



# The 8<sup>th</sup> International Conference of Marketing, Strategy and Policy Research

## Connecting the Dots

Online: 22 March 2024; In-person: 27-29 March 2024

### Conference Proceedings

#### Abstracts

#### Online Conference, Friday 22 March 2024

##### Track 1: Consumer Behaviour

##### Paper 1: Instagram Content Creators as Content Consumers: Negotiation with Negativity

**Authors:** Varsha Jain, Russell Belk, Suchetana Sinha, Parth Salunke and Falguni Vasavada-Oza

With 1.35 billion users in 2023 (Statista, 2023), Instagram allows everyone to sign up to the platform and become content creators (Salunke & Jain, 2022; Lou & Yuan, 2019). Some content creators also acquire the status of celebrities, and Campbell & Faralle (2021) classify them into five distinct categories: nano, micro, macro, mega, and celebrity influencers. However, this classification is based on followership, whereas influencers remain platform consumers who create, share, and consume content (Chung et al., 2023). The extant literature suggests that they develop close parasocial relations with their followers, promote brands via collaborative activities with sponsors, facilitate purchase decisions for their followers, and reach the status of opinion leaders (Chung et al., 2023; Mardon et al., 2023). Nonetheless, it is crucial to highlight that content creators receive negative feedback, ranging from product-related subjective dislike in the comments section, to harsh criticisms, to flaming, which can harm their reputation (Thompson et al., 2006). It is reasonable to believe that the overwhelming negativity can cause extreme mental distress. For instance, on the 21st of November 2023, a 16-year-old queer makeup artist, Pranshu (@glamupwithpranshu), died by suicide. While law enforcement has yet to provide a complete report to the media and public, there is strong evidence that he was trolled incessantly due to his posted content. The comments included death threats, profanity, and insults.

Content creators are also platform consumers. That is, creators do not simply generate and disseminate content. They consume content created by others, which often includes negativity against them. However, the negative comments are not defined as content and presumably there is subjectivity to be dealt with. Academic literature only deals with negative emotions and the broad spectrum consists of a spectrum of experiences encompassing fear, anger, sadness, shame, contempt, guilt, disgust, anxiety, disappointment, embarrassment, loneliness, envy, and hatred, the interpretation of which is contingent upon the receiver's perceptions when a communicator provokes these negative emotions (Parrott, 2002). Hence, our study finds merit in reversing the roles. Followers do not merely consume but provide feedback to the reels, stories, and posts they view, making it content for the creators, which can be negative as well. Furthermore, in the present context, the authors understand negativity as content because user-generated content is "the sum of all ways people use Social Media" (Kaplan & Haenlein, 2010). Christodoulides et al. (2012) describe it as: "consumers creating content that is made available through publicly accessible transmission media such as the internet; reflects some degree of creative effort; and is created for free outside of professional routines and practices." At this point, it is important to note that the present study is a work in progress. However, keeping an open mind is needed about followers' influence on content creators. The study's point of inquiry is how these content creators deal with or negotiate with negativity as content consumers. Hudders et al. (2021) suggested two responsive methods: defensive and accommodative. Defensive ways are more harmful and affect a content creator's trustworthiness, so content creators should undertake an accommodative approach (apologizing for and solving the issues). However, Hudders (2021) and his colleagues did not mention the level of negative content or the responsive process. Acknowledging a lack of microscopic view when it comes to understanding the content creators as content consumers, especially content laden with targeted



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negativity against them, our qualitative investigation addresses the research question: How do Instagram content creators as content consumers negotiate with negativity against them?

Thus, this study aims to contribute by highlighting the multiple responsive methods to negative feedback that can help aspiring content creators and provide a new perspective to scholars pursuing social media research. Next, our findings reveal the rising toxicity in the digital landscape and its implications on the mental well-being of content creators. Additionally, in our research, we also would like to discover the multiple dimensions of negative content through theoretical data saturation and present the holistic process of managing negative feedback. In addition, upon reaching theoretical data saturation, the study will add nuances to the existing theories of negotiation that explore how content creators as consumers negotiate with negativity. Moreover, from the perspective of brand collaboration activities, the findings will guide brands in assessing and dealing with potential threats.

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### **Paper 2: Exploring ecommerce subscription-based pricing strategy from a millennial consumer perspective**

**Author:** Abhishek Behl, Shreya Sangal, Achint Nigam and Yogesh Dwivedi

E-retailers offer subscription-based pricing (SBP) as a 'subscribe and save' (SaS) option. This study aims to explore the consumers' perception of SBP/SaS in the Indian e-retail context. Using qualitative techniques like focus group discussion and personal interviews with online shopping customers, we study the consumer behavior towards SBP/SaS by applying thematic data analysis procedures. We present our results under three themes: 'factors influencing adoption of SaS,' 'pros and cons of SaS,' 'SaS and consumer behavior.' Our findings contribute to pricing and promotion strategy literature and provide implications from a theoretical and managerial perspective.

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### **Track 2: Responsible Marketing**

### **Paper 3: Beyond data, the value of cultural social innovation: the living lab method for sustainable development**

**Authors:** Giusy Sica, Maria Palazzo, Maria Antonella Ferri and Alessandra Micozzi

The abstract aims to explore the importance of cultural social innovation community-based approach in achieving social, cultural development (not only in the field of tourism). The abstract is structured in three different parts. In the first part, an introduction describes the theoretical framework. The second part presents the case of Living Labs (LLs) considered organizations able to reach the main goals of social and cultural development. Finally, in the third part presents a practical example of a bottom-up, community-based project that is developed by the Officina Keller. The objectives, methodologies and technologies of this approach are briefly described, as part of a broader funded research project, the WELLTS project which aims to analyse the main changes that digital technologies are creating in terms of workplace innovation and social innovation.

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### **Paper 4: Consummatory and Instrumental Motives of Food Waste**

**Authors:** Melike Oğuz Açıkalın and Elif Karaosmanoğlu

This study seeks to figure out the role of instrumental and consummatory motives in the behaviour of food waste. In contrast to instrumental motives, which are linked to goal-directed behaviour, consummatory motives typically lead to consumption behaviours that are intrinsically pleasurable. When someone finds gratification, delight, comfort, excitement or pleasure in a wasteful behaviour e.g. food waste, they are more likely to get motivated to engage in it (Adu-Gyamfi et al., 2023) even if it is financially detrimental. When someone enjoys buying plenty of food without considering the consumption capacity or likes to serve more food than can be eaten just to offer a



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wide choice of food, pleasurable acts are active, contrary to responsive and planned ones. The hypotheses of this study are that instrumental motives positively support both intention and food waste avoidance behaviour, while consummatory motives affect them negatively. How consumers feel after food waste behaviour is also researched in this study. According to Karaosmanoglu and Isiksal (Karaosmanoglu & Isiksal, 2018), guilt and regret feelings are stressful outputs of a wrongdoing, and consumers try to engage in recovering actions to eliminate their undesired discomforts as theorized in Festinger's cognitive dissonance theory (Festinger, 1957). Food waste is the most important household waste stream that needs to be prevented (European Commission Directorate, 2012). Understanding the role of motives in food waste behaviour will help to maintain avoidance and preventive strategies in households. Although the literature consists of several studies covering the theory of planned behaviour (TPB) constructs of food waste, consummatory and instrumentally categorized motivation-based research that is extended with the TPB is limited. This study covers antecedents of guilt such as norms and attitudes after a wasteful act which are rarely combined with the motives of food waste in the literature.

This is a quantitative study that aims to measure consumer motivations to avoid food waste. Participants are asked to declare their amount of food waste in the last seven days, the reason of their food waste production, their intention to avoid food waste, their attitudes, perceived behavioural control, norms, their motivational acts regarding shopping, planning, eating, managing food, having knowledge (e.g. their knowledge of use-by dates and best before dates and their perceived health risk) and, serving (e.g. good provider identity). It involves the following concepts: Consummatory motives regarding planning and shopping acts (Adu-Gyamfi et al., 2023; Stefan et al., 2013),; eating acts (Aktas et al., 2018),; managing acts (Adu-Gyamfi et al., 2023; Claassen, 2007; Misiak et al., 2020; Stancu et al., 2016),; having knowledge and serving acts (Claassen, 2007; Visschers et al., 2016). Instrumental motives regarding planning, shopping, eating, and managing acts (Misiak et al., 2020; Stancu et al., 2016; Steg, 2005; Visschers et al., 2016),; having knowledge and serving acts (Visschers et al., 2016). Intention (Aktas et al., 2018; Stefan et al., 2013; Visschers et al., 2016). Attitude (Aktas et al., 2018; Stefan et al., 2013; Visschers et al., 2016). Norms (Stancu et al., 2016; Stefan et al., 2013; Visschers et al., 2016). Cognitive dissonance (Elliot and Devine, 1994). Perceived Behavioural Control (Stefan et al., 2013; Visschers et al., 2016). Food waste behaviour (Stefan et al., 2013). Post behaviour feelings (Karaosmanoglu & Isiksal, 2018); (Richins, 1997). Guilt (Karaosmanoglu & Isiksal, 2018; Stancu et al., 2016; Stefan et al., 2013). The present study employed pre-existing, valid questionnaire items from current literature; however, these items were either directly extracted or partially adapted to reflect the broader food waste reasons and rated in 7-point Likert scale. Participants will be selected from a population of native English speakers. To explain consummatory and instrumental motives as independent factors and food waste behaviour versus food waste avoidance behaviour as dependent variables, this study will use structural equation modelling (SEM) to test hypotheses. Respondent households that throw away avoidable food will report their food waste frequency (the percentage of the food they waste per week). When asked to choose their intentions that help to reduce their food waste behaviour, participants who choose to act via hedonic outputs and goal-oriented result seekers will be classified. Intentions represent motivators to reduce food waste behaviour, and the intrinsic motivator of the presented intention is categorically labelled consummatory or instrumental.

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### **Paper 5: Green Perceived Risk as a Moderator in the Relationship between Sustainable Influencer-Product Fit and Green Purchase Intention**

**Author: Naresh Babu Mudangla**

The purpose of this paper is to explore green perceived risk as a moderator in the relationship between the influencer-product fit and green purchase intention of environmentally sensible consumers. The rationale for selecting a sustainable influencer on Instagram from India is in a country characterized by its rich diversity and vibrant energy, a new wave of sustainability advocates is emerging as the driving force for India's commitment to sustainability moreover, Instagram stands out as one of the top-downloaded applications, boasting over 220 million



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active users as of 2024 (Statista). This significant user base prompts numerous brands to create accounts, aiming to leverage the platform elevated engagement rates within a vast consumer market. However, the right fit between influencer and product is decisive for consumer buying intention. A carefully crafted survey instrument is used to collect data from 400 college-going followers of famous sustainable influencers on Instagram and the hypothesized model will be tested using hierarchical regression. Results and Recommendations are based on the results which are yet to come with.

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### Track 3: Metaverse in a Global World

#### Paper 6: The role of personality traits on the adoption of metaverse

Author: Sabita Mahapatra

Immersive technology attempts to emulate a physical world through a digital or simulated world, thereby creating a sense of immersion. India metaverse market is booming, and companies in this sector look forward to the technology as a business opportunity. Although immersion technology provides several applications, this domain is still not well-researched more so in the Indian context. Some individuals welcome and feel excited about technology revolution that enhances their experience, while others resist as they do not get fascinated by technology. Many scholars have emphasized the need to understand individual differences in embracing technology. Although the metaverse concept is widespread, the studies on determinants affecting its use by generation Z are limited (Sowmya et al., 2023). Hence, the current study by inclusion of the five big personality factors aims to explore adoption of metaverse in the Indian context. The current study uses convenience sampling technique for data collection from 300 respondents belonging to Z generation. The online survey was conducted for two months (from February to March 2021). The respondents were briefed about the objective of the survey and were asked to indicate their responses on a five-point Likert scale ranging from 5 as strongly agree to 1 as strongly disagree. The final response used for analysis was 296 with a response rate of 98%. The questionnaire was made in English and respondents participated voluntarily, without receiving any incentive. A structured questionnaire was developed consisting of three sections. The first section used filter question to access respondent experience with metaverse technology. The second section addressed the demographic questions, and the final section was developed to assess adoption behaviour. The research hypotheses were verified using structural equation modelling. Partial least square technique was used to test the hypotheses. The structural model was tested by examining the path coefficients and t-statistics value. The measurement model indicated strong reliability and validity with cronbach's alpha value exceeding the minimum level of 0.70 (Hair et al., 2010), composite reliability and AVE both were greater than 0.80 and 0.50 respectively. In a nutshell, this study findings support the association between big five personality traits (extraversion, agreeableness, openness, conscientiousness, and neuroticism) and adoption of metaverse technology. The personality traits: openness, conscientiousness and extraversion are positively related to adoption while agreeableness and neuroticism are negatively related to adoption of metaverse technology. The study result confirmed the findings of Sowmya et al. (2023) study that established the importance of users' personality traits on adoption of metaverse. The uniqueness of this study is its ability to combine diverse domains of psychology, technology, and marketing to analyse the relationship between personality and technology adoption behaviour. The study provides theoretical and practical implications and suggests the future research potentials. A comprehensive understanding about the various personality factors would provide brand managers guidance on how to introduce innovations more successfully. The study is expected to offer rich insights for brand managers, policy implementers and practitioners seeking to increase metaverse adoption among generation Z.

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### **Paper 7: Managerial Ability in Business Management: Insights from Information Disclosure Decisions**

**Author: Jingwen Shi**

The influence of managerial ability on corporate decision-making has long been a subject of interest. Current research largely suggests that managers with greater talent are more likely to effectively recognize technology and industry trends, predict market demands accurately, invest in more profitable projects, and manage employees more effectively than their less capable counterparts (e.g., Andreou et al., 2016; Baik et al., 2011; Bochkay et al., 2019; Cao et al., 2019; Curi and Lozano-Vivas, 2020; Francis et al., 2013). In the disclosure literature, Trueman (1986) theorized that skilled managers are motivated to issue voluntary earnings forecasts as a means to demonstrate their abilities and to enhance the market value of their companies. Healy and Palepu (2001) observed an absence of empirical studies that conclusively support or contradict the hypothesis of management talent signaling. Subsequent research exploring the relationship between managerial ability and corporate voluntary disclosure decisions has yielded varied results. For instance, Baik et al. (2011) reported a positive correlation between the likelihood and frequency of management earnings forecasts and CEO competence. However, Bochkay et al. (2019) found that CEO tenure negatively correlates with corporate forward-looking disclosure and its tone. They argue that as uncertainty over managerial ability decreases among investors, the need for further information and managerial career concerns diminishes, leading to a reduction in forward-looking disclosures. Previous studies on the impact of managerial ability on voluntary disclosures have primarily concentrated on financial disclosures, such as management forecasts. Yet, there has been a lack of research exploring the role of managerial ability in strategic information disclosure decisions. This study addresses this gap by investigating how managerial ability influences strategic information disclosure. Additionally, this study conducts further analyses on strategic information disclosure. It examines the relationship between managerial ability and changes in the tone of strategic information disclosure, as well as investigates the effects of managerial ability on different categories of strategic information disclosure. This research provides vital insight into the strategic decision-making process in information disclosure, highlighting the intricate relationship between managerial talent and corporate transparency. By bridging a significant gap in existing literature, it offers crucial implications for both practitioners and policymakers in the strategic management of corporate information. Furthermore, it sets the stage for additional studies, promoting a more thorough exploration of how managerial ability influences various aspects of corporate strategy and operations.

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### **Paper 8: Immersive metaverse experiences: assessing user engagement in travel and tourism platforms**

**Authors: Nida Shamim, Suraksha Gupta and Matthew Shin**

Many tourism websites are grappling today with stagnating user engagement rates that hinder their ability to capitalize on the opportunities presented by the digital landscape. Current literature on engaging visitors on a website highlights the influence of hedonic and utilitarian motivational aspects used by the website to engage users of services offered (Bilgihan and Bujisic, 2015; Ongsakul et al. 2021). Despite the usefulness and value these platforms offer as hedonic and utilitarian, engaging users who visit these websites remains a challenge for them (Chen et al., 2022). Scholarly studies such as Katsoni (2013) have discussed lack of personalisation as one of the reasons behind inability of websites to engage users, whereas other research scholars such as Tan (2019) have highlighted the issue of information overload for users combined with limited interactive features available on the platform as reasons for limited user engagement. Many researchers have discussed personalisation for user engagement in the context of using technology for marketing (Lehmann et al. 2012; Garrett et al. 2016 and O'Brien





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et al 2018). These scholars have not considered personalisation of services they offer by integrating metaverse as a virtual reality tool into their website, for both utilitarian and hedonic value explained through an immersive experience. Despite the importance of personalisation of value offered by the websites highlighted by many anecdotes and alluded by various scholars, there is limited research to date that examines use of metaverse for demonstrating value that will be able to increase user engagement. This research focuses on the hedonic and utilitarian value offered by encouraging users to virtually immerse themselves into the real world using metaverse at the pre-experience stage of their journey planning phase. With this lens, this research will investigate what will make visiting users get hooked to a website that will offer use of virtual reality to research about experience they will get from essential intangible products such as hotels, with other related information (Gursoy et al., 2010; Gursoy & McCleary, 2004; Mohammed & Al-Swidi, 2019).

The purpose of this research is to improve the user engagement in the Metaverse environment along with the pivotal role of immersive experience within the Metaverse. Additionally, we investigate how the mediating effects of hedonic and utilitarian values influence the connection between immersive experiences and user engagement. Furthermore, how user perception such as headset comfortability, simulation sickness, prior knowledge and ease of use moderate the relationship between immersive experience and the use Metaverse. Through this study, we aim to uncover the nuances that shape virtual travel at a pre-experience stage, contributing to a deeper understanding of how the Metaverse revolutionises user engagement within the evolving landscape of hospitality and tourism. The authors conceptualise a framework to understand different facets of adoption of virtual reality with an approach of 'look before you book' and gain experience about the location as in a real environment (Binkhorst, 2013; Kim & Hardin, 2010; Tussyadiah et al., 2018). To fill this gap, this study employed a triangulation methodology containing Systematic Literature Review (SLR), Interviews and Survey to gain a more comprehensive insight into the research objective. 25 interviews were conducted from Metaverse users. The survey was collected from 118 users online. The results from Structural Equation Modelling (SEM) revealed that the utilization of Metaverse leads to positive immersive experience which in turn impacts user engagement positively. Moreover, user perception moderates the relation between immersive experience and Metaverse, whereas hedonic and utilitarian values mediate the relationship between immersive experience and user engagement. This research brings substantial value to the existing literature by addressing the pressing need for a deeper understanding of user engagement in the context of the Metaverse and immersive experiences, which is increasingly relevant in an era dominated by online travel planning. This research acknowledges limitations in its scope, primarily the omission of various technologies and platforms within the Metaverse, limiting a comprehensive understanding of user experiences. The cross-sectional design provides a snapshot rather than capturing the dynamic nature of the evolving digital landscape.

The mixed-methods approach, comprising interviews and surveys, may not fully unravel the complexities of user experiences, calling for more rigorous experimental methods. Future research should adopt a more inclusive approach, examining diverse platforms and employing longitudinal designs to track evolving user experiences. Exploring the impact of user-generated content, demographic factors, and accessibility for individuals with disabilities in the Metaverse would contribute to a more nuanced understanding and guide efforts toward inclusivity and equity in this virtual environment. In conclusion, this study has shed light on the complex relationship of factors within the Metaverse that contribute to the literature for Immersive Experiences (IE) and User Engagement (UE). This research has provided empirical support for the pivotal role of Metaverse technologies in enhancing immersive experience which can lead to better user engagement. From this research, we can say that a user is more likely to spread positive WOM, use referrals and write online reviews after having a positive immersive experience from the use of Metaverse which includes high-quality graphics, avatars, and quality content. Furthermore, it was also proven from the study that a user is more likely to engage through positive WOM, referrals and online reviews if he/she had fun, felt entertained and joy after having a positive immersive experience using Metaverse. Similarly, it was also evident from the study that a user is more likely to engage through positive WOM,



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referrals and online reviews if he/she had received practical benefits like seeking information, perceived the experience as useful and it helped in decision making after having a positive immersive experience with Metaverse. In summary, this research contributes to our understanding of how the Metaverse, immersive experiences, user engagement, user perception, and hedonic and utilitarian values are interrelated. The findings emphasize the crucial role of immersive experiences and user perceptions in shaping engagement within the hospitality and tourism industry, highlighting the significance of creating positive and practical virtual environments. As technology continues to advance, these insights will be valuable for businesses and practitioners looking to optimize user experiences in the ever-evolving world of the Metaverse.

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### Track 4: Social Media Marketing

#### Paper 9: Growing Popularity of Hallyu Wave amongst Indian youth fans: Exploring Linkages between the electronic word of Mouth and Purchase Intention

Authors: Shanu Jain, Sarita Devi, Priyanka Aggarwal and Khushi Chaudhary

The popularity of South Korean culture has swept across the globe and India is no exception. The Korean wave, popularly called 'Hallyu' (in the Korean language) started in India around the 2000s. The young Indians have developed a burgeoning interest in Korean dramas, music, movies, electronics, and beauty products. The merit goes to social media. Even, the existing literature reveals the pertinent role of electronic word of mouth in and its impact on consumers' behavioural intentions and purchase decisions. Against, this back drop the present study investigates the linkages between the electronic word of mouth, trust, and purchase intention of young Indian fans in the context of Korean entertainment and lifestyle products and services. Based on the theoretical underpinnings of Ajzen's Theory of planned behaviour (TPB), a conceptual model is proposed and empirically tested.

Data was collected from young adults between March'2022 – February'2023 from Delhi- NCR through a structured non-disguised questionnaire floated online using a convenient sampling technique. 478 responses were recorded initially. After screening and cleaning the data, 312 valid responses were included for final analysis. The respondents include 245 females and 59 males. Except for four respondents, the rest all belong to the age group of 18-25 years. The measures used in this study are well-established and have been widely used in the past. For EWOM and TPB Jalilv and Samiei (2012) were used and for Trust Giampietri et al. (2018) was used. The scales were adapted for entertainment and lifestyle contexts. The data collected through the web-based survey was analysed using statistical software- Statistical Package for Social Sciences (SPSS) and Analysis of Moment Structure (AMOS). Descriptive statistics, and covariance-based - Structural Equation Modelling (CB-SEM) were used to carry out the analysis.

The hypotheses were tested using structural equation modelling. The analysis reveals that electronic word of mouth (EWOM) has significant direct effects on trust and subjective norms but not on Attitude, Perceived Behavioural Control (PBC) and Behavioural Intention (BI). However, EWOM has a significant effect on BI via Trust which suggests that trust serially mediates the relationship between EWOM and BI. Trust has a significant direct effect on Attitude, PBC and both direct and indirect effects on BI. Subjective Norms have a significant direct effect on Attitude and BI. Attitude and PBC have a significant direct effect on BI. We thus concluded that EWOM positively influences BI through trust and attitude. Further, EWOM positively influences BI through trust and PBC. EWOM positively influences BI through subjective norms and Attitude. The study is unique due to its avant-gardist approach to empirically assessing the impact of the Hallyu wave on Indian youth fans in the context of Korean entertainment and lifestyle products. Previous scholarly attempts to study the impact of Hallyu in India are mainly conceptual. The study has significant academic and managerial implications. It advances the academic debate on the popularity and



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adoption of Korean culture in India and dwells deeper into the factors that affect its penetration. From a managerial perspective, it gives useful insights into design strategies and marketing policies that drive the Indian market, which is already in the grip of the Hallyu wave.

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### **Paper 10: Dynamics of Collaborative Consumption in Digital Servitization**

**Authors: Muhammet Can Guleren and Elif Karaosmanoğlu**

This paper aims to investigate the concepts of collaborative consumption and digital servitization. We provide a model for service adoption by examining the literature on collaborative consumption, sharing economy (Belk, 2014), product service system (PSS), digital servitization (Tukker, 2004) and technology acceptance model (TAM) (Davis, 1989). Therefore, the objective is to propose a comprehensive model drawing on this literature and frameworks, each of which has begun to develop extensively within its respective domain. We propose that consumer adoption intention of digital services is influenced by factors involving utilitarian value, hedonic value, social value and consumer culture factors and social norms. The relationships between utilitarian value, hedonic value, and social value factors with the service's cost, access convenience, usage convenience, risks, enjoyment, complexity, and social factors such as sense of belonging, sense of sociability, and sharing behaviour have also been proposed. This article investigates the phenomenon of digital servitization within the context of collaborative consumption, with a specific emphasis on business-to-consumer (B2C) platforms that offer services in this domain. The research covers not only digital content platforms that offer TV series/movies, music, games, and books, but also extends to servitization in domains beyond content/entertainment business, such as transportation, accommodation, niche services, peer-to-peer lending, crowdfunding, and talent sharing.

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### **Paper 11: Most effective approach to carry out social media marketing of luxury brands**

**Author: Mohamed Al-Shafei**

During the COVID-19 crisis, most of the customers had moved online out of necessity and started spending more time on the internet. As result, most organizations relied on digital marketing to reach out to the target customer, as direct channel options have reduced or were not functional due to the pandemic. Even once all restrictions are lifted, it is expected that customer will continue shopping online out of convenience. COVID-19 has also acted as a catalyst to the ever-increasing rise in social media adoption. Within that time, social media became the main platform to reach out to a larger audience, and through which people can not only voice their concerns, but also vent out their personal positive and negative emotions to reduce their distress. Social media platforms have now become the main source of information surpassing print and other digital media platforms. More and more people are relying on Twitter, Facebook, and Instagram to stay up to date. This presents a rare and unique opportunity to use social media marketing at its best; to connect and bond with customers in meaningful ways, as businesses world over grapple with drop in profits and staff well-being.

However, luxury brands have always been reluctant to use social media due to the unique marketing features of their offerings, which is in contradiction to the mass appeal of social media. Nevertheless, because of the 'new normal', they have no choice as social media is now the most effective marketing medium available to reach target customers. In the post Covid-19 days, luxury brands are not expecting customer to be thronging through into their show rooms as before. Therefore, luxury brands need to identify how they can use social media effectively to meet their marketing targets while maintaining their key values which differentiate them from other brands. This research aims to establish the most effective approach to carry out social media marketing of luxury brands. Accordingly, a key challenge luxury brands need to address is how to maintain their key values such as rarity and exclusivity, which differentiate them from other brands, and which are at odds with the values of social media. So,





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how can luxury brands maintain 'the perception of limited supply' and at the same time increase their sales and exposure? Achieving such balance will be a key success factor of luxury brand social media marketing. From the initial empirical research results, one way to achieve that is by the use of artificial intelligence (AI). The use of AI to collect and process the large amount of data available both on social media and from other sources can allow luxury brands to develop more effective customer engagement strategies on social media. However, the key challenge is to which data are most relevant for luxury brand social media marketing? How to access the relevant data required for effective operation of the AI technology? How to increase consumer confidence on data privacy? And lastly what are the most effective design factors to consider for the AI algorithm?

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### Track 5: AI for Marketing

#### Paper 12: Redefining Luxury Hospitality with Artificial Intelligence: Reinforcing Sustainability in the Digital Age

Authors: Varsha Jain, Damini Goyal Gupta, and Valentina Pitardi

Artificial Intelligence (AI) is revolutionizing every life sphere and accelerating industry growth (Batat, 2019a; Grewal et al., 2021). Even the luxury hospitality industry, which has been reluctant to adapt to AI and rely on its traditional ways of providing customer experiences, is standing at a crossroads to adapt technology to survive (Okonkwo, 2009). Interestingly, the luxury hospitality industry is undergoing a paradigm shift leading to the use of AI in adopting sustainable practices (Batat, 2019b; Xu & Mehta, 2022). For instance, The Address Beach Resort, a Dubai-based luxury hotel, uses an AI-enabled Winnow System to help reduce food waste and learn innovative recipes based on consumers, tastes, and preferences. This installation has helped hotels minimize food waste by 36% and enabled the innovation of five different recipes liked by more than 80% of consumers (AxisRooms, 2022). However, while social, demographic, behavioural, and attitude factors contribute to AI-driven sustainable practices (Nguyen and Johnson, 2020), stakeholders at various levels of the ecosystem, such as consumers, employees, suppliers, vendors, partners, and society, play a crucial role in AI-driven sustainability readiness and success (Batat, 2020). Recent research on minimalistic consumption has shown that specific consumer segments care deeply about intelligent ways of environmental conservation and may abstain from consuming products they perceive to be environmentally harmful and damaging (Pangarkar et al., 2021). Thus, luxury hotel brands must integrate these various stakeholders and pay additional attention to new-age luxury consumers (Gupta et al., 2022; Jain et al., 2023), their preferences, changing needs, and unique demands by developing and implementing result-oriented AI strategies that provide satisfaction and gratification to these consumers (Ford et al., 2023). In this context, luxury hospitality brands must create strategies catering to such diverse consumers sustainability needs. Hence, we attempt to contextualize and define AI-driven sustainability in terms of luxury hotels as follows: "AI-driven sustainability in luxury can be defined as successfully finding creative solutions and strategies to manage daily operations and infrastructure that is re-generative to the physical environment, healthy and inclusive for employees, pleasing to customers and guests, positively active in the community, and cost-effective for operators and owners while retaining the luxury of the brand: Being re-generative to the physical environment means giving back more to nature and its resources than extracting and using. This urge to give more than use can serve as the guiding force for luxury hotel brands to stand out in terms of sustainability in the modern age. However, while sustainable, retaining the critical luxury conditions of high quality, prestige, and authentic value and offering a deep connection with consumers is crucial, as outlined in Ko et al (2019) definition of luxury. Therefore, it is imperative to critically analyse the use of AI in implementing sustainable practices across the luxury hospitality industry.

The present study thus aims to develop a deeper understanding of how the use of AI in luxury hotel brands can help initiate sustainable practices through a mixed-method approach with multi-sited ethnography where we have



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made the immersions in the luxury hotel through online and offline modes. We did immersion observations and conducted 45 in depth interviews to identify AI-related variables in luxury hospitality for creating sustainable practices. The interviews were taken with industry experts from luxury hotels and their digital agencies, ranging from top-level to middle-level executives from different departments, so that the insights are inclusive, and consumers are those who have lived in luxury hotels. The interviews were primarily from the Middle East and Southeast Asia, from June 2022 to December 2023. The insights from in-depth interviews helped us to develop a conceptual framework. The significant findings state that AI helps luxury hotels with re-generative sustainability, recycling energy, and use of flora and fauna. Subsequently, we will conduct the survey after further analysis to test the models, relevance. In this way, our study makes three significant contributions. First, we provide substantial evidence for luxury and sustainability to complement each other, as opposed to the common belief of being contradictory. Second, we build on the existing literature on sustainability to provide a new perspective regarding re-generative sustainability, where AI-driven initiatives help luxury hotels give back more to nature than just preserving it. Third, we offer a unique perspective on AI effects in regenerating customer relationships while being mindful of nature and its resources.

Furthermore, our findings aim to help luxury hotels; marketing and brand managers find avenues for adopting AI-driven innovative solutions to become re-generative in meeting food and water requirements. Luxury hotel managers may adopt AI-enabled solutions to facilitate waste management while carefully crafting ways to convert the waste into souvenirs, fertilizer for plants, or linens. The findings will also help luxury hotel managers educate consumers about being mindful of their behaviour to contribute to the regeneration of resources and become changemakers of sustainability. Hence, we argue that our study's findings will help society by making brands and consumers aware of the sustainable practices they can easily follow. As a result, this study aims to improve individuals and society.

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### **Paper 13: Enhancing Senior Healthcare through Wearable Healthcare Devices: Insights into Sustainable Consumption**

**Authors: Mingxue Wei, Suraksha Gupta and Yichuan Wang**

The aging population has significantly increased since the start of the 21st century (Lim et al., 2017). This increase presents a challenge in providing sustainable and effective healthcare to seniors, who may have limited access to hospitals and lack knowledge in health management. Online healthcare services including wearable healthcare devices (WHDs) are considered a viable solution (Bokolo, 2021), yet they necessitate continuous health information and monitoring technologies (Sneha and Varshney, 2009). Consequently, promoting the sustainable consumption of WHDs is essential for enabling seniors to effectively manage their health (Talukder et al., 2020). This strategy is beneficial not only for improving the quality of life for seniors (Lee et al., 2016) but also for addressing the challenges of the aging population in the 21st century (Dwivedi and Singha, 2021).

This research focuses on the sustainable consumption of WHDs among seniors, addressing the low long-term adoption rates and literature that concentrates on seniors' acceptance of wearable healthcare technology (e.g., Zhang et al., 2017; Li et al., 2019; Wulfovich et al., 2019; Park, 2020; Talukder et al., 2020; Jaschinski et al., 2021). The main goal is to identify and evaluate key drivers that facilitate the sustainable consumption of WHDs among seniors. An innovative framework will be utilized to explore leadership-related factors impacting customer experience and their effect on the sustainable consumption of WHDs, including moderating factors that affect seniors. The study employs a mixed research method, beginning with a qualitative exploration of leadership and customer experience factors, followed by quantitative hypothesis testing to assess the impact of various leadership-related factors on customer experience and the sustainable consumption of WHDs among seniors.



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The study aims to contribute to the development of a framework that integrates technology leadership, design leadership, brand leadership, and customer experience perspectives for examining the sustainable consumption of WHDs among seniors. Additionally, the findings are expected to provide valuable insights for organizations involved in the development, maintenance, and management of wearable healthcare technology for seniors, offering important managerial and marketing strategies.

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### Paper 14: How the Rise of AI-Generated Advertising Can Change Gender Role Portrayals

**Author: Halyna Sofiia Kanevska**

The purpose of the article is to present state of the art in research on gender stereotypes in advertising. It provides an overview of gender role portrayals in advertising, summarizes contributions on this topic and discusses contradictory findings.

Gender stereotypes are persistent to this date in modern advertising, even though the frequency of gender stereotyping in advertising has decreased over years. The degree of gender stereotyping in advertising varies between countries based on their culture, among other factors. The nature of gender stereotyping differs between media vehicles. Previous research on gender roles investigated mostly traditional advertising (TV, radio, printed). Stereotyping occurs mainly around occupational status there. Despite the growth of social media and companies investing more into online advertising, the literature on gender role portrayals in online advertising remains scarce. In contrast to traditional advertising, stereotyping in online ads revolves around physical characteristics rather than occupational status. Such emphasis on body portrayals and age raises the question of fair representation and raises concerns regarding negative outcomes, including consumer health. Since last years, practitioners are showing growing interest in the use of artificial intelligence (AI) in advertising. Whereas the most popular AI tool is ChatGPT, practitioners are mostly using AdCreative.AI for ads. It promises improvement of such metrics as ROI, click-through-rate (CTR) and conversions into sales. Although AI-generated ads provide better tailoring on the target audience, as they have massive data on users' preferences, emerges the debate on privacy and personalization issues. As the software for AI-generated ads rapidly develops, further research may investigate new features and providers, e.g., Persado, Emotiva, Pathmatics, Omneky, Celtra, OneScreen, GumGum, AiAdvertising. Drawing the parallel between the evolution of gender role portrayals in an online environment, it is debated how AI-generated ads can present gender roles. Comparative analysis considers idiosyncrasies of an online ad formats and the functionality of AI tools.

Addressing the gaps in the literature, this article aims to strike the importance of appropriate algorithms and machine learning (ML) and which data was used for training. For in-stance, if dataset comprises award-winning advertisements, it is not expected to find gender stereotyping in the generated ad. However, if it gathers knowledge on all existing ads, it may generate stereotyped ad, as such ads are existing for a longer period and therefore are better studied. Reproducing the repeating pattern of existing ads may increase stereotyping degree if it hinges upon reoccurring stereotyping nature. Moreover, since AI-generated ads revolve around successful ad patterns, creativity becomes artificial. Possible outcomes on novelty and recall among viewers are discussed. Overall, the article provides an overview of themes in AI research and draws attention to the potential problems in ML and AI-generated ads. It indicates an emerging need of providing unbiased non-discriminative depictions in advertising. As the subject has a social significance, it remains important to investigate how gender stereotypes evolve in new advertising formats.

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### Day 1 Doctoral Colloquium, Wednesday 27 March 2024

#### Track: Doctoral Dissertation Presentations

#### Paper 15: Can employer branding be improved using generative AI? Analysing its impact on talent attraction and retention?

Authors: [Ajit Kumar Sarangi](#) and [Arun Kaushal](#)

In an era marked by the incessant quest for talent, organizations are increasingly exploring innovative avenues to bolster their attractiveness as employers. This study embarks on an investigation into the symbiotic relationship between Generative Artificial Intelligence (AI) and employer branding, specifically focusing on the creation of personalized content. The central objective of this research is to scrutinize the utility of Generative AI in producing individualized content, spanning job descriptions, career websites, and social media posts, and assess its impact on the allure and retention of talent. By bridging the chasm between AI technology and employer branding dynamics, this study endeavours to offer a comprehensive view of how customized content influences an organization's ability to attract and retain top talent.

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#### Paper 16: Fashion in the Metaverse: A comprehensive analysis of market trends and future growth prospects

Authors: [Deep Sagar Verma](#) and [Ankita Pareek](#)

The Metaverse, a groundbreaking amalgamation of reality and the virtual realm, is swiftly transitioning from a conceptual vision to an immersive reality. This all-encompassing digital space not only captivates the tech industry but has also emerged as a focal point for diverse sectors, including healthcare, gaming, real estate, financial services, and entertainment. Intriguingly, the fashion industry is at the forefront of embracing the Metaverse, seeing it as a canvas for creativity and a frontier for innovation. This study meticulously explores the intricate interplay between the Metaverse and the fashion business, unravelling its multifaceted impact, discerning market trends, and forecasting future growth prospects. As the Metaverse becomes an integral part of the digital landscape, fashion elements seamlessly integrate into this virtual realm. Users are empowered to craft avatars that authentically represent their individuality, expressing diverse styles through a virtual wardrobe of clothing and accessories as they navigate the expansive Metaverse. Global fashion brands are actively staking their claim in the Metaverse, recognizing its transformative potential. This immersive digital space transcends aesthetics, offering a novel platform for social interaction and self-expression akin to the physical world. Whether exploring high-end couture or streetwear, the Metaverse fosters an environment where fashion enthusiasts can experiment with diverse styles and engage with a global community. Advancements in generative AI and spatial computing amplify the Metaverse's potential, rendering virtual environments increasingly realistic and responsive. Major tech industry players are making substantial investments, signalling an imminent surge in Metaverse adoption. As the Metaverse evolves, so too does its impact on the fashion industry, poised for unparalleled growth and innovation. Despite the burgeoning excitement surrounding this digital fashion revolution, empirical research on its implications for the fashion business remains scarce. This study addresses this gap through a thematic analysis approach, scrutinizing academic publications, industry reports, articles, and newsletters. By synthesizing existing knowledge, this research aims to provide a comprehensive understanding of how the Metaverse is reshaping the fashion landscape, identifying pivotal market trends, and projecting future growth trajectories. In conclusion, the Metaverse is not merely a playground for tech enthusiasts; it is a transformative space where the fashion industry is defining its virtual identity. As users embrace the liberty to curate digital personas and technology continues to advance, the convergence of the Metaverse and fashion is set to drive the future of style, commerce, and social interaction. This study contributes critical insights to this dynamic narrative, paving the way for a deeper understanding of the symbiotic relationship between the Metaverse and the fashion industry.



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### Day 2: In-Person Conference Programme, Thursday 28 March 2024

#### Track 1: Responsible Marketing

##### Paper 17: The Effect of Attribute Level Greenwashing on Attitude Towards the Brand

Author: Siddharth Bhatt

With a growing market for eco-friendly products, there has been a surge in brands offering greenwashed products. In this research, we investigate how a prevalent but under investigated form of greenwashing - attribute level greenwashing - impacts the perception of the brand offering such products. Attribute level greenwashing is the practice of promoting otherwise conventional products as green by adding one or two green attributes. In this research, we propose and demonstrate that consumers are able to detect attribute level greenwashing. Such consumers indicate an unfavourable attitude towards the brand offering the greenwashed product. Further, we show that lower perceived ethicality of the brand is the underlying mechanism that drives such an effect. In comparison, consumers evaluate brands offering comprehensively green products more favourably. This research provides both academically and managerially relevant insights.

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##### Paper 18: Strategies for phasing out single-use plastics in Europe

Author: Klara Scheurenbrand

Our study develops research aims to examine the strategies of small- and medium-sized enterprises (SMEs) in retail, catering, and hospitality sectors in the UK and France during the regulated transition towards plastic-free operations. We aim to establish a framework to understand the underlying processes surrounding this transition to advance and help build best practices applicable to future plastic-free transitions globally. The study will be guided by a novel but empirically underexplored integrative approach to strategy implementation in the form of a 'feedback loop' of enactment and re-conceptualization' (Weiser et al., 2020, p.987).

This proposed model combines structural and enacting processes and has been proposed as cutting-edge means to generate insights into executions of strategic, organizational change considering the wider stakeholder influence. However, there is a considerable lack of empirical application of this theoretical framework, especially to SMEs. We propose to scrutinise its usefulness in the context of organisational strategies facing sustainable policy intervention. Plastics are a shared problem of Europe, resulting in coasting pollution. Both the UK and EU have introduced the regulation aiming to reduce single-use plastics (DEFRA, 2023; EC, 2022). While large organisations are better equipped to respond to such legislative changes in transitioning faster, SMEs often lack resources to adapt and struggle to introduce sustainable principles while maintaining competitive advantage (Sharma et al., 2021, Ortiz-Avram et al., 2018, Eggers, 2020). However, being the backbone of the UK and European economies (World Bank, 2023; FSB, 2023; EC, 2023), arguably most attention to the implementation of sustainable transitions should be paid to SMEs. Supporting these businesses in their successful shift is imperative to mitigate "messy power dynamics" (Scoones et.al., 2020, p. 68) and underlying inequality of sustainable policy that may unfold in its execution (Grandin and Haarstad, 2020, Meadowcroft, 2011, Patterson et al., 2017, Scoones, 2016).

The research will involve interviewing entrepreneurs, managers, and employees in SMEs in the UK and France and will examine the role of practice in shaping the entrepreneurial strategies. We intend to adopt a multiple case study approach and we compare across cases and states. We would like to seek comments and views on the merits of integrative approach to strategy implementation for the study of sustainability strategies in SMEs in Europe.

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### Track 2: AI & Metaverse for Marketing

#### Paper 19: Embracing the Future: Exploring the reasons behind consumer's willingness to migrate to the Metaverse

**Authors:** Aman Kumar, Amit Shankar, Abhishek Behl and Vijay Pereira

Metaverse as a phenomenon has also gained significant interest from researchers (Dolata & Schwabe, 2023). Several researchers highlighted that the metaverse is a very important phenomenon (Hadi et al., 2023), and the availability of literature is very scarce. Understanding users' willingness to migrate to the metaverse (WMM) is a crucial area of research due to its implications for the future of digital interactions and experiences (Oleksy et al., 2023). The literature on metaverse also lacks empirical studies which examine behavioural intentions towards the metaverse. Few scholars have attempted to explore the behavioural outcomes relating to the metaverse, such as social sustainability (Arpaci et al., 2022), adoption intention (Aburayya et al., 2023), purchase intention (Jafar et al., 2023), brand image (Wongkitrungrueng & Suprawan, 2023) and social presence (Oh et al., 2023). However, scant efforts were made to examine the users' WMM using reasons (for and against). The above discussion clearly highlights that the literature on metaverse is in the very early stages with apparent gaps, making it an essential topic to be explored.

To fill the above-mentioned gap, this study aims to answer RQ1: What are the crucial reasons (for and against) that influence users' WMM? RQ2: How do the reasons (for and against) impact users' WMM? RQ3: How do intervening variables play an important role in framing user WMM? RQ4: What are the most important variables responsible for WMM? This study explores the reasons (for and against) for consumers' willingness to migrate to the metaverse (WMM) using the theoretical lens of Behavioural Reasoning Theory (BRT). A mixed-method research design has been employed to fulfil the objectives of the study. First, a qualitative study is performed to explore the reasons (for and against). Further, the research framework based on the findings of qualitative studies is validated using quantitative research.

The findings reveal that social presence is a crucial enabler, whereas realistic threat and symbolic threat are significant inhibitors of WMM. Further, pre-usage cognitive dissonance significantly mediates the association between social escapism, social pressure, realistic threat, symbolic threat and WMM. The moderated-mediation results indicate that the mediating effect of the pre-usage cognitive dissonance on the association between empowerment and WMM is higher for individuals with low metaverse anxiety than individuals with high metaverse anxiety. Finally, the Artificial Neural Network (ANN) results indicate social presence to be the most important predictor of WMM. This study provides a deeper understanding of users' behavioural intentions towards the metaverse using the underpinnings of the BRT, intergroup threat theory and cognitive dissonance theory. The study helps marketers understand the enablers and inhibitors associated with users' WMM for enhancing adoption and usage.

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#### Paper 20: Do Vietnamese consumers value human interaction when using Facebook Chatbot: the case of the hospitality industry

**Authors:** Kaouther Kooli, Padmi Nagirikandalage, Arnaz Binsardi and Thi Thu Thao Nguyen

The purpose of this study is to investigate drivers of customers' satisfaction and continuance intention towards Facebook chatbot in an emerging economy such as that of Vietnam. Chatbots are mainly text-based conversational agents that simulate conversations with users. Moreover, this paper proposes an analytical framework combining models namely, Expectation Confirmation Model (ECM), Information System Success Model (ISS), Technology Adoption Model (TAM) and the Need for Human Interaction Model (NFHI). We employed quantitative analysis, and the sample size was 620 chatbot users in Vietnam. Structural Equation Model (SEM) was used to establish the



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relationships and this study revealed that information quality (IQ) and service quality (SQ) positively influence consumer's satisfaction and perceived enjoyment (PE) and perceived ease of use (PEOU) were significant predictors of continuance intention (CI) as well. Interestingly, the need for human interaction moderates the effects of PEOU and PE on customer satisfaction. Moreover, the findings revealed that customer satisfaction with Facebook chatbot is a significant determinant and a predictor of users' CI towards chatbots. This study suggests that Facebook chatbots in restaurants in emerging economies such as that of Vietnam should enhance their information and service quality in order to increase customer satisfaction. Moreover, this study imply that digital technologies used in services such as chatbots could be combined with human interaction to satisfy digital users in emerging economies.

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### Track 3: Branding & Heritage

#### Paper 21: Virtually preserving the intangible heritage of Raghurajpur through Interactive Marketing

Author: Darniya Roy

Artistic handicraft is considered to all intents and purposes as an important part of Cultural Heritage. The idea of creating a multimedia platform is to communicate the tradition of artistic handicraft in Raghurajpur (Odisha), was born in order to preserve the memory of activities which have contributed in defining this region in terms of history, culture, peculiarity and quality of its products. The lineage which the artisans are carrying are no less than wonders which the globe needs to know about. It trails around various mythological narratives, majorly of Lord Jagannath and Lord Vishnu. The tales, rich colours and exquisite intricacy blesses the eyes of the beholder. The village of Raghurajpur, in particular, is well renowned for its artisans, who have been handling down ancient practices for ages, especially in the craftsmanship of palm leaf etching and painting on the palm leaf and canvases which is popularly known as Pattachitra. One shall bow down seeing their utmost dedication and divinity towards the age-old craft.

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#### Paper 22: The whole or the parts? Exploring the role of Gestalts in multiple celebrity-endorsed advertisement

Authors: Shubhadip Roy, Kirti Sharma and Vibha Arora

Celebrity endorsement has been seeing a steady increase since the first decade of the 2000s and now the market drives the endorsement success with the introduction of multiple and couple celebrity endorsers as they harness the synergy of multiple fan bases. However, multiple endorsers for the same brand affect consumer attitudes only under certain conditions. There is a lack of research on multiple celebrity endorsements (of the same brand), but given the rising practice of the same, we first decided to get views from industry experts on the practice and logic of multiple celebrity endorsers. The present study brings forth a novel theoretical application in a less researched domain of celebrity endorsements and encourages more research in the same. We undertook 7 in-depth interviews with experts (president/vice president or equivalent ranks) from multinational advertising and media agencies working in India with the objectives of understanding the strategic reason behind the selection of multiple celebrity endorsers for the same brand and to unravel the factors influencing the number of celebrities and types of celebrities engaged in the advertisement. The results indicated that the number of celebrities featured in the advertisement of the same brand may vary from two to many celebrities. The interviewees unfolded how multiple endorsers add value to the advertisement, the logical need, the huge budget required, the multiple risks involved, and the threat to maintaining credibility in association with multiple celebrities.

Our observation of industry practice and qualitative research shows a trend toward having multiple celebrity endorsers for the same brand. But it has come very evidently and repeatedly that agencies have been following it



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as more of a heuristic and ad hoc process rather than as a scientific process. In addition, the scant academic research in this domain has focused on the interpretation of multiple endorsers by the consumer without exploring the design aspect of the advertisement. We contribute to the domain of celebrity endorsements by exploring the advertisement-specific aspects of multiple celebrity endorsers. In this pursuit, we examine the novel application of Gestalt theory and its principles that explain how consumers interpret the placement and interrelation between the multiple celebrity endorsers in an advertisement. In the present research, we establish and justify the need to reinterpret the effectiveness of multiple endorsers in a single advertisement using different gestalt principles that may affect consumer's interpretation (and subsequent behaviour).

Finally, the results showed that respondents perceived celebrities with high proximity as more attractive than those with low proximity. The absolute difference between AD ratings was higher in low similarity conditions compared to high similarity conditions. In both cases, the absolute difference between AB ratings was higher in low similarity conditions compared to high similarity conditions.

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### Track 4: Consumer Behaviour

#### Paper 23: Usages intention modelling for Urban Goods Delivery: Theory of consumption value perspective

Author: Aalok Kumar

In the last decade, digital technologies enabled platforms to connect urban consignees and shippers through innovative crowd logistics (CL) services, gaining more focus from a city logistics management perspective. In previous studies, CL platform consumption values were not explored from the CL platform users' perspectives. Thus, this work explores individual CL users' intentions to use the CL platform for intra-city deliveries. Using user intention literature, a conceptual framework was developed by integrating the consumption value theory with the CL platform. The proposed study considered 373 valid responses from Indian city CL platform users for validating the proposed decision framework. The proposed framework presents six key hypotheses to test model relevance. Overall, this study proposes a theoretical model to explain the role of consumption values, trust in the CL platform, consumer innovativeness, and usage experience of CL platforms, driving a positive attitude towards CL platforms. However, study results exhibited that initial trust in CL platforms is optional to develop the intention to use CL platforms' services. Moreover, necessary condition analysis reflected that usage experience of CL platforms, positive attitude, and perceived consumption values influence shippers' positive intentions towards CL. The findings of this paper help policymakers, logistics platform owners, and platform users understand the value creation and intention for using the CL platform for crowd deliveries in cities.

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#### Paper 24: Food Waste Reduction Through Innovation: The Promise of Upcycled Foods

Author: Siddharth Bhatt

Billions of tons of food are wasted every year while millions across the world suffer from hunger and food insecurity. Upcycled foods are a novel innovation that have been created to alleviate, at least partly, this pernicious problem of food waste. These foods are made from ingredients that are safe and nutritious to eat but are generally discarded due to economic and cultural norms. While there are many economic, social, and environmental benefits of this innovative product category, little is known about how to commercialize these foods. In this research, we examine the commercial potential of this innovation in the light of insights from the innovation diffusion literature. We formulate three key research questions that can be empirically examined, and thereby, advance our understanding on the best marketing strategies for upcycled foods.

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### Track 5: Consumer Behaviour (Continued...)

#### Paper 25: Beyond Algorithms: Forging Deep Connections in an AI-Driven Branding Era

Authors: Mala Rani, Vedush Malik and Archita

In an era increasingly defined by artificial intelligence (AI) and data-driven methodologies, the essence of human touch in branding finds itself at a pivotal juncture. This paper delves deep into the nuanced equilibrium between the mechanical precision of AI and the irreplaceable human elements vital in sculpting brand identity and nurturing customer loyalty. Anchored in a wealth of empirical case studies and scholarly discourse, our exploration traverses the intricate dynamics between consumer and brand in the digital age, underscoring the enduring importance of human-centric methodologies in successful branding. Through a meticulous analytical lens, we dissect a series of case studies across diverse industries. These reveal how leading brands are achieving a harmonious blend of digital innovation and emotional depth, forging profound, lasting connections with their audience. The narrative progresses to confront the multifaceted challenges and opportunities ushered in by the digital revolution in branding. These include concerns about privacy, the authenticity of brand narratives, and the nuanced incorporation of AI into personalized marketing strategies.

Our exploration sheds light on the profound impact of AI on branding, as revealed by extensive analyses spanning many years. These analyses illuminate AI's burgeoning role in enhancing marketing strategies, sales, and brand engagement, affirming AI's growing prominence in the branding arena. Concurrently, they emphasize a critical caveat: despite AI's prowess in data analytics and pattern recognition, it cannot supplant the human essence that imbues brands with life and resonance. We scrutinize instances where AI, in its myriad manifestations – from real-time personalization to predictive analytics – enriches user experience and fortifies brand loyalty. However, in the realm of storytelling and emotional branding, AI tools, despite their sophistication, surface as complements to the intrinsic human capacity for narrative and emotional connection – the cornerstone of impactful branding.

The discussion pivots to confront the inherent challenges characteristic of this digital renaissance, notably concerns over privacy, the authenticity of brand narratives, and the ethical implications of AI in branding. We engage with scholarly debates on the delicate balance between AI's operational efficiency and the imperatives of human authenticity. We advocate for a novel paradigm where AI and human creativity are not adversaries but allies, each enhancing the other's strengths in a mutually enriching partnership. This paper posits a future for branding not as a dichotomous choice between AI and humanity, but as their harmonious fusion. It envisages a future where AI's analytical prowess is leveraged to complement and elevate the human traits of creativity, empathy, and intuition – the core elements of branding. We champion a new branding paradigm, one in which technology is not a disruptor but an enabler that amplifies the human touch. This lays the foundation for brands that resonate with consumers not merely on a data-driven level but on a profoundly human one. This paper sets the stage for further scholarly inquiry into this confluence, urging a strategic reorientation in branding paradigms to fully embrace the comprehensive possibilities offered by the integration of AI and the human essence in our digitally driven era.

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#### Paper 26: India-UK Trade Creation Analysis

Authors: Mahima Khurana and Abhishek Jha

With the UK signing FTAs with multiple countries after Brexit, this paper examines the prospective prospects of a potential trade deal between India and the UK, focusing on India's export outlook to the UK. The research on the impact of a potential India-UK FTA on both countries is limited. We use partial equilibrium analysis using gravity



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model on 12 product categories over the past 23 years and discover that UK's GDP per capita and overall GDP considerably impact India's exports to the UK. In contrast, tariff reductions through the FTA would not have a significant impact. The paper identifies plastics, textile-related items, pharma machinery, and primary products with the most potential in the UK. It projects a 15% surge in export growth in the presence of a trade agreement, which would be 10% in lieu of it by 2025. Further, it finds that India's exports to the UK suffer the most in its most protected sectors like chemicals, primary products, processed products, and electronics.





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### Day 3: In-Person Conference Programme

#### Friday 29 March 2024

#### Abstracts

##### Track 6: Consumer Behaviour

##### Paper 27: Understanding Pro-environmental Behaviour through the Lens of Conspicuousness

Authors: Praveen Dangwal and Bipul Kumar

This study explores pro-environmental behaviour through the lens of conspicuousness. Literature mentions the association of pro-environmental behaviour with conspicuousness (Aagerup & Nilsson, 2016), where conspicuousness is the attribute of distinctly showing consumption behaviour to others (Kumar et al., 2021). Literature also states that consumption- displaying behaviours manifest in conspicuous consumption orientation and conspicuous virtue signaling, which may be directed at others and toward self (e.g., Wallace et al., 2020). This study uses conspicuous consumption orientation and conspicuous virtue signaling, specifically from the perspective of offline and online conspicuousness. Online conspicuousness deals with the online display behaviour of individuals on various mediums, such as social media platforms, whereas offline conspicuousness displays the behaviour in offline mediums. Accordingly, this study considers both facets of behaviours to understand conspicuousness in the context of pro- environmental behaviour. Using the extant literature, this study explores the antecedents and consequences of conspicuous consumption orientation and conspicuous virtue signaling to develop a framework and tests it empirically. Some of the antecedents identified for conspicuous consumption orientation in the context of pro-environmental behaviour are materialism, the need for uniqueness, and narcissistic exhibitionism. The antecedents for self-oriented CVS are the need for uniqueness and self-enhancement, and the same for the other-oriented CVS are the need for uniqueness, social enhancement, and narcissistic exhibitionism. Some consequences for conspicuous consumption orientation and conspicuous virtue signaling identified in the study are perceived social status, competitive altruism, and perception of self-esteem. The study further tests the framework with a sample size 575 using a survey-based approach. We used SmartPLS software to estimate the measurement and structural model in line with the two- stage process suggested by Anderson and Gerbing (1988). The findings indicate a positive relationship between conspicuous consumption orientation and the perception of social status, self-esteem, and competitive altruism. We observed a similar relationship for conspicuous virtue signaling. Additionally, variables such as materialism, narcissistic exhibitionism, need for uniqueness, social enhancement, and self-enhancement demonstrate positive relationships with the focal constructs. This study contributes to the literature on pro-environmental behaviour and conspicuousness by understanding the relationships between antecedents and consequences and the central constructs like conspicuous virtue signaling and conspicuous consumption orientation. This study is the first of its kind wherein both offline and online perspectives on conspicuous pro-environmental behaviour have been studied, thus contributing to the body of knowledge. The findings provide insights for practitioners and policymakers to develop strategies for pro-environmental behaviour and foster sustainable practices.

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### Paper 28: Understanding Chinese Consumers' Livestreaming Commerce Acceptance: A Set-Theoretic Approach

Authors: Susana Santos and Bernardo Chagas

As a result of COVID-19 huge impact on the social economy over the last three years, the network economy has received heightened attention from all stakeholders. Consequently, an increasing number of entrepreneurs realize that the development of network marketing will be the dominant trend in the future. One of such marketing approaches is based on livestreaming (i.e., the live transmission of information in video format via the Internet), which emerges as a new form of purchase in the network economy, thus allowing new business opportunities. In 2020, two-thirds of Chinese shoppers purchased products via livestreaming (Patel, 2022), and live shopping is expected to be a key trend in the coming years. Given this perspective, this study aims to identify the factors that motivate Chinese consumers to livestream purchases using a set-theoretic approach. Based on the Theory of Planned Behaviour, Technology Acceptance Model, and UTAUT 2, the study combines elements from the models of de Ajzen (1991), Davis et al. (1989), Venkatesh et al. (2012), and Zhou et al. (2021) to propose the conceptual model in Figure 1. The data were obtained during July of 2023 from Chinese consumers who carried out livestream purchase transactions at a given time. The data were collected using an online questionnaire. A total of 381 valid responses were obtained and the data were analysed using fsQCA. Predictive validity and a robustness check were conducted.

Although no necessary configurations exist for the presence and the absence of outcomes at a consistency threshold of 0.80, the results of the sufficiency analysis indicate several configurations that explain the presence and absence of behavioural intention and perceived actual usage, all with solution coverages and consistencies above 0.69 and 0.75, respectively. Behavioural intention occurs with  $PEU*PU*PI$ ,  $PEU*PU*PE*TR$ , or  $PE*PI*SN*TR$ . The absence of behavioural intention occurs with  $\sim PI*\sim SN$ ,  $\sim PEU*\sim PE$ ,  $\sim PEU*\sim PU$ , or  $\sim PE*\sim PI*\sim TR$ . Perceived actual usage has four paths:  $PU*PE$ ,  $PE*PI$ ,  $PEU*PU*PI$ , or  $PU*PI*SN$ . Finally, the absence of perceived actual usage occurs with  $\sim PEU*\sim PE$ ,  $\sim PEU*\sim PU$ ,  $\sim PE*\sim PI*\sim TR$ , or  $\sim PEU*\sim PI*\sim SN*\sim TR$ . As can be seen, although trust an important antecedent for behavioural intention, the perceived actual usage of livestreaming platforms does not depend on trust, but rather on technical features of the platforms and parasocial relations. However, although trust is not a condition in the causal recipes leading to perceived actual usage, if no trust exists, no usage will occur for some individuals, which highlights the causal asymmetries that exist in consumer psychology and behaviours, and that are not accounted for in net-effects approaches.

This study provides more in-depth theoretical knowledge about the consumer decision-making process, from what affects the intention to use livestreaming platforms to the perceived actual behaviour. Livestreaming shopping, as an emerging online shopping channel, is partially different from traditional online shopping. This is why it is important for studies to extend previous theoretical models to increase their explanatory power. The knowledge gained from this study is important for helping online shop operators and online marketers to better understand the configurational characteristics of customers who prefer livestreaming purchases and thus develop more effective marketing and communication strategies.

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### Track 6 - Consumer Engagement

#### Paper 29: Exploration of underlying motivation of consumer engagement in online brand community categories: a netno-graphic approach

**Authors:** Pranab Karmakar and Sujoy Bhattacharya

Brand communities are structured networks of social relationships among a brand's followers. They offer various benefits for both brands and customers. Online brand communities can be categorized into two distinct categories: The first category consists of communities established within a website that is either linked with a firm or operate independently. Conversely, the second type comprises communities formed on social networks or brand communities integrated into social networks. It is hard to stay up with the fast-changing business environment while conducting underlying research on why customers participate in online brand communities. However, these early conceptualizations must be revised to consider the increased engagement opportunities made possible by current technological advancements and the significant investments that companies have made in these communities. The impact of platforms on virtual communities has not been considered so far. However, the attributes and reasons why users engage in electronic word-of-mouth are influenced by the type of platforms or networks they utilize. This study aims to fill the gaps in existing research by pursuing two different but interconnected objectives in a relevant environment. The main objective is to examine motivating variables contributing to consumer engagement in online brand communities.

Additionally, the study aims to determine if these motivating factors differ depending on the platform used to establish the communities. We employed the netnography method to conduct qualitative research, subsequently subjected to thematic analysis of text-based data. We investigated the Facebook brand page of the PlayStation as the social media brand community and the PlayStation blog as the brand community on the brand's website. We used the 'MAXQDA' web collector to extract comments from postings from January 2023 to June 2023. We employed the 'MAXQDA' software for qualitative data analysis to facilitate the process of open coding. By merging the open codes, we derived themes representing the underlying motivations. We derived six motivational themes: knowledge creation, entertainment, social integration, brand relationship, building image, and emotional motive. The two brand community categories share the same themes. However, they vary in intensity exhibited by these motivational themes. The findings of this study were addressed by two propositions.

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#### Paper 30: Beyond the buzz, exploring the effectiveness of moment marketing for consumer engagement

**Authors:** Rishab Prasad Soni, Varsha Jain, Parth Salunke, Kush Mehta and Ganesh Mangadu Paramasivam

Moment marketing uses real-time, culturally relevant, and emotionally resonant events, trends, or conversations to connect and engage with consumers by responding to real-time events. Research classifies these moments into micro and macro with varied humorous content. However, the effectiveness of moments and their interrelationship with the inclusion of humor in consumer engagement needs more in-depth understanding. Therefore, the study aims to analyze the effectiveness of moment marketing in driving consumer engagement by investigating two interrelated aspects of moment classifications in terms of macro and micro factors, including humor in moments. The study uses the content analysis method and selects top food delivery brands' regional Instagram handles, selects moment marketing-related 2000 posts from these brands, and scraps the data through Instagram scraper API. The study finds that real-time, relevant content, such as images, videos, or sliders, is more likely to attract attention and generate more likes, comments, and impressions from consumers. Brands focusing on planned content and humor are expected to enhance engagement in moment marketing. The research contributes to the Fogg Behavior Model and Incongruity Theory as the theoretical framework by showcasing how humor influences consumer reactions in moment marketing. Additionally, the study highlights the importance of timely



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planning and emphasizes the need for cultural context and social media monitoring to develop an effective moment marketing strategy. The study shows that the relevance of moment marketing in the digital age can drive positive engagement with relevant and timely content.

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**Track 6 - AI & Metaverse for Marketing** (Wednesday 29 March between 11.00-12.00pm)

**Paper 31: Metaverse and pro-environmental behaviour in religious tourism: Stimulus-organism-response theory-based study**

**Author: Mohita Maggon**

The tourism industry is being affected by over-tourism as many travelers are engaging in revenge tourism post-COVID. Religious destinations are seeing a significant influx of visitors post-COVID, which has worrying environmental implications that require effective measures. Metaverse immersions have become one of the most significant applications in influencing consumer decisions in this digital era. However, there is a lack of research examining Metaverse application in tourism. Past studies have examined the Metaverse immersion experience in predicting a traveler's intention to visit a destination. However, this study uses the Stimulus-Organism-Response (SOR) model to predict the intention not to visit the destination due to pro-environmental behaviour. The study investigates the relationships between Metaverse immersion's spiritual experience, attitude towards Metaverse, pro-environmental behaviour, intention to continue using Metaverse, and intention not to visit the in-situ destination. The study used a survey method to collect data from 300 respondents using a structured, closed-ended questionnaire. The hypotheses were tested using Partial Least Square- Structural Equation Modelling (PLS-SEM). The spiritual experience is a formative construct composed of four dimensions: entertainment experience, educational experience, aesthetic experience, and escapism experience. The results show that the spiritual experience significantly and positively affects pro-environmental behaviour and attitude towards the Metaverse. Pro-environmental behaviour and attitude towards the Metaverse affect the intention to use the Metaverse and the intention not to visit the in-situ religious destination. The study provides theoretical and managerial implications. The findings are timely for ongoing immersive technology applications in tourism marketing. This study is one of the few studies that examined the lesser-explored area of religious tourism and pro-environmental behaviour in the Metaverse context using SOR theory. The study expands current literature on underrepresented consumers, behaviours. The study investigates the role of Metaverse immersion in combating the problem of over-tourism at religious places. Policymakers can draw on the findings and work collectively with tourism stakeholders to gain their support in reducing the number of tourists visiting the destinations. The immersive technology application in religious tourism would decrease the exploitation of natural resources, reduce carbon footprint, reduce human-generated waste and pollution, and promote sustainable tourism. With the rising popularity of emerging technologies such as virtual and augmented reality, virtual tours of religious sites can be created and promoted for sustainable tourism. This will benefit people of all ages, including seniors and those with comorbidities or disabilities. The findings show how immersive technologies can allow visitors to access religious practices in the comfort of their homes. Marketers can design marketing communication emphasizing virtual participation in spiritual activities, providing a fulfilling spiritual experience, and encouraging sustainable tourism.

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### **Paper 32: Assessing the Role of Generative AI and Prompt Engineering in Fashion Design: An empirical investigation within fast fashion context**

**Authors:** Satya Banerjee, Joanna Ramos, Liz Gee and Suraksha Gupta

The primary objective of this research is to scrutinize the feasibility of leveraging the generative AI program, Midjourney, within the product development framework of a global fast fashion retailer. The focal point is to ascertain its potential for conferring a competitive edge grounded in temporal efficacy.

This study adopts an exploratory stance, employing a mixed method approach. A case study methodology is employed, utilizing a prominent global fast fashion brand as a representative sample. The research process mimics the trajectory of product development within the procurement cycle. We use dataset of H&M which contains more than one hundred and five thousand products. We use WGSN market and trend analysis reports to get qualitative insights on potential bestsellers. Using exploratory data analysis, we identify the best sellers and their related information. We then use prompt engineering to recreate these products using Mid journey V5, a popular text to image generative AI tool. This involves the utilisation of both quantitative and qualitative data analyses to inform the formulation of prompts tailored for Midjourney V5. Subsequently, the output generated is subject to quantitative scrutiny for insights into time efficiencies and usability, while qualitative analysis offers nuanced perspectives on advantages and constraints.

The findings of this study reveal that Midjourney exhibits commendable capacity in generating a diverse array of images and variations expeditiously. However, a significant proportion of the generated output proves unsuitable for commercial fashion product development. Notably, the technology falls short in replicating the intricate technical expertise inherent in seasoned fashion professionals. Consequently, the generated images necessitate substantial redrawing or alteration via Computer-Aided Design (CAD) software to render them conducive for garment sampling and manufacturing. This potential requirement for extensive post-processing may nullify any time efficiencies purportedly gained during the conceptualisation phase. Moreover, it is observed that the utility of Midjourney may find greater resonance in aiding concept ideation and design direction within market segments less predisposed to price sensitivity, given that the often intricate and technically elaborate designs produced may not align with the imperatives of fast fashion. This research contributes novelty and value by navigating the uncharted territory of integrating generative AI within fashion businesses. Given the absence of established academic literature guiding its integration, this study serves to delineate the advantages and limitations pertinent to the utilisation of existing text-to-image generative AI within fashion brands. Consequently, it lays the groundwork for informed adoption and implementation strategies, thereby enhancing the efficacy of product development processes within the fashion industry. The study bears significant policy implications, offering insights to policymakers regarding the current accuracy of generative AI and establishing a trajectory for anticipating future risks, opportunities, and challenges in the field.

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**Track 7: Global Marketing** (Wednesday 29 March between 12.00-1.00pm)

### **Paper 33: Deciphering NFT Marketing: Navigating Consumer Engagement in the Hierarchy of Effects**

**Authors:** Nitin Upadhyay and Shalini Upadhyay

Despite the potential of NFTs (non-fungible tokens) to revolutionize marketing strategies, there exists a significant gap in the literature and practical guidance for marketing managers on leveraging NFTs in marketing campaigns. Through the theoretical framework of the hierarchy of effects, this paper comprehensively explores NFTs' marketing implications and their influence on consumer behaviour. The findings suggest that NFTs can play a





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significant role in marketing strategies aimed at engaging consumers at various stages (awareness, desire, action, and recurring action) of their journey. By utilizing digital exclusivity, creating interactive and immersive personalized experiences, fostering community engagement, establishing connections and relatability between brands, and continuously innovating to add value, marketers can successfully attract, engage, and retain their target consumers.

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### Paper 34: Shopping Risks in Pyjamas

**Author:** Suyash Khaneja

At present, the internet has completely changed the shopping experience. Online purchase is very commonly practiced in this technological era due to its convenience and easy access to information for all the damn products and services. However, there is also a risk of fraud and scams which brings along a lot of anxiety because of the fear of data breach, unsecured internet connection, fake online apps, and fake reviews and many other issues (Hsu et al., 2024). A multifaceted set of concerns over digital privacy disappoint the consumers while making an online purchase. The reason can be for instance, feeling lack of control, sharing of sensitive information, confused, anxious, discomfort of returns etcetra (Jung and Park, 2018). There had been comprehensive understanding of the factors such as exploration, accessibility, evaluation, transaction, satisfaction, behavioural intentions that influence consumers' online purchases focusing on practical and pragmatic aspects of consumer behaviour. But the online shopping decision process and factors influencing it are still not fully understood. Additionally, previous studies have significantly emphasized on the service convenience, and ease of online shopping providing positive and delightful experiences to the shoppers (Djan and Adawiyah, 2020; Duarte et al., 2018; Mortimer et al., 2024; Saha et al., 2023). Very less studies have been conducted to investigate the dark patterns of online shopping. However, negative shopping experiences as a source of dissatisfaction has attracted a limited consideration. Not only are negative experiences rarely studied independently from the positive ones, but dissatisfaction, annoyance, sneaking seems to be approached mostly in quantitative terms. Sometimes, forced action, nagging, sneaking, annoyance brings lack of interest among the customers. This could undervalue consumer's subjective meaning in considering as a disappointment. Hence, this research will provide a deeper examination of why few shopping experiences are considered negative.

This paper focuses on the perception of customers towards the ethical paradoxes of online shopping. Furthermore, this paper develops a multi-disciplinary measure of the consumers' emotional wellbeing construct by means of literature review and primary data analysis. This study explains that online shopping involves (i) perceived annoyance in virtual selection and buying process, (ii) consumers' perceived risks while browsing e-commerce websites or mobile apps, and (iii) impact of sneaky tricks in online shopping on the consumers' emotional wellbeing. To achieve these goals 30 consumers in the age bracket of 35 to 65 years will be personally interviewed, using a qualitative approach in the Asian market, where online shopping is still a big challenge. The purpose of doing so is to collect new item measures and gain insight about the apprehensions of online shopping. The findings will shed a light on the different responses of the consumers and take into effect of these opinions and outlook from a consumers' standpoint, where studies are not much. The implications for researchers are then discussed, with reinforcement on retailers need to develop safe and secure functionalities for the welfare of consumers. This study implies that online retailers should consider strategies for the easy access for the online customers, including multi-device compatibility, perceived benefits, easiness to locate the web and site app. Furthermore, this research focuses on the protection of shopping experience and ensuring that customers can buy with convenience and confidence. Resultantly, this will lead to repurchase intentions of the consumers and benefitting the retail community.

Furthermore, this study will present important aspects in the context of consumer privacy for the online shopping and will help them in avoiding disappointing shopping experiences or forced actions. Other than that, this research



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will propose a platform for two major domains: (i) retailers should consider privacy policy which should be proactively managed, and (ii) facilitation that adequately empower consumers. Also, the study suggests some important strategic guidelines for the policymakers, retailers, and consumer advocates to create the foolproof navigation through online shopping journey, in such a way that the shopping experience becomes more exciting, trustable and valid.

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### **Paper 35: Organisational Ethics in the Ethical Framework of Management**

**Authors: Roopa Johri, K. V. Bhanu Murthy and Saloni Gupta**

Business ethics distinguishes morality from societal ethics. Management studies shift focus towards ethical frameworks. The study foundation lies in the distinction between organizational ethics and individual managerial ethics, emphasizing their integration within management ethical framework aligned with corporate responsibility. It underscores the pivotal role of organizational ethics in business sustainability, its impact on managerial behaviour, and its formalization through ethical standards. It also delves into the influence of internal and external controlling entities on shaping organizational ethics. The study aims to evaluate organizational ethics; role in management ethical framework; Explore how organizational climate and culture shape organizational ethics; and develop a model of organisational ethics in the ethical framework of management.

The study relies on secondary data: journals, web articles, and the original thesis written by authors. Meaningful interpretation is drawn from the conceptual framework developed. Results/ Implications: The ethical framework is rooted in several foundational premises. These include the recognition of the distinction between individual and organizational ethics, highlighting the importance of layers of entities in the ethical framework of management. Moreover, understanding the evolving significance of individual morality and organisational ethics within corporate structures calls for a contemporary viewpoint on BPR (Business Process Reengineering) framework. This paper leads us to develop a model of the Ethical Framework of Management for Organisational Ethics which is explained through a diagram.