

## Digital Transformation in Marketing: Leading Strategies for Organizational Adaptation and Growth

<sup>1</sup>Dr. Vijayakumar Thota, <sup>2</sup>Dr. Prashant Mishra, <sup>3</sup>Komal Kapoor, <sup>4</sup>Dr. Mohit Maurya, <sup>5</sup>Dr. Menka, <sup>6</sup>Mr. Faran Izhar

<sup>1</sup>Associate Professor, Department of Business Management, NSB Business School, Bangalore

<sup>2</sup>Assistant Professor, Department of Management Studies, (PRUTSIM) Pramod Ram Ujagar Tiwari Saket Institute of Management, Taluka-Kalyan, District- Thane, Maharashtra

<sup>3</sup>Research Scholar, Sharda University, Greater Noida, U.P.

<sup>4</sup>Associate Professor, Sharda University, Greater Noida, U.P.

<sup>5</sup>Assistant Professor, Department of Commerce and Management, Goswami Ganesh Dutta Sanatan Dharma College, Chandigarh

<sup>6</sup>Adjunct faculty, Amity University, Dubai

### Abstract

Businesses are becoming more aware of the critical relevance of digital transformation in the quickly changing digital world, especially in the field of marketing. This abstract explores the complicated world of digital transformation within the marketing industry, highlighting the top tactics used by businesses to adapt and experience long-term growth. Digital transformation in marketing represents a paradigm shift that goes beyond merely embracing new technology. It includes a comprehensive strategy that reframes marketing tactics, consumer involvement, and organisational culture. A thorough understanding of customer behavior within the digital ecosystem, the incorporation of cutting-edge technologies, and the use of data for strategic decision-making are necessary for a successful digital transformation. This paper conducts a critical analysis of how modern marketing management techniques have been impacted by digital revolution. The 21st century's emerging digital environment calls for a novel approach to the established theories of marketing management. By strategically aligning their operations with a customer-centric digital strategy, firms can make this revolutionary transformation with agility thanks to the fresh insights our study reveals. The study employs a qualitative methodology and includes case studies, an extensive review of the literature, etc. Insights into customers, segmentation, targeting, and positioning are just a few of the marketing elements that the study explores in relation to digital transformation.

**Keywords:** *Digital Transformation, Marketing, Leading Strategies, Organizational Adaptation*

### 1. INTRODUCTION

The speed of change will never be this slow again." Several other speakers, including Hans Vestberg of Ericsson, agreed with this viewpoint. Despite having a strong history of performance, many of today's major incumbent corporations face vulnerability in the fast-changing market. It might be misleading to place too much emphasis on past triumphs because what will make a company successful in the future may be completely different from what made it successful in the past. These large incumbents face challenges, so they are stepping up their investments in transformation and starting their digital transformation journeys with the aim of transforming their businesses through the use of digital capabilities. In order to meet and satisfy their customers' requirements and wants while lowering costs, these businesses are continually altering along two dimensions: operational efficiency and customer experience. According to data from an IDC survey conducted in investments in digital transformation would rise by about 27% annually, from 2017 through 2020 inclusive. By 2020, it is predicted that these investments will total \$6.3 trillion.

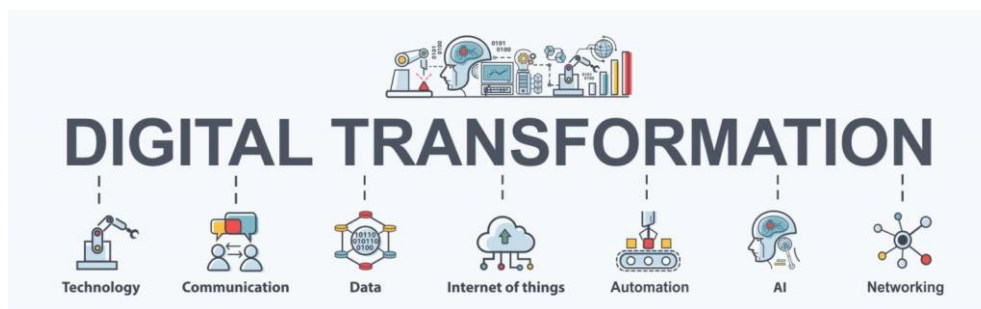


Figure 1: Digital Transformation

Globally, all businesses are undergoing digitalization at varied rates and intensities some are just getting started, while others are further along for almost all incumbents operating in traditional industries, the challenge is to optimize the company's current performance while also ramping up the company's potential for long-term growth. Venkat Venkatraman famously penned the famous quote, "Past performance is no indicator of future returns" The ICT incumbents are currently under pressure, while new digital-age businesses like Amazon, Facebook, and Apple are leading the pack. No area of modern business has escaped the digital revolution's revolutionary impact, permanently altering the environment. One of the many areas that has been significantly impacted is the field of marketing, which has undergone its own revolution. Marketing has changed from a conventional, one-dimensional practice to a multidimensional, data-driven, and customer-centric discipline in this era of digital transformation. In order to succeed in the digital age, organizations are radically transforming their cultures and strategies in addition to adopting digital technologies. Digital transformation in marketing refers to a fundamental change in how firms approach their marketing initiatives, engage with their clients, and adapt to a constantly shifting environment. It goes beyond the simple adoption of new technologies. In a world where customer behavior, expectations, and interaction channels have undergone a radical redefinition, it is important to remain competitive and relevant. Organizations aiming to not only survive but also thrive in this dynamic climate must comprehend the complexities and subtleties of digital transformation in marketing. The transformation journey demands the adoption of cutting-edge approaches focused on agility, data-driven decision-making, and customer centricity. Organizations can negotiate the challenges of the digital age and take advantage of its enormous potential for development and adaptation by adopting these tactics.

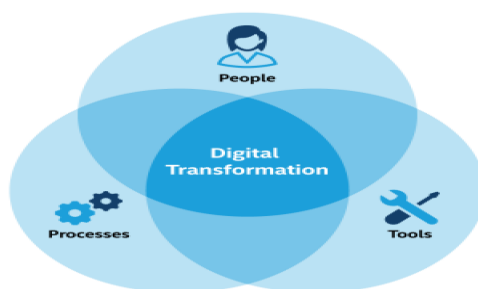


Figure 2: Digital Transformation in Marketing

## 2. REVIEW OF LITREATURE

A seminal work in the field of customer relationship management (CRM), Peter Greenberg's " (2018) CRM at the Speed of Light: Essential Customer Strategies for the 21st Century" emphasizes the critical importance of building and sustaining strong customer relationships in the currently rapidly changing business environment. The book, which was published in 2018, provides a thorough analysis of the tactics and procedures necessary for creating durable relationships with clients. Insights from Greenberg dive into the fundamentals of contemporary CRM, highlighting the necessity for companies to move beyond transactional interactions and concentrate on forging deep, enduring connections with their customers. He emphasizes how important data analytics and technology are in allowing personalized and effective consumer experiences.

An essential tool for anyone trying to flourish in customer-centric strategies and practices, Greenberg's work acts as a beacon for organizations looking to adapt to the particular problems and opportunities given by the 21st-century consumer.

"Digital Marketing Excellence," written by Dave Chaffey and Paul Smith in 2021, is a great modern manual that excels in the field of digital marketing. This book stands out as a helpful resource in a time when the digital landscape is constantly changing and complex. It acts as a thorough road map for businesses, providing useful advice that can be put into practice to effectively negotiate the complexities of digital marketing. Its capacity to assist firms in streamlining their internet marketing initiatives is among its most significant benefits. Chaffey and Smith enable firms to not only stay up with but also excel in the digital marketing world by offering insights into the most recent tactics, technologies, and best practices. In essence, the book provides businesses with the information and tactics required to flourish in the fast-paced and cutthroat field of digital marketing.

A crucial tool in the landscape of digital transformation is "Leading Digital: Turning Technology into Business Transformation" by George Westerman, Didier Bonnet, and Andrew (2014). The writers of this book offer insightful explanations of how technology can be strategically used to effect significant corporate changes. It acts as a road map for businesses wishing to flourish in the digital era. The authors provide detailed strategies and methods for efficiently utilising technology, allowing businesses to not only survive but also thrive in the digital era. They show how businesses from all industries have effectively embraced digital technologies to fuel growth and strengthen their competitive edge by emphasizing real-world examples and case studies. This book serves as a road map for businesses hoping to successfully manage the challenges of digital transformation and establish themselves as industry leaders. It emphasizes how important technology is to altering businesses and advancing them.

Understanding the significant effects of social media on a worldwide scale is made possible in large part by the key 2010 article by Kaplan and Haenlein. The article emphasizes how social platforms have changed the marketing landscape while illuminating their broad reach and significance. It explores the difficulties and possibilities that these platforms present to companies engaged in marketing activities. The authors' findings play a critical role in laying a strong foundation for understanding the complex social media dynamics in the context of marketing. They shine light on the creative ways that companies may use these platforms to connect with their audiences, raise brand awareness, and interact with customers. Furthermore, their work emphasizes how social media has the power to revolutionize industries and how crucial it is for companies to successfully adapt to and use this new digital space. Professionals and academics wanting to understand the constantly changing field of social media marketing continue to turn to Kaplan and Haenlein's study for direction.

### **3. METHODOLOGY**

Because they provide a richer context and knowledge of the complex processes and experiences connected with digital transformation that cannot be adequately captured through quantitative data alone, qualitative methods are well suited for this research.

#### **3.1 Qualitative Data Collection & Analysis**

Using a qualitative research methodology, the study concentrated on businesses that had undergone a notable digital transition in their marketing management methods. This made it possible for the research to draw important conclusions from actual implementations and gave it a wider perspective on the practical effects of the digital transformation on marketing strategies.

##### **❖ Case Study 1: Netflix**

###### **Introduction**

The American entertainment and streaming behemoth Netflix Inc. are one of the key firms leading the way in utilising digital transformation in marketing efforts. Over time, Netflix has evolved from providing DVD rentals by mail to being a

major player in streaming and content production. The transformation is the consequence of a determined and deliberate deployment of a data-driven approach to decision making, not by accident.



Figure 3: Netflix

### 3.2 Netflix's Data-driven Approach

By using a data-driven marketing strategy, Netflix was already able to provide personalized content depending on user behavior. With the aid of machine learning (ML) and artificial intelligence (AI) algorithms, Netflix was able to examine a sizable amount of data that contained details on users' viewing patterns. This included watching durations, breaks, the percentage of series completed, and the kinds of shows or films regularly viewed.

With the help of this information, Netflix was able to improve the accuracy of its recommendation system by not only suggesting material but also making sure that each user would find the suggestions relevant. The service was data-driven in terms of content development as well, so it wasn't just about the already-existing library of TV shows and films. Netflix made significant investments in content that analytics indicated viewers would find appealing, resulting in the creation of popular Netflix Original shows and films including "Stranger Things" and "The Crown."

### 3.3 Impact on Revenue and Market Shares

The transformational marketing strategy led to significant increases in revenue and market shares. In a never-ending loop, higher customer happiness increased subscriber numbers, which correspondingly impacted revenue and market shares.

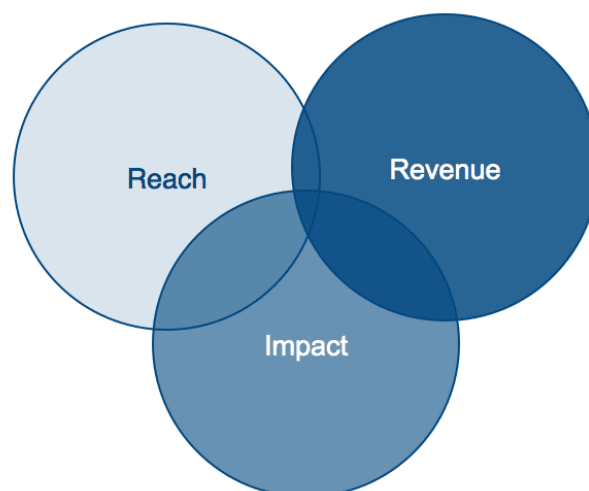


Figure 4: Impact of Revenue

The customer base of Netflix was relatively small when it initially introduced its streaming service in 2007. But by the beginning of 2019, the business could point to a subscriber base of over 150 million people worldwide, thanks in large part to its excellent recommendation engine and personalized content. This has not only enabled the business to keep a consistent Personalized content based on user behavior was already available on Netflix thanks to a data-driven marketing approach. Netflix was able to review a substantial amount of data that contained specifics on consumers' viewing patterns with the help of machine learning (ML) and artificial intelligence (AI) techniques. This covered viewing times, breaks, the proportion of finished seasons, and the genres of shows or films that were often seen.

With the use of this data, Netflix was able to enhance the accuracy of its recommendation system by making sure that each user would find the ideas relevant as well as proposing content. The service didn't simply focus on the already-existing TV show and movie library; it also used analytics to inform the development of its original content. Netflix made large investments in content that analytics suggested would appeal to viewers, leading to the production of well-liked Netflix Original series and films including "Stranger Things" and "The Crown.

### **3.4 Boosting Customer Engagement**

The degree of client interaction at Netflix has been significantly impacted by its digital revolution. Their recommendation system is powered by AI and ML algorithms, which have basically turned viewers from spectators into active participants in the viewing experience. The information that subscribers now view has been carefully chosen to suit their individual interests and preferences. Each client can receive a distinctive and personalized experience from Netflix that keeps them coming back for more thanks to the company's thorough performance data for a movie or television programmed.

#### **Case Study 2: Digital Transformation at General Electric (GE)**

Over the years, General Electric (GE), a large multinational corporation with a long history in traditional manufacturing, has maintained a solid reputation in the industrial sector. Being an entity that has been around for more than a century, it has undergone significant evolution that has produced interesting insights. It is beyond praiseworthy the current wave of digital transformation GE undertook to convert from an enduring manufacturing giant to a digital industrial corporation. Customer feedback, income reports, and market share data provide clear evidence of how GE's creative marketing methods powered this digital transformation process.

GE began the process of digital transformation by realising that their weakness was strictly upholding traditional production models in an increasingly digital ecosystem. Customer feedback made it clear that the market was moving in the direction of more integrated, digital, and effective solutions. Customers demanded high-tech features, smooth efficiency, and internet connectivity in products and services, which the conventional industrial system was unable to deliver. The necessity to adjust its strategy to meet the new requirements shed light on the more general idea of fusing its extensive manufacturing expertise with cutting-edge digital technologies.

To facilitate this shift, GE made tactical purchases and investments in the technology industry. They started their Industrial Internet programmer in 2011, which resulted in the creation of GE Digital, a subsidiary that brought together all of GE's technical initiatives in the areas of software, data analysis, and interconnectivity. Predix, the company's flagship software suite, was developed as a platform for the Industrial Internet of Things (IIoT), which enables businesses to analyse their industrial data in real-time for better results. In order to consolidate industrial-grade analytics in productivity, efficiency, and operational performance, this served as the central hub of the digital transformation strategy.

Revenue reports alluded to the early successes of this novel strategy. After launching the Industrial Internet project, GE noticed a consistent increase in the revenue from its digital services. By 2015, GE's growth in digital services had overtaken that of its traditional manufacturing, despite significant investment and transitional expenses. The creative marketing strategy helped GE become a leader in the IIoT, predictive analytics, and additive manufacturing industries, which translated to market share numbers. Because of digitization, GE is now able to provide services like remote monitoring, asset performance management, and predictive maintenance in addition to manufacturing. GE's market share dramatically

expanded as a result of these new revenue streams, giving them a competitive advantage over both pure-play digital businesses and their traditional manufacturing competitors.

Customer review research demonstrates the effectiveness of GE's digital transformation approach. Ratings of customer satisfaction sharply climbed, demonstrating both a rise in client loyalty and the company's capacity to meet the expanding need for digital, integrated solutions. Customers particularly valued the proactive, personalized service GE provided, which was made possible by GE's predictive analytics. The company's dedication to ongoing innovation was widely praised, demonstrating that GE was forging strong relationships with its current clients while luring new ones in the digital frontiers.

A laser-focused strategy that blended traditional industrial knowledge with digital technologies propelled GE on its quest to becoming a digital industrial firm. Their distinctive approach fueled their successful digital transition and allowed them to maintain competition in a sector that is always changing, according to key insights from customer reviews, revenue reports, and market share data. The GE case study serves as an example of a well-planned and carried out digital transformation for traditional manufacturing organisations venturing into the uncharted waters of digital integration.

#### **4. ANALYSIS**

Assessing the effect of digital transformation on marketing management strategies is the main goal of this study. This is accomplished by carefully analysing the two very different yet significant digital transformation experiences conducted by Netflix and General Electric (GE). The two case studies selected for this study are appropriate, which justifies the methodology's focus on qualitative analysis.

##### **4.1 Justification for the Case Studies**

**a) Netflix:** This study chose the worldwide streaming juggernaut Netflix for its unusual customer-focused and digital-first business model. It is a business that, after starting as a DVD rental service and evolving into a market leader in the video streaming space, fundamentally questioned and disrupted conventional broadcasting forms and pricing patterns. The secret to Netflix's success is its capacity to create original material, rethink the consumer experience, and curate personalized content using user data. This makes it a perfect organization to research how digital transformation might revolutionized marketing tactics, particularly in a time when consumer data is proving to be a priceless marketing asset.

**b) General Electric (GE):** As opposed to Netflix, which is a digital native, GE's transformation from a traditional manufacturer to a digital industrial corporation is an interesting case study. The remarkable transformation of a manufacturing juggernaut into a leader in the Industrial Internet of Things (IIoT) is proof of the transformative potential of digital innovation. The process of GE's digital transformation involved integrating cutting-edge digital technologies into its current industrial setup, necessitating a significant change in marketing tactics to address new digital needs. The development of GE offers a thorough understanding of how well-established businesses might use digital technologies to revolutionized marketing tactics in traditional industries .

##### **4.1 Research Approach**

In-depth analysis of historical data is combined with secondary data from a range of sources, including company reports, customer reviews, revenue reports, market share figures, and notable quotes from key stakeholder interviews. The framework for study entails assessing the focus on the customer, competitive positioning, revenue growth, and general market response in relation to the digital transformation projects of both businesses.

The report uses a comparative case study methodology to compare the digital transformation experiences of two incredibly dissimilar businesses. The two case studies, one about a streaming service provider and the other about a traditional manufacturing behemoth, are so different from one another that they allow for a thorough examination of the various intricacies of digital transformation on marketing management methods. This comparative analysis enables a more comprehensive knowledge of how marketing strategies are impacted by digital transformation in various industries and at various degrees of digital integration.

This study aims to demonstrate how digital transformation impacts marketing management plans through this qualitative analysis while also offering insightful information about the enormous potential of digitalization in transforming corporate environments.

#### 4.2 Advisory for Future Business

The following set of suggestions are provided for companies navigating this digital era in light of the study done on the convergence of digital transformation and marketing management techniques. These recommendations were developed based on the study's current implications as well as a projection of potential future marketing approaches that could be influenced and improved by the ongoing digital evolution.

**1. Adoption of Decision-Making Driven by Data:** organizations should use data analytics to guide their decision-making. Real-time, data-driven judgements are more important in a time of digitization and big data. They make it easier to grasp the trends, preferences, and behaviors of customers. To gather, analyses, and use these insights in their marketing campaigns, organizations must invest in data analytics tools and capabilities.

**2. Adopting omni-channel marketing:** Companies should abandon single-channel marketing strategies in the digital age. Instead, implementing an omni-channel marketing approach will enable companies to interact with clients on a variety of digital channels, including social media, email, mobile apps, and even conventional retail locations. Personalized message, customer engagement, and a seamless, consistent brand experience are all made possible by this across all platforms.

**3. Improving consumer Experience & Personalization:** Businesses may now access priceless consumer data that can be leveraged to improve customer experience thanks to digital transformation. Customer attraction and retention are boosted by the personalization of goods, services, and marketing initiatives. Businesses can, for instance, customize their interactions based on predictive statistics by employing machine learning algorithms.

**4. Establishing a Strong Social Media Presence:** Modern businesses must have a strong presence on social media due to the platforms' enormous reach and influence, which allows them to communicate with clients directly, receive feedback, foster relationships, and increase brand awareness. Additionally, it offers a channel for influencer marketing, which has demonstrated tremendous promise for extending market reach.

**5. Investing in AI and Machine Learning:** As technology advances, AI and Machine Learning are leading the way in how marketing is done. These technologies can modernize marketing strategies by automating repetitive operations, increasing marketing effectiveness, forecasting consumer trends, and personalizing encounters.

Investigating augmented reality and virtual reality holds a lot of promise for enhancing user experiences and boosting engagement. They give clients fully immersive experiences so they may interact with goods and services before making a purchase. It will be novel to include this technology into marketing plans.

**7. Concentrating on speech Search Optimization:** As speech-driven virtual assistants like Siri, Google Assistant, and Alexa become more prevalent, businesses must focus on voice search optimization. This calls for the use of keyword methods that mimic spoken discourse.

**8. Leveraging Blockchain Technology:** Businesses have the chance to use blockchain technology to increase transaction security and transparency, expand consumer loyalty programmers, and even fight counterfeit goods.

Although this technology is still in its infancy, it is wise for firms to keep a look out for possible marketing applications.

**9. Making use of 5G and IoT:** As 5G technology spreads, the IoT will grow significantly, giving businesses the chance to develop creative marketing tactics centered around these gadgets and their capabilities.

This might involve real-time customer interaction, incredibly focused advertising, and novel personalization techniques. The advent of digital transformation has paved the way for cutting-edge, efficient, and future-proof marketing approaches.

In order to maintain development and competitiveness in the digital era, firms should devote time and resources to understanding and utilising these opportunities.

## **5. CONCLUSION**

As a result, the landscape of business and commerce is being transformed by the digital transformation in marketing. organizations now clearly need to adopt new tactics in order to stay competitive and promote growth in the quickly developing digital age. This change is not just a trend; it is a fundamental shift that necessitates a comprehensive strategy, from rethinking customer engagement to reorganizing internal operations and utilising data-driven insights. The most effective organisational growth and adaption techniques in the field of digital marketing are complex. They entail a strong dedication to client centricity, a persistent pursuit of data-driven decision-making, and a readiness to accept innovative technologies and channels. Businesses can achieve a competitive edge in a market characterized by extraordinary change by personalizing consumer experiences, encouraging sincere interactions, and utilising big data. A paradigm change has occurred as a result of the digital transformation of marketing management practices. The study showed how marketing activities have been revolutionized and greatly expanded as a result of the integration of technology and conventional marketing strategies. The introduction of data-driven marketing techniques, which are a direct result of digitalization, was one of the study's most important findings. It has led the companies to develop marketing strategies that are more objective, evidence-based, and centered on consumer behavior, preferences, and feedback. The digital transformation has also highlighted the importance of ongoing learning and adaptation. Marketing managers must constantly adapt in order to properly foresee these changes given how quickly technology is developing and how quickly consumer preferences are changing. Additionally, the globalization of commerce has made it possible for enterprises to adopt a more global perspective in their marketing tactics due to the increasing erasure of geographic boundaries. Businesses can now access far larger consumers than they could with previous approaches because to the usage of social media, SEO, and other internet marketing tools.

## **REFERENCES**

1. Smith, Andrew. (2019). "Digital Transformation in Marketing: Key Strategies for Success." Harvard Business Review.
2. Chaffey, Dave, and Smith, Paul. (2021). "Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing." Routledge.
3. Greenberg, Peter. (2018). "CRM at the Speed of Light: Essential Customer Strategies for the 21st Century." Wiley.
4. Westerman, George, Bonnet, Didier, and McAfee, Andrew. (2014). "Leading Digital: Turning Technology into Business Transformation." Harvard Business Review Press.
5. Kaplan, Andreas M., and Haenlein, Michael. (2010). "Users of the world, unite! The challenges and opportunities of Social Media." Business Horizons, 53(1), 59-68.
6. Grewal, Dhruv, and Levy, Michael. (2019). "Marketing." McGraw-Hill Education.
7. Kietzmann, Jan H., Hermkens, Kristopher, McCarthy, Ian P., and Silvestre, Bruno S. (2011). "Social media? Get serious! Understanding the functional building blocks of social media." Business Horizons, 54(3), 241-251.
8. Berman, S. J. (2012). Digital Transformation: Opportunities to Create New Business Models. "Strategy & Leadership," 40(2), 16-24.
9. Kane, G. C., Palmer, D., Nguyen Phillips, A., Kiron, D., & Buckley, N. (2015). Strategy, Not Technology, Drives Digital Transformation. "MIT Sloan Management Review and Deloitte," 14(1), 1-25.
10. William, P., Shrivastava, A., Chauhan, P.S., Raja, M., Ojha, S.B., Kumar, K. (2023). Natural Language Processing Implementation for Sentiment Analysis on Tweets. In: Marriwala, N., Tripathi, C., Jain, S., Kumar, D. (eds) Mobile Radio Communications and 5G Networks. Lecture Notes in Networks and Systems, vol 588. Springer, Singapore.
11. K. Maheswari, P. William, Gunjan Sharma, Firas Tayseer Mohammad Ayasrah, Ahmad Y. A. Bani Ahmad, Gowtham Ramkumar, Anurag Shrivastava, "Enterprise Human Resource Management Model by Artificial Intelligence to Get Befitted in Psychology of Consumers Towards Digital Technology", JRTDD, vol. 6, no. 10s(2), pp. 209–220, Sep. 2023.



12. Anurag Shrivastava, S. J. Suji Prasad, Ajay Reddy Yeruva, P. Mani, Pooja Nagpal & Abhay Chaturvedi (2023): IoT Based RFID Attendance Monitoring System of Students using Arduino ESP8266 & Adafruit.io on Defined Area, Cybernetics and Systems.
13. P. William, G. R. Lanke, D. Bordoloi, A. Shrivastava, A. P. Srivastava and S. V. Deshmukh, "Assessment of Human Activity Recognition based on Impact of Feature Extraction Prediction Accuracy," 2023 4th International Conference on Intelligent Engineering and Management (ICIEM), London, United Kingdom, 2023, pp. 1-6, doi: 10.1109/ICIEM59379.2023.10166247.
14. P. William, G. R. Lanke, V. N. R. Inukollu, P. Singh, A. Shrivastava and R. Kumar, "Framework for Design and Implementation of Chat Support System using Natural Language Processing," 2023 4th International Conference on Intelligent Engineering and Management (ICIEM), London, United Kingdom, 2023, pp. 1-7, doi: 10.1109/ICIEM59379.2023.10166939.
15. Rathore, B., 2018. Green Strategy: Exploring the Intersection of Marketing and Sustainability in the 21st Century. Eduzone: International Peer Reviewed/Refereed Multidisciplinary Journal, 7(2), pp.83-90.
16. Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Press.
17. Porter, M. E., & Heppelmann, J. E. (2014). How Smart, Connected Products Are Transforming Competition. "Harvard Business Review" 92(11), 64-88.
18. Parviainen, P., Tihinen, M., Kääriäinen, J., & Teppola, S. (2017). Tackling the digitalization challenge: How to benefit from digitalization in practice. "International Journal of Information Systems and Project Management," 5(1), 63-77.
19. Rathore, B., 2018. Metaverse Marketing: Novel Challenges, Opportunities, and Strategic Approaches. Eduzone: International Peer Reviewed/Refereed Multidisciplinary Journal, 7(2), pp.72-82.
20. Matt, C., Hess, T., & Benlian, A. (2015). Digital Transformation Strategies. "Business & Information Systems Engineering," 57(5), 339-343.