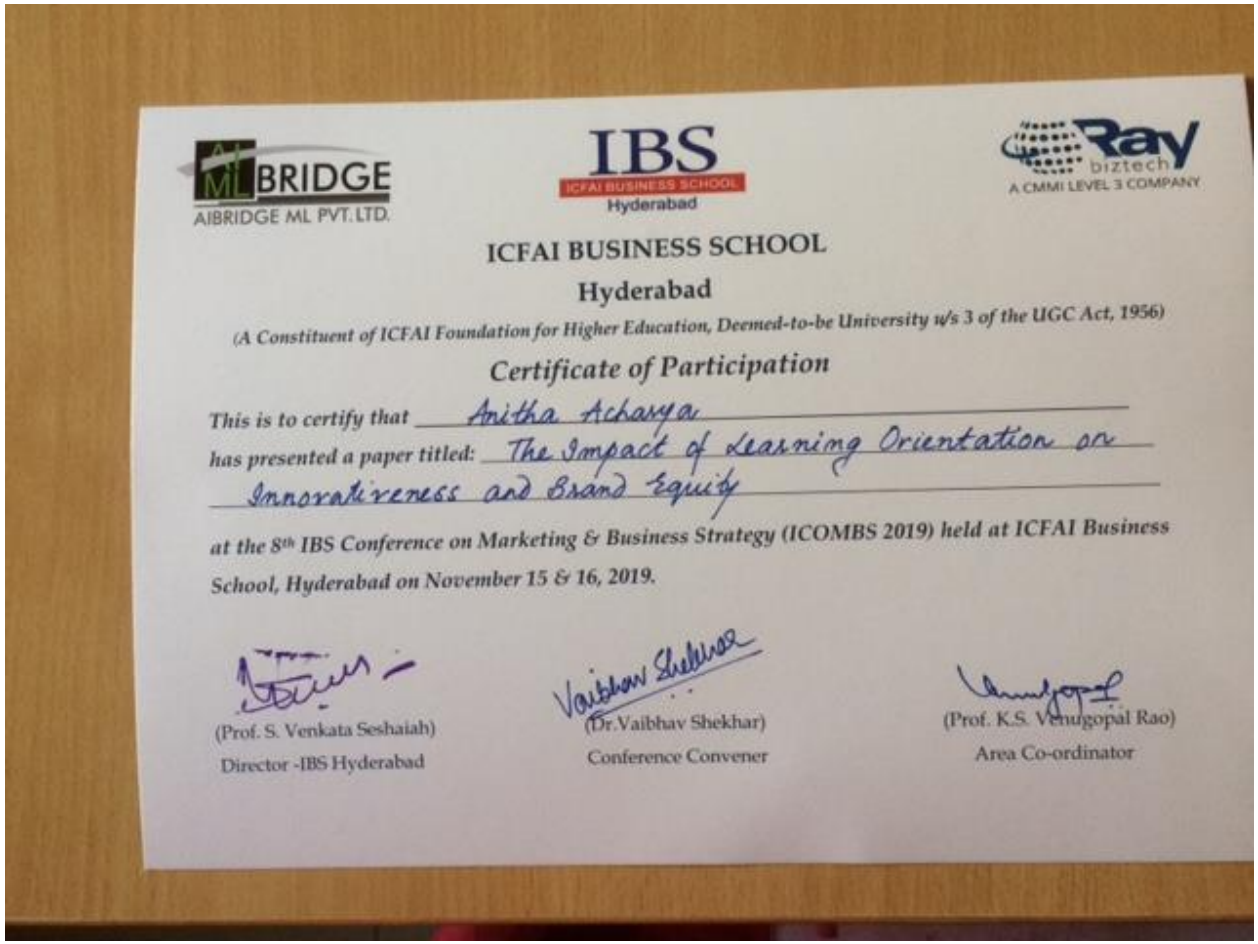
Online shopping is the future trend of shopping. With the pace of each day's work increasing day-by-day people feel that they do not have the time to shop. Hence online shopping has become the more preferred channel of shopping. To make most of this new trending consumer behavior, online businesses should pay more attention to the changing lifestyle patterns and attitudes of the consumers that have the most effect in their purchasing decision who are primarily newly married women. This study aims to analyze how far the lifestyles and attitudes of consumers influence mobile phone purchasing decisions through online shopping. The populations in this study are from Balasore. The data was analyzed through factor analysis and ANOVA to find the results. The results of the study showed that influence on lifestyle is high on the purchasing decisions. Attitude alone has no influence on the purchasing decision of mobile phones through online shopping whereas lifestyle combined with attitude has an influence on the purchasing decision of mobile phones through online shopping.

Paper ID 82

Digital Shopping Experience Affecting Customers' Trust in Unorganized Retail: A Qualitative Study in India

Sandeep Mohanty
BGU Bhubaneswar

Unorganized retail is facing the daunting task of retaining customer and creating a consistent brand experience.This is a serious problem when ninety one percent of the retail sphere is dominated by unorganized and it influence of the GDP a lot. Digital shopping experience of customers are making the



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INTERVIEW OF WORLD RENOWNED ELT/BE/ESP PROFESSIONAL

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Interviewee: EVAN FRENDO, Freelance ELT/BE/ESP Professional, Berlin, Germany



His expertise is on training individuals and groups to improve their English so that they can operate more effectively in an international business environment. Sometimes this involves running courses and seminars, but nowadays more and more of his time is spent providing consultancy services to international corporations, training business English teachers and writing training materials.

Education: Master's degree in Teaching English for Specific Purposes (Aston University), a Diploma in Teaching English for Business (London Chamber of Commerce and Industry), as well as a Bachelor's degree in Mechanical Engineering (Cranfield University).

Interviewer: Mustakhusen S. M., Assistant Professor, ICFAI Business School Hyderabad, India



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CHAPTER 16

M-COMMERCE AT THE BOTTOM OF THE PYRAMID: INSIGHTS FROM ASIA

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ABSTRACT

C. K. Prahalad in his book—"*The Fortune at the Bottom of the Pyramid*," 2004—stated that the world has an abundance of poorest people and the market catering to them can be characterized as one of the fastest growing markets having untapped buying power. His suggestions were well appreciated and people even called him a "business prophet." Bill Gates, the founder of Microsoft, also commented that the book can be said to be a blueprint for earning profits and reduction of poverty. In emerging markets like India, the majority of the population resides in rural areas and falls under the section of the bottom of the pyramid (BoP). Indian market has low-income consumers who are price sensitive. Companies in the past have targeted the consumers at the BoP and have gained popularity and success. For instance, the recent success of Patanjali products targeting consumers at the BoP has proved that profits can be made even with low price and focus on volumes. After demonetization in India, consumers across India including consumers of BoP are

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understood by the fact that mobile payment systems were still in the initial development phase and associated security and privacy risks were considered high.

1.4.1.3 PHASE 3: 2005–2010

The definition of m-commerce has remained the same, with subtle variations. The focus on use of Internet-enabled wireless handheld devices increased. These devices included cell phones, palm-sized devices, or interfaces mounted on vehicles. Though previous definitions focused on the communication aspect of m-commerce, the concept gradually shifted toward incorporating all activities facilitating commercial transactions. This can be accounted for by research and development in mobile payment systems as explained in detail in Section 1.5 later in this chapter. Research into Near-field Communication (NFC) technology and its integration with smartphones paved way for mobile payments as seen today.

1.4.1.4 PHASE 4: 2010–TILL DATE

The pervasiveness of smartphones and associated software and mobile apps has changed the public perception of m-commerce. Widespread use of location-based services, mobile banking services, mobile ticketing, payment through mobiles, and mobile purchasing through a number of mobile applications have made m-commerce a predominant part of contemporary transactions. Kourouthanassis and Giaglis (2012) state the difference between m-commerce and traditional e-commerce as "m-commerce services are accessible on the move through devices (such as smartphones and tablets) with fundamentally different presentation, processing, and interaction modalities compared to a desktop computer; such services enable a whole new set of unprecedented service capabilities, including location awareness, context sensing, and push delivery."

It is interesting to note that the back-end systems of Internet underwent major changes from Web 1.0 to Web 2.0 in phase 3 and is now further shifting toward Web 3.0 in phase 4. However, the definition of m-commerce has not varied much with regard to the changing web. Though definition of m-commerce has evolved over the years, the concept did not undergo much significant change. Hence, it can be summarized that m-commerce is, in essence, the buying and selling of products and

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services over the Internet on an anytime, anywhere basis using wireless handheld devices.

1.4.2 M-COMMERCE: EVOLUTION AND HISTORY

At the start of the millennium, m-commerce faced several problems due to heterogeneity in technological environment marked by the presence of multiple standards concerning hardware, software, and networks. Different mobile operating systems, slower Internet speeds, lack of supporting websites, and incompatibilities in early versions of different standards such as the Wireless Access Protocol (WAP) led to slow development of m-commerce (Herzog and Gottlob, 2001). Early handheld devices also suffered from disadvantages such as smaller screens with lower screen resolution, smaller keypads, limited processing power, limited memory, and lack of user-friendly interface (Wu and Wang, 2005).

The main forces behind the success of m-commerce today are considered to be rapid proliferation of mobile devices, convergence of Internet and other telecommunication networks, advancement to 4G and associated higher data rates, and the development of highly personalized, context aware, and location sensitive applications (Sadeh, 2003). Apart from this, the development of m-commerce can mainly be attributed to development of Internet, progress in wireless communication technology, evolution of handheld devices, growth of Internet companies, development of mobile applications, advancements in mobile payment systems, and development of back-end systems of the Internet. These are explained in detail as follows (Fig. 1.1).

The *development of Internet* can be divided into three phases—Internet innovation phase, Internet institutionalization phase, and Internet commercialization phase (Laudon and Traver, 2006). The Internet innovation phase (1961–1974) is marked by development of the idea of Internet and involved the development of packet switching techniques and Transmission Control Protocols/Internet Protocols. The Internet institutionalization phase (1975–1995) concentrated on developing a robust network by focusing on Internet security and redundancy. Developments of the institutionalization phase played out against the backdrop of heightened tensions between the United States of America and the Union of Soviet Socialist Republics during the cold war. As a result, advancements made on Internet focused on building a robust Internet platform that could outlive a nuclear war, with emphasis on improving security and redundancy. Several websites were launched toward the end of this phase with the aim of marketing products/services. Examples

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CHAPTER 26

Ecosystem of Digital Economy in India: The Demonetization Push

Vipin Khurana, Sudarshan Baurai and Jyoti Ahluvalia

Could the withdrawal of ₹1,000 and ₹500 notes from the circulation help India move to adopt the culture of complete digital financial transactions? The stories and rumours have been prolific, the number of arguments and counter arguments are endless; queues have reappeared in this age of 4G and new media, and the media frenzy has been unparalleled. There has been a divided opinion on the impact of this move of demonetization and its way forward



ACCEPTANCE LETTER

Dear respected professor **Girish G P**,

We are pleased to inform you that the Program Committee has recommended **acceptance** of your keynote talk proposal, entitled ***"Nexus between Energy Consumption and Economic Growth: Evidence from SAARC and ASEAN"***, for presentation at the International Conference on Innovative Applied Energy (IAPE'19). We cordially invite you to attend the IAPE'19 conference.

The conference will be held during March 14-15, 2019 in the St Cross College, University of Oxford, United Kingdom. Further information on the event can be accessed on the web at: http://iape-conference.org/.

Feel free to contact the conference management Chair for any questions through e-mail at contact@iape-conference.org.

We look forward to welcoming you in the conference.

Sincerely yours,

Faouzi Hidoussi,

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Key enabling factors for adopting Internet of Things in the area of Logistics

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Abstract:
When Logistics and IoT are merged together the result itself is enabler of a large number of disruptive applications which may impact the logistic control and performances within organization and outside with its partners. To merge technology into logistics processes and throughout the supply chain is very complex. Therefore, in this research article, literature have been surveyed to find key enabling factors for IoT adoption in logistics. IoT applications are emerging to bring paradigm shift in most of the areas including logistics and transportation. Therefore this article enumerates the key factors that may provide academics and practitioners a qualitative analysis so that they get the required constructs for taking a decision of IoT adoption in the area of logistics. Further the article provide a framework to suggest such factors to be mapped with established relationships that would be helpful in developing IoT adoption strategy.

Keywords: Logistics, Internet of Things (IoT), RFID, WSN, SCM

1. Introduction:

Logistics is mostly unorganized in comparison to manufacturing, especially in road freight where there are different suppliers for local, domestic, and international operations (Macaulay & Kückelhaus, 2015). However, Logistics & Transportation services are vital for any economy and is viewed as a value-adding processes in a supply chain (Daugherty, Chen, & Ferrin, 2011). There is positive impact of emphasis on logistics capabilities like logistic innovativeness and logistics service differentiation on one hand and at the same time on logistics performance like efficiency and effectiveness in (Ralston, Grawe, & Daugherty, 2013). A primary goal of organizations in supply chain is to create or enhance value for customer. Logistics service innovation refers to a new idea, procedure, or practice in logistics operations that is different from a company's current practice (Grawe, 2009). Through logistics service innovations, a firm attempt to fulfill a customer orders by delivering right items in right quantities on time, damage free, and with errorless invoicing while keeping cost of operation in control (Stank, Keller, & Daugherty, 2001). Thus by focusing on logistics service innovation can help to build strong relationships with customers, generate barriers to competitors, increase customer loyalty and make market activities more efficient (Daugherty et al., 2011).

Already, there has been radio-frequency identification (RFID) tags with embedded microchips which could store more data and infrastructure with cloud computing services to provide storage of logistics applications and database (Harris, Wang, & Wang, 2015). Considered as a wireless AIDC (Automatic Identification and Data Capture) technology, RFID not only refers to the tag containing a chip, but also to an antenna for sending and receiving data, an interrogator(Reader), and its antennas to communicate through radio frequency with the tag, and finally, a middleware that manages, filters, aggregates and routes the data captured (Bendavid, Lefebvre, Lefebvre, & Fosso-Wamba, 2009). RFID applications provide basis for the IoT in logistics (Jia et al., 2012) also called Internet of Logistic Things (IoLT). These RFID tags have low-cost and low-power technology

called passive devices, which store the information with it and are able to send it when powered by electromagnetic fields generated by an RFID reader (Petracca et al., 2013). RFID is emerging as an important technology for revolutionizing a wide range of applications, including supply chain management, retail, aircraft maintenance, anti-counterfeiting, baggage handling, and healthcare (Sun, 2012). RFID tagging is often used with EPC encoding like scheme. RFID readers retrieve the information from a RFID tag through radio waves, which allows for batch scanning of products. Compared with barcode technology, RFID technology can repeatedly write data into the memory blocks of a tag. Moreover, RFID tag can survive harsh environments, and not be easily contaminated or damaged. To maximize the benefit and minimize the risk associated with RFID, retailers need to identify critical success factors for increasing competitive advantage through the use of the technology, and assess the challenges and issues that it poses (Koh, Kim, & Kim, 2008). RFID is one of the key technologies of the IoT in Logistics (Jia, Feng, Fan, & Lei, 2012).

Information & Communication Technologies (ICT) has always been innovation enabler in logistics and transportation processes. Any integrated logistics management and process monitoring can not only improve the efficiency of logistics functions and help reduce logistics cost, but also improve enterprise information quality. Implementation of intelligent logistics achieves inventory management, goods delivery, automated billing and other business functions (Jing, Vasilakos, Wan, Lu, & Qiu, 2014).

Internet of Things is a new communication dimension of ICT with development to A-A-A level of the "Anytime-Anywhere-Anyhow" communication paradigm (Ji, Ganchev, O'Droma, Zhao, & Zhang, 2014) also known as "Ubiquitous" technologies. Now-a-days Internet of Things (IoT) is widely used in the logistics industry and it is changing the entire gambit in logistics processes. The development in areas of ICT and thereby internet has already brought a paradigm shift in integrated logistics management. Integrating IoT into the traditional ICT systems can be unique because of its intelligence, autonomous and pervasive applications (de Vass, Shee, & Miah, 2018). Particularly in logistics applications IoT is a seamless integration of both RFID and Wireless Sensor Networks (WSNs) solutions in the Internet scenario. WSNs are composed by low-power embedded devices characterized by reduced computational capabilities that actively communicate among them to fulfill complex tasks (Petracca et al., 2013). Since RFID can be tagged on items, cases, and pallets, the IoT adoption is pertinent for supply chain operations (Tu, 2018). Container tracking, cross-docking, electronic data interchange (EDI), radio frequency identification (RFID), and temperature-control technology for warehouses and containers are some examples of how innovations have impacted the traditional approach in logistics (Matopoulos, Vlachopoulou, & Manthou, 2009). Implementation of intelligent logistics system includes receiving, transfer, sorting, sending, transportation and other associated subsystems. Each subsystem achieves inventory management, goods delivery, automated billing and other business functions (Jing et al., 2014).

2. Theoretical framework:

Application of Internet of Things in Logistics and other functional areas is still an emerging field. Technology assist in creating capabilities with differentiated methods in firms which adopt it to improve performance. Creating superior capabilities can result in superior performance for a firm (Bhardwaj, 2000). Other than technology a firms which successfully utilize resources to develop capabilities have the potential to create a competitive advantage resulting in higher performance. This is why a relation between logistics innovativeness and logistics service differentiation (capabilities), which impact logistics performance (Ralston et al., 2013).

2.1 Areas in Logistics Processes:

A research by (Matopoulos et al., 2009) relates the impact of e-business adoption to customer service, ordering process and procurement. Innovation in the logistics context has not only benefited in the field of logistics, they have impacted in marketing, sales, finance, and end consumers. Containerization, cross-docking, EDI, RFID, and temperature-control technology are only some examples of how innovations in logistics have impacted the business processes.

With RFID initiatives from major retailers like Wal-Mart, Target, Mark & Spencer, Metro AG and Tesco likely to influence the whole retail industry, track shipment of goods through their distribution network (Srivastava, 2010). The objectives include cost reduction, service improvement, improved communication and interaction among supply-chain partners, and increased flexibility in terms of delivery and response times. Internet and Web technologies have contributed firms in the forms of efficient and timely order fulfillment, reduced cycle times, electronic payments, e-procurement, and more for improving their supply-chain performance (Ranganathan, Dhaliwal, & Teo, 2004).

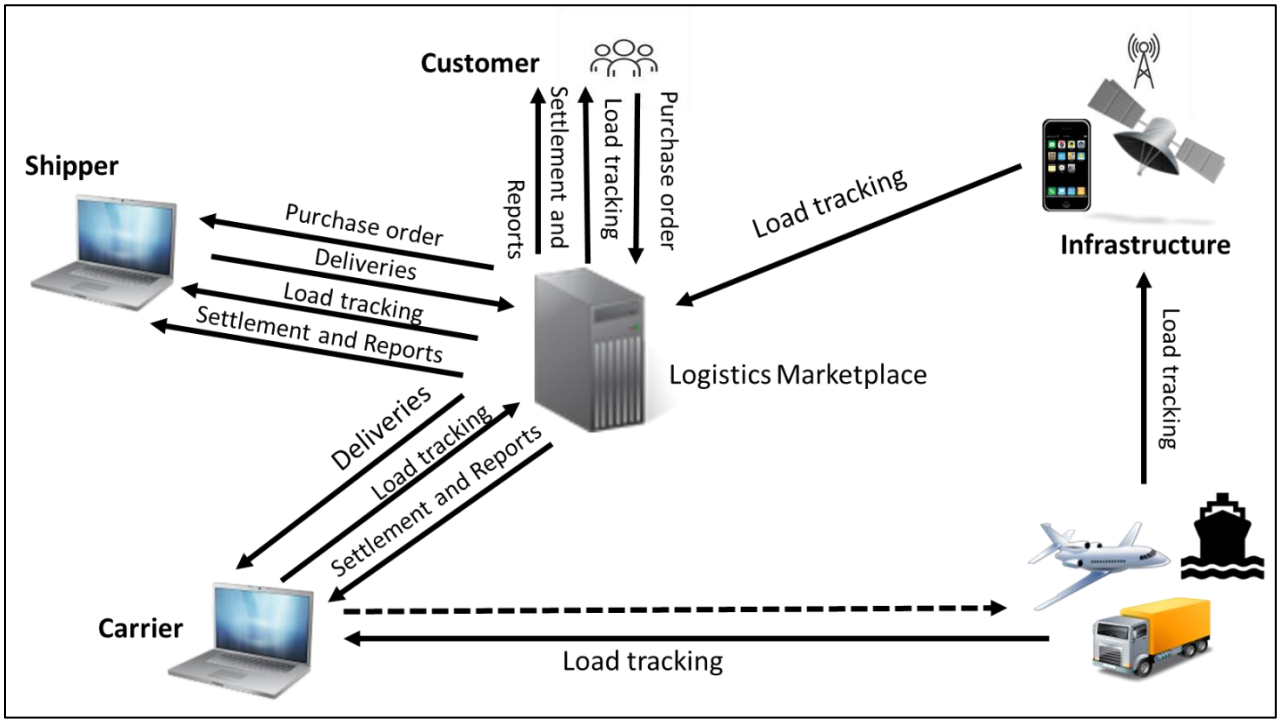


Figure-1: Electronic logistics marketplace operational model
Source: Adapted from (Wang et al. 2010), (Harris et al., 2015)

A typical example in a multimodal transport environment is a cloud-based Electronic Logistics Marketplace ELM. The model above depicts various logistics functions and components of ELM and main activities in logistics processes.

2.2 Internet of Things:

The term 'Internet of Things' is closely connected to the technologies of ubiquitous computing which stands for the connection of (computer) networks with physical objects. In logistics RFID is often seen as a prerequisite for the IoT (Jia et al., 2012). IoT can further the RFID improvement of logistics operations and increasing transparency in supply chains (Macaulay, Buckalew, & Chung, 2015). An item, component, sub-assembly, product, container, vehicle can be attached with a tag and microchip which can be read and tracked and on events updated the movement. Such objects are said to be smart objects - "An open and comprehensive network of intelligent objects that have the capacity to auto-organize, share information, data and resources, reacting and acting in face of situations and changes in the environment" (Madakam, Ramaswamy, & Tripathi, 2015).

Key Technologies in IoT include the RFID, infrared sensors, global positioning systems (GPS), laser scanners and other information sensing devices which communicate according to the agreed protocol to information exchange, in order to achieve intelligent identify, locate, track, monitor and manage a network (Sun, 2012) (Baurai, Bajpai, & Khurana, 2019). RFID has been used in the fields of Logistics and Supply Chain, Manufacturing, Agriculture Management, Health Care and Medicine, Marine Terminal Operation, Military and Defense, Payment Transactions, Environment Monitor and Disaster Warning, Transportation and Retailing, Warehousing and Distribution Systems (Jia et al., 2012).

Other enabling technology for IoT is cloud computing. Cloud computing provide a platform to store the data and application remotely having access to the infrastructure through internet (Yeboah-Boateng, Ezer Osei Essandoh, 2014). In the future of ''Ubiquitous'' technologies, the variety of wirelessly connected devices as well as the importance of machine-to-machine (M2M) communications is expected to grow significantly (Smura, Kivi, & Töyli, 2009) (Foschini, Tarik Taleb, Corradi, & Bottazzi, 2011).

IoT in combination with ICT is perceived to have a significant improvement in supply chain as well as firm performance (de Vass et al., 2018). The effective strategy of Internet of Things (IoT) can help firms to grasp the emerging opportunities from the IoT and then improve their competitive advantage. With IoT implementation market-based exploratory capabilities play a more important role for firms adopting get-ahead strategy, and market-based exploitative capabilities play a role for firms adopting catch-up strategy in market. Especially, information sharing in supply chain contributes to the improvements of both market-based and technology-based exploratory capabilities, and internal industry information sharing contributes to the enhancement of both market-based and technology- based exploitative capabilities (Li, Hou, Liu, & Liu, 2012).

3. Objective & Methodology:

In the context of IoT, the efficiency of information sharing is largely improved by the advanced IoT technologies, and information sharing is used to exchange information with partner firms so as to support their IoT strategic decisions through improving the IoT-supporting capabilities (Li et al., 2012). Area of Logistics would have huge impact out of IoT interference as explained. Therefore, the objective of our research article is to explore the established relationships between IoT technology adoptions in the area of logistics. A literature study to compile the enabling factors emerging from these relationships in logistics practices, help identifying possible innovative approaches directed towards IoT technology adoption. Further the article can list the benefits from IoT implementation, thereby emphasizing the factors to be considered while developing any strategy for IoT adoption.

The knowledge around IoT is still emerging, however abundance of research papers of previous studies around associated technologies like RFID, ICT impacts in Logistics is available. IoT development provides opportunities which allows firms to acquire information more timely and accurately.

Therefore, the objective of the article is to help the strategy and decision making IoT adoption process in logistics simpler by literature review for established relationships in the context of logistics processes, IoT infrastructure & application developments and affected logistics, SC or firm performances. IoT Technology in the area of Logistics has impact in the area of vertical functional integration in a logistics company and also the impact on collaboration among logistics stakeholders in supply chain (SC). A literature review method to find these relationship with the help of search around composite key words comprising enabler factors, IoT, logistics performance to find the factors with established relationships has been made and then categorized on the basis of three criteria: a- Pre-adoption stage, b- IoT technology adoption stage, c- Post-adoption stage. This categorization helped in organizing the various factors out of literature survey.

An elaborate list of factors around the relationships in above diagram is the objective of the study, which would be helpful in envisaging the strategic decisions when implementing IoT in the area of Logistics. Finally on the basis of the groupings above and components reflected from literature a proposed framework is in the scope of article. Such framework always help to envisage the key indicating factors to enable IoT adoption in the area of Logistics.

4. Literature Review:

(Enabling factors for adopting IoT in the area of Logistics)

RFID in the area of Logistics of has got a good interest from researcher and there has been however the incorporation of IoT capabilities as defined by A-A-A would critically be analyzed from the point of the established factors for implementation of RFID or ICT technology as IoT is to add value to existing solutions from technology. A large scanning over more than 300 research papers the article has listed all the factors from established constructs of researchers. From the literature review it is evident to have the groupings for the enabling factors in three stages. Below have enumeration of the factors for each category.

4.1 Enabling factors in Pre-Adoption stage:

This stage pertains to technology evaluation and its suitability for the adoption. While taking difficult decisions, valuable information must be available at the right place, at the right time, to right people who approach the problem for an out of box solution (Barratt, 2004). To win customer, firms must have what customers want when and where they want it. Internet of Things is providing very innovative solutions in all above and is going to impact processes radically. The IoT vendor and technology adoption depends how the customer's need are supplied with economy compared to other technology suppliers. Close relationships with suppliers land to high demand and helping satisfy the customer expectations (Stank et al., 2001). There has to be a strategic alignment between technology being adopted and the customer vision. Achieving alignment requires strong support from senior management, good working relationships between functional and IT management, strong leadership, appropriate prioritization, trust, effective communication, as well as a thorough understanding of the business environment. High integration and relationships between them are the enablers and the absence of the factors would become inhibitors. Achieving alignment demands focusing on maximizing the enablers and minimizing the inhibitors (Luftman, Papp, & Brier, 1999). From the literature

review, a list has been prepared as below to group such enabling factors which are important to be considered during pre-adoption stage.

4.1.1 Table 1: Enabling factors in Pre-Adoption stage:

Enabling factor	Description	Authors
[1.1] Perceived usefulness of technology	According to technology acceptance model (TAM) the usefulness matters for the end user in accepting IoT or new technology.	(Davis, 1989), (R. G. Fichman, 2000), (Kevin et al., 2003), (Wu & Shu-Ching, 2005), (Schmitt et al., 2008), (Gao & Bai, 2014b)
[1.2] Compatibility with existing values	The IoT technology need to be compatible with existing processes and technology already in use.	(Rogers, 1995), (Prater et al., 2005), (Levy, Powell, & Worrall, 2005), (Matopoulos et al., 2009), (Sheko & Spaho, 2018), (Tu, 2018)
[1.3] Integrated database and information quality	The factor is comprising of various sub-factors for technology capability to support an integrated database of the enterprise and have accuracy & timeliness attributes of information quality.	(Stank et al., 2001), (Simatupang & Sridharan, 2005), (Rai et al., 2006), (Claassen et al., 2008), (Macaulay & Kückelhaus, 2015), (Sheko & Spaho, 2018)
[1.4] Perceived ease of use	Another important factor suggested in TAM in accepting IoT or new technology.	(Davis, 1989), (R. G. Fichman, 2000), (Daugherty et al., 2005), (Wu & Shu-Ching, 2005), (Gao & Bai, 2014b)
[1.5] System norms & integration	The attribute pertains to system ease of integration.	(Rogers, 1995), (Srivastava, 2010), (Macaulay & Kückelhaus, 2015), (de Vass et al., 2018)
[1.6] Technology standardization (Data formats and communication)	Technology maturity and capability for universal acceptance	(R. G. Fichman, 2000), (Schmitt et al., 2008), (Srivastava, 2010), (Macaulay & Kückelhaus, 2015), (Tu, 2018)
[1.7] Relative advantage of innovation	In comparison to other options with customer	(Rogers, 1995), (Joo & Kim, 2004), (Prater et al., 2005), (Matopoulos et al., 2009)
[1.8] Complexity of innovation	Complex solutions demands higher skills and training to man-power which cause cost increase.	Rogers, 1995), (Schmitt et al., 2008), (Matopoulos et al., 2009)
[1.9] Risks involved in technology adoption	Risks in terms of safety and security of individual personal information and corporate intellectual property	(Prater et al., 2005), (Wu & Shu-Ching, 2005), (Macaulay & Kückelhaus, 2015)
[1.10] Return on investment	Knowledge from past implementations	(Simatupang & Sridharan, 2005)

4.2 Enabling factors for IoT technology adoption stage:

Successful supply chain management requires a change from managing both individual functions to integrating activities into key supply chain processes (Cooper et al., 1997, p. 5) i.e. collaboration. Therefore technology in case need to bring innovations of logistics firms in two different ways.

4.2 (a) Integration for internal functions and logistic differentiation:

Capability of ICT technology implementation brings integration of internal function of an organization which benefit in efficiency, effectiveness, transparency, faster decisions and delivering best to customer. This exploratory research attempts to enumerate the factors for internal integration. There is empirical evidence that integrating-specific internal functions such as manufacturing and purchasing will lead to higher performance. Research confirms that logistics integration is linked to increased efficiency and productivity (Pagell, 2004) (Nthiga & Moronge, 2017). An empirical research by studying the link between supply chain integration (SCI) and its impact on performance is from (Fabbe-Costes & Jahre, 2008) and there are multiple researches supporting it.

A key reason for the popularity of integrated logistics and transportation through IoT have made supply-chain coordination a viable managerial and strategic option (Petracca et al., 2013). Integration is a process of interaction and collaboration in which manufacturing, purchasing and logistics work together in a cooperative manner to arrive at mutually acceptable outcomes for their organization (Pagell, 2004).

4.2.1 Table 2: Enabling factors for IoT technology adoption stage: Integration for internal functions and logistic differentiation factors.

Enabling factor	Function Area Description	Authors
[2.1] Top management vision commitment & support	To sponsor and to bring any radical change need top management support. This include IT involved in strategy development & Managerial awareness of technology.	(J C Henderson et al., 1992), (R. G. Fichman, 2000), (Barratt, 2004), (Pagell, 2004), (Prater et al., 2005), (Schmitt et al., 2008), (Fawcett et al., 2008), (Matopoulos et al., 2009), (Macaulay & Kückelhaus, 2015)
[2.2] Purchasing (Cost reduction quality & time)	Purchasing Process gets significant improvement.	(Levy, Powell, & Worrall, 2005), (Fawcett et al., 2008), (Koh et al., 2008), (Claassen et al., 2008), (Matopoulos et al., 2009), (Bendavid et al., 2009), (de Vass et al., 2018)
[2.3] Business - IT partnership & alignment	IT department who implement the IoT and other technology need be fully integrated in strategic decisions of organization.	(R. G. Fichman, 2000), (Barratt, 2004), (Pagell, 2004), (Li et al., 2012), (Sheko & Spaho, 2018)

[2.4] Organization size & structure	To bring sufficient efforts for the radical change.	(R. G. Fichman, 2000), (Kevin et al., 2003), (Joo & Kim, 2004), (Schmitt et al., 2008) , (R. Fichman, 2018)
[2.5] Communicability & Information sharing	Information transparency helps in integration.	(R. G. Fichman, 2000), (Barratt, 2004), (Pagell, 2004), (Daugherty et al., 2005), (Li et al., 2012)

4.2 (b) Collaboration with partner firms in supply chain:

Managers must be able to think innovative approaches to logistics and supply chain problems. External forces drive organizations to align and form strategic supply chains so as to align SC action with external environmental demands. Researches haves proved immense benefits and case studies of success out of collaboration in supply chain that technology provide (Fawcett, Magnan, & McCarter, 2008). RFID technology acts as a disruptive enabler of collaborative supply chain (Bendavid et al., 2009). Collaboration, when it is put in the context of the supply chain for mutuality of benefit, rewards and risk sharing together with the exchange of information as the foundation of the collaboration (Stank et al., 1999a; Barratt and Oliveira, 2001). Collaboration may share large investments, pool risks, and share resources, causing growth and return on investments and has led to new strategies, such as Quick Response (QR), Efficient Consumer Response (ECR), and Vendor Managed Inventory (VMI), and Collaborative Planning, Forecasting and Replenishment (CPFR) has been increasingly adopted in industry (Chen, Yang, & Li, 2007).

Logistic strategy have seen a different approach when QR, VMI, CPFR, and ECR has been in place with the supply chain partners (Ireland and Bruce, 2000; Barratt, 2002). This paper identifies the major factors of supply chain collaboration. Technology and IoT add to collaboration within the supply chain partners however Supply chain collaboration does not need to be based on technology always (Barratt, 2004).

4.2.2 Table 3: Enabling factors for IoT technology adoption stage: Collaboration with partner firms in supply chain.

Enabling factor	Function Area Description	Authors
[3.1] Communicability & Information sharing	Information transparency helps in collaboration among partner firms.	(R. G. Fichman, 2000), (Barratt, 2004), (Pagell, 2004), (Daugherty et al., 2005), (Li et al., 2012)
[3.2] Decentralized self-control containers	With IoT a radical change where entire movement of containers can be traced and monitored in real time.	(Macaulay et al., 2015), (de Vass et al., 2018)
[3.3] Sensor monitor for shipment status - Track & Trace	With IoT shipment track & trace in real time.	(Macaulay et al., 2015), (de Vass et al., 2018)

[3.4] Provide container/box/pallet identification	The fast changes in retail sector due to IoT impact in collaboration with partner firms.	(de Vass et al., 2018)
[3.5] Improve account payable process	With huge impact of IoT and technology the account payable is a huge success.	(de Vass et al., 2018)

4.3 Enabling factors for Post adoption stage:

The impact post-adoption has to be various benefits one may expect from a successful IoT adoption. Very significant impact can be seen on logistics performances from successful technology adoption like increased inventory turnover, increased revenue, and cost reduction across the supply chain (Daugherty et al., 2005). Collaboration not only enables partners to reduce one another's costs but also allows inventory to cycle through to customers faster. The two-fold result is increased revenues and decreased costs that can be shared across the chain. Two other core benefits include decreased order cycle times and greater product availability (Stank et al., 2001). Additional benefits are market responsiveness, added economic value, capital utilization, decreased product time to market, and logistics cost reduction (Mentzer et al., 2000; Sun, 2012). Revenue growth lower costs using fewer assets translates into improved performance.

Advances in Information Technology are constantly transforming competitive marketplace. For example benefits of RFID are numerous in retailing industries. Some of these benefits include reduced labor costs, simplified business processes, improved inventory control, increased sales, and reduced shrinkage (Koh et al., 2008). In the table below we list such benefits in more detail.

4.3.1 Table 4: Enabling factors for Post adoption stage:

Enabling factor	Function Area Description	Authors
[4.1] Industry competitiveness	Logistics differentiation: IoT technology would have this differentiating impact.	(R. G. Fichman, 2000), (Kevin et al., 2003), (Ranganathan et al., 2004), (Joo & Kim, 2004), (Schmitt et al., 2008), (Matopoulos et al., 2009), (Grawe, 2009), (Li et al., 2012), (R. Fichman, 2018)
[4.2] Customer service (cost quality & response time)	Firm performance: IoT technology impact favorably in customer service to bring differentiation.	(Prater et al., 2005), (Levy, Powell, & Worrall, 2005), (Simatupang & Sridharan, 2005), (Fawcett et al., 2008), (Koh et al., 2008), (Claassen et al., 2008), (Matopoulos et al., 2009), (Ralston et al., 2013), (de Vass et al., 2018)

[4.3] Speed in goods dispatch and on-time delivery	Supply chain performance: Transportation and Order process improvement in supply chain.	(Levy, Powell, & Worrall, 2005), (Simatupang & Sridharan, 2005), (Fawcett et al., 2008), (Bendavid et al., 2009), (Ralston et al., 2013), (de Vass et al., 2018)
[4.4] Reduced inventory cost & Inventory velocity	Firm performance: Inventory cost reduction among the partners in supply chain.	(Simatupang & Sridharan, 2005), (Rai et al., 2006), (Fawcett et al., 2008), (Koh et al., 2008), (Bendavid et al., 2009)
[4.5] Order fulfillment lead-time	SC performance: Reduction with IoT technology adoption.	(Chen et al., 2007), (Fawcett et al., 2008), (Bendavid et al., 2009), (Srivastava, 2010), (Ralston et al., 2013)
[4.6] Profitability & Sales revenue growth	Firm performance	(R. G. Fichman, 2000), (Simatupang & Sridharan, 2005), (Rai et al., 2006), (Chen et al., 2007)
[4.7] Better asset utilization - Cash-to-Cash Cycle time	Firm performance	(Simatupang & Sridharan, 2005), (Rai et al., 2006), (Fawcett et al., 2008), (Bendavid et al., 2009)
[4.8] Accuracy in managing inventory	Firm performance	(Koh et al., 2008), (Srivastava, 2010), (de Vass et al., 2018)
[4.9] Market share & profits	Firm performance	(Simatupang & Sridharan, 2005), (R. Fichman, 2018)
[4.10] Cost of logistics	Logistics performance	(Ralston et al., 2013), (de Vass et al., 2018)
[4.11] Inventory turns	Firm performance	(Macaulay et al., 2015)

5. Proposed conceptual framework:

A proposed framework on which the various enabling factors as listed in tables with literature review above can be mapped is depicted in the diagram below.

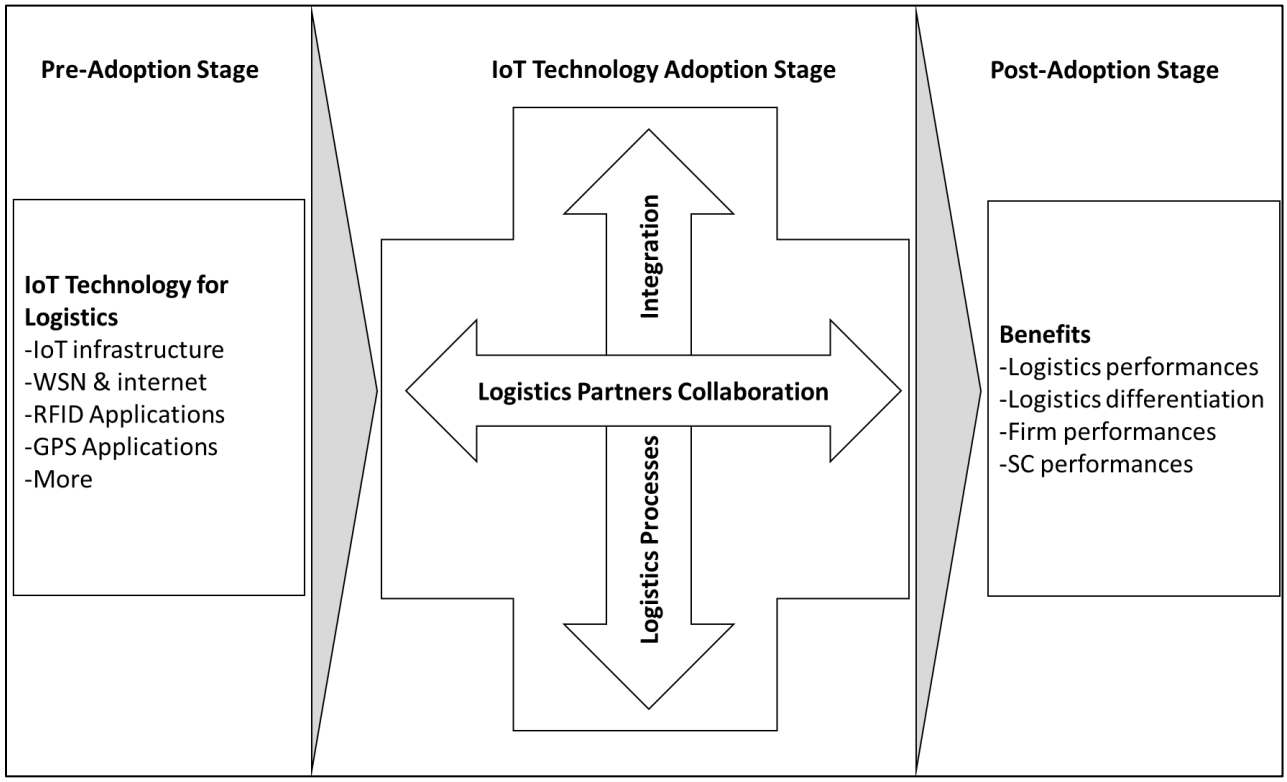


Figure-2: IoT technology adoption stages in the area of Logistics.
Source: Self

Framework is useful when identifying the KPIs for strategizing the implementation of IoT in the area of logistics. This framework along with the factors listed from literature review would be useful when deciding the IoT adoption strategy and key factors to be considered by the organization.

a. **Pre-adoption stage:**
   This stage pertains to various technologies developments, associated infrastructure, associated standards and protocols and the various factors as listed for the customer's processes. This proposes that technology being adopted be fully compatible with existing values in addition to other factors listed above.
b. **IoT technology adoption stage:**
   The various factors as reflected from the literature study for the technology adoption and therefore IoT adoption mainly indicates two major achievements which need to be in focus while implementing the technology in an organization. These are Integration (Vertical) and collaboration (Horizontal). Integration is comprising of various departments and divisions of the organization so that they no more function in siloes and help in decision making process. Whereas collaboration factors are for providing a market place to exchange information among the partner organization in supply chain,

up-stream, down-stream and logistics partner companies. Ultimate beneficiary out of collaboration is the common customer of the partner companies.

c. Post-adoption stage:

The factors in this stage are the benefits expected from IoT adoption. The list from literature study is not exhaustive however distinct improvements in firm performance factors, logistics performances, logistics differentiation factors and supply chain performances are mentioned.

6. Conclusions:

To innovate successfully and how to adopt and implement Internet of Things in a logistics organization and logistics processes that facilitate more effective services to customer are complex issues. Identifying KPIs for this purpose is first thing to do where the proposed lists of factors and framework may help. These factors are based upon empirically tested and proven models of previous researches in the area of innovation adoption. Therefore, this tool would always be useful when developing IoT adoption strategies in logistics as well as can be helpful to other sectors simultaneously.

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India's recent step to withdraw higher denomination currency of ₹1000 and ₹500 seems to have generated a great deal of momentum in the economy. This impetus has also spurred the climate of opinion to divide sharply on various counts. When the dust seems to be settling down and remonetization is bringing the shortage of cash to normalcy, it is prudent to ask the question—what impact does this move likely to have on medium and long term growth prospects of Indian economy? It is proclaimed to have impact on curbing black money and also to bring about a positive transformation in long term growth by mobilizing higher savings, investment, and infrastructure growth. The current debate is also centered on digital and cashless economy as it is likely to emerge as a way of operation in new and emerging India. Indeed, Indian economy is witnessing transition with its far reaching impact on various sectors as much as on its macroeconomic performance.

The book focuses on medium and long term outlook of Indian economy in the light of post-demonetization impact analysis. The book is also proposed to bring about demonetization debates and discussion in perspective and examine it in the light of digital options for the economy.



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Time for Digital Economy: Demonetization Push in India Perspective

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Can the withdrawal of ₹1,000 and ₹500 notes from circulation help India move to digital financial transactions? The stories and rumors have been prolific, arguments and counterarguments endless; queues have reappeared in the age of 4G and the internet, and the media frenzy has been unparalleled. There is a divided opinion on the impact of move and its way forward towards cashless or less cash economy. Will demonetization nudge a larger number of individuals to lessen their dependence on cash transactions and resort to digital payments? India's demonetization could be the push the country needs to move to digital banking, but it will take more concerted government efforts to promote a long-term transition.

In 1994, Don Tapscott wrote the book "The Digital Economy: Promise and Peril in the Age of Networked Intelligence". This was the era when wireless was in its novice stage and therefore wireless telecom was not very popular. The networking was mostly a huge

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