Symbiosis Centre for Management Studies, Pune

(Department of Symbiosis International (Deemed University)

Annual Research Journal of SCMS, Pune

Dr. Yogesh Patil
Associate Professor (Energy & Environment)
Head – Research & Publications, Symbiosis International (Deemed University)

Dr. George Lodorfos
Dean, Leeds Business School,
Leeds Beckett University

Research Cell, Symbiosis Centre for Management Studies, Pune

Dr. Dhiraj Jain, Associate Professor, Symbiosis Centre for Management Studies, Pune
    Symbiosis International (Deemed University)
Dr. J. C. Sharmiladevi, Assistant Professor, Symbiosis Centre for Management Studies, Pune
    Symbiosis International (Deemed University)
Mr. Jaysing Bhosale, Assistant Professor, Symbiosis Centre for Management Studies, Pune
    Symbiosis International (Deemed University)
Mr. Vijay Prakash Misra, Assistant Professor, Symbiosis Centre for Management Studies, Pune
    Symbiosis International (Deemed University)

Message from the Chancellor

The Symbiosis International (Deemed University) always practices and preaches the concept, 'World is One Family' – 'Vasudhaiva Kutumbakam'. It always promotes friendship, co-operation and understanding between foreign and Indian students. Symbiosis today is the premiere educational institute of Pune and a brand equity in providing quality management education. The different institutes that come under the umbrella of Symbiosis International (Deemed University) are the catalysts of change which contribute to the symbiotic growth of the students as well as the University.

With the ever increasing digitalization and easy availability of data, both the users and producers of it have become highly dependent on them for taking various business decisions. Today there has been digitalization of everything that could be talked of – marketing, finance, recruitment, and the like. Both big and small corporations are rushing towards having a presence in the digital space. Though this digitalization has eased various aspects of business, it has also made various others more challenging. It has led to the enhancement of various skills but has also made others redundant. Research in the field of digitization has given birth to new knowledge and has tried to answers a lot of existing questions.

I would like to congratulate the entire team of SCMS on the launch of their Eight Journal – "Annual Research Journal of SCMS–Pune" on the theme ***Digital Marketing, E-Commerce and its increasing influence in Business.*** This initiative taken by SCMS will take it forward by leaps on the path of recognition and reputation. I wish them good luck and success in all their endeavors.

<div align="right">

Prof. Dr. S.B. Mujumdar
(Awarded Padma Bhushan and Padma Shri by
President of India)

Founder & President, Symbiosis,
Chancellor, Symbiosis International (Deemed
University)

</div>

Dr. Vidya Yeravdekar Profile

Dr. Vidya Yeravdekar is the Principal Director of Symbiosis Society, which encompasses the Symbiosis schools, College of Arts & Commerce and institutions under the Symbiosis International University. She is also the Pro Chancellor of Symbiosis International University. A dream of her father, Dr. S. B Mujumdar, Founder and President of Symbiosis of creating 'a home away from home' for international students, Symbiosis today, has transformed itself into a multi-disciplinary, multinational, multi-cultural International University having students not only from all states of India but international students from 85 different countries. The University has institutes under 8 faculties viz. Management, Law, Humanities & Social Sciences, Health & Biological Sciences, Computer Studies, Engineering, Media & Communication, Architecture and Design. Management, Media, Law and Computer Science Institutes have been consistently ranked amongst the top ten in the country.

Dr. Vidya holds a Post Graduate Degree in Medicine, a degree in Law and Ph.D. in 'Internalisation of Higher Education in India'. She has been instrumental in bringing in innovative approaches to promote internationalisation. Her foresight and leadership have been instrumental in creating strategic collaborations with universities across the globe. Sharing her father's desire for capacity building by imparting education for international students, she strives to create a "home away from home" by creating a conducive environment for international students.

Dr. Vidya has been able to influence policy regulations for promoting and bringing in innovative approaches to higher education in India through her appointments on various governmental bodies. She has been a member of University Grants Commission (UGC) for two terms, Central Advisory Board of Education (CABE) and Indian Council for Cultural Relations (ICCR). She has also been served as a Member on many other organizations such as Independent Director on the Board of RITES Limited under Ministry of Railways, Government of India, Indian Institute of Corporate Affairs, Yeshwantaro Chavan Maharashtra Open University, State Knowledge Advisory Board of Higher Education, Government of Andhra Pradesh, Sub-Group on Higher & Technical Education and Skill Development of Chief Minister's Advisory Council, Government of Rajasthan.

She is a Chairperson of the FICCI Committee on Higher Education. Dr. Vidya has been appointed as Member of India Brand Equity Foundation (IBEF) Trust. IBEF is a Trust set up by Ministry of Commerce & Industries, Government of India, to promote the 'Brand India' label in overseas markets and facilitate dissemination of information on Indian products and services. She has elected as Member of the Central Governing Council of Services Export Promotion Council (SEPC) set up by Ministry of Commerce & Industry, Government of India. It is an apex trade body which facilitates service exporters of India.

She is a member on the Board of several organisations like Rayat Shikshan Sanstha, Symbiosis University of Applied Sciences, Indore, Symbiosis Skills and Open University, Pune, Research Committee of the Association of Indian Universities (AIU) and Public Health Foundation of India.

She is a member of many corporate bodies such as Federation of Indian Chambers of Commerce & Industry (FICCI), Confederation of India Industry (CII), Maratha Chambers of Commerce and Industries (MCCIA) and Not for profit organisations like HK Firodiya Foundation, India International Centre (IIC), Pune International Centre (PIC) & Pune Citizens Police Foundation (PCPF).

Dr. Vidya has presented papers at various National & International Conferences and has numerous research publications to her credit. She has authored books on 'Internationalization of Higher Education in India' based on her experiences and research in this field and 'New Faces & New Friends' based on her experience with international students studying in Pune.

She has been ranked No.14 amongst India's top 25 Powerful Women by Fame India Magazine. Dr. Vidya's hard work has won her numerous awards and accolades and she is now focussed on making Symbiosis International University benchmarked amongst one of the best Universities in Asia.

DR. RAJANI R. GUPTE M.A., M. PHIL, PH.D. (ECONOMICS)

Dr. Rajani Gupte is the Vice Chancellor of the Symbiosis International (Deemed University). A distinguished academic, she received her Doctorate degree in Economics from the prestigious Gokhale Institute of Economics and Politics, Pune. She has been actively engaged with higher education for over thirty years, both as a professor and researcher. She has taught at many foreign universities as well, including the Oakland University, Michigan, US, and Bremen University of Applied Sciences, Germany.

She has been a part of the leadership team at Symbiosis for over two decades. She joined Symbiosis as a founding member of the Symbiosis Institute of International Business in 1992. She was the Director of the Institute between 2004 and 2012. Her headship led the Institute to be established as one of the top-ranking business schools in India. A capable institution-builder, Dr. Gupte has also earlier held the positions of Dean- Faculty of Management, Dean-Academics and Pro-Vice Chancellor at the Symbiosis International (Deemed University).

She is an independent Director on the Governing Board of NSDL and Board of L& T Finance Limited, L& T Housing Finance Limited and L& T Finance Holdings Ltd. She has been frequently invited on committees of important organizations, such as International Trade Panel - Confederation of Indian Industries (CII), World Trade Organization Committee, Govt. of Maharashtra, and Chemtech World Expo. She has also served on committees appointed by the UGC and on working groups on higher education. She has recently been appointed as an External member on the Academic Council of NITTE University.

Dr. Gupte is one of the ten women selected from across Asia who have attended the 'Women in University Administration programme' sponsored by the U.S. Department of State.

She was invited to be a part of a committee of eminent economists formed by NITI Aayog to interact with the Honorable Prime Minister on "Economic Policy: The Road Ahead" in January 2018.

Dr. Gupte has received several awards for her outstanding contribution to Education-

The Lokmat National Education Leadership Awards2015, the "Swayamsidha Puraskar 2015" by Lions Club of Pune Elite, the 'Think Pure Award' by the 'Think Pure Social Welfare Foundation' in 2016, For being one of the most influential Vice Chancellors amongst the top 100 Vice Chancellors in India by the World Education Congress award in2016, "The Iconic Leader Award - Creating a better world for all" at the WOMEN ECONOMIC FORUM 2017 and a "Visionary Eduleader of India" for being an institution builder at the hands of Shri Pranab Mukerjee, Former President of India.

Message from the Director

It gives me great pleasure to present the Eighth volume of "Annual Research Journal of SCMS", Pune. The Journal is now indexed on J gate, ICI (Indian Citation Index) and archived on academia.edu. The theme for the journal this time is 'Digital Marketing, E-Commerce and its increasing influence in Business".

The long-accepted economic practices are being challenged by E commerce and other virtual companies. These are creating hyper-competition like never before. Ecommerce has rapidly changed the way in which businesses operate. In today's dynamic and hyper-competitive market spaces, businesses have to continuously evolve and introduce new technologies and other facilities to reach out to target customers. E commerce looks lucrative but it is important to have an in-depth knowledge of the challenges and risks it poses and how to overcome them.

This edition aims to share with you papers providing a direction in this area. Research in management sciences helps one to gain new knowledge, expand and testify existing knowledge. It is the inquisitive questioning minds which have been instrumental in bringing out most of the breakthrough progress in any field. This journal is an attempt to contribute towards building an academic knowledge base by a compilation of well researched and peer reviewed articles. The articles are well articulated and substantive and have tried to address the broad theme of the journal. I also extend my gratitude to all authors, editors and reviewers who have provided support at all stages. I also welcome suggestions that would help us improve the quality of our Journal.

<div align="right">

Dr Adya Sharma
Director,
Symbiosis Centre for Management Studies,
Symbiosis International (Deemed University)

</div>

From the Editorial Desk

With increasing digitalization and easy access to it, both the users and producers of it have become highly dependent on them for various business decisions. Today there has been digitalization of everything that could be talked of – marketing, finance, recruitment, and the like. Both big and small corporations are rushing towards having a presence in the digital space. Though digitalization has eased various aspects of business, it has also posed serious challenges. It has led to the enhancement of various skills but has also made others redundant. Research in the field of digitization and e-commerce has led to the birth of new knowledge and has also tried to answers a lot of existing questions.

In order to understand and contribute to the increasing role of digital marketing, e-commerce and its increasing role in business, the present journal had invited various studies/papers/cases from researchers, academicians, corporate, students, users and the creators of data. After a review of the papers it was found that

Ms. Sakshi, Ms. Garima & Dr. Jain in their study found online platforms to have become a significant source which directly or indirectly influenced the company's performance and productivity and concluded that organizations should focus on marketing themselves by creating a positive influence on online communicators in this hyper-connected world.

Mr. Sajeesh Hamsa in his study talked about the space offered by the online world to dealers, vendors and consumers about a parallel platform to communicate to each other.

Dr. Pisolkar, Dr. Chaudhary, Ms. Ananya Sharma, Ms. Sakshi Kararia suggested solutions to integrate various stakeholders in this digital era using various digital platforms to meaningfully promote India's Cultural and Heritage Tourism.

Dr. Nerurkar in her study discussed digital storytelling, the TPACK model and its application using a case study covering a methodology followed for digital storytelling through project based learning using the TPACK Model and its implications for teachers.

Mr. Nikhil, Ms. Rudri & Ms. Panackal tried to establish a study on how employers could effectively use social media to recruit employees who could a right fit for their vision, mission and culture. The researchers tried to highlight practices of employers to attract prospective employees.

Mr. Reynolds in his study highlighted the possible scenarios where technological tools could be infused with the existing HR training protocols to yield better results. He also highlighted the exact benefits of each form of infusion by using secondary statistics available from various firms. In the last he explained the possible applications of technology-driven training and its attached advantages.

Mr. Bhosale & Dr. Phadtare provided insight into the social media literature and online consumer behavior with respect to the use of social media marketing in small businesses. They also tried to identify and analyze the reasons or actions that prompted the consumers to follow/unfollow a particular Brand on social media.

Ms. Nidamarthy, Ms. D'mello & Dr Sharmiladevi J.C attempted to understand the various social media platforms used by the audience to view different content and additionally gauge its impact on consumers which could help companies decide appropriate marketing strategies to reach the right customer at the right place.

Contents

Index

Online Communicators - A New Tool of Modern Marketing

Ms. Sakshi Jain
Christ College, University of Pune
kermitising@gmail.com

Ms. Garima Sharma
Independent researcher,
sharmagarima03@gmail.com

Dr. Dhiraj Jain
Associate Professor
SCMS Pune, Symbiosis International (Deemed University),
dhiraj.jain@scmspune.ac.in

Abstract

The role of digital revolution has accelerated and intensified such that online communicators can no longer act intimate. Millions and millions of users who depend on online information continuously for finding information on products and services and compare their price and quality on a regular basis. There are dedicated websites doing this activity regularly. This trend has been continuously increasing and does not seem to fade away in the near future. The study tries to identify the pattern and frequency of using the online sources for purchase of products & services, information sources used in purchase decisions online word of mouth influence and communication on purchasing decisions. A sample of 1000 respondents were selected for the study through social networking sites out of which 635 responses were found complete in all respects and were hence considered for the study. The reliability of the data was confirmed using Cronbach alpha. Descriptive statistics were used to briefly describe the data. F – Test ANOVA was used to find the kind of association among the identified demographics. It was found that the decision to purchase various products/ services were affected by the information/recommendations/reviews available online through WOM posts/advertisement/and other promotional activities. Online sources are being frequently used for purchasing products, collecting information, word of mouth facilitation and making purchase decisions. Online platforms have become a significant source which directly/indirectly affects the company's performance and productivity and thus organisations should focus on to market themselves by creating a positive influence on online communicators in this connected world.

Key words: Word of Mouth Communication, Digital revolution, online marketing, interpersonal communications, Performance, Purchasing Decision.

Introduction

A dominant force in the market place is the communications through the word-of-mouth which significantly influences the consumer's buying/purchasing behaviour. This influence for first time buyers/consumers or in the case of relatively expensive products where consumers research more on the product /service, seek more and better and opinions and deliberate more than they would do otherwise. This revolution in the digital space has really accelerated and enhanced its reach to a level where the online communicators could no longer act intimate/close or influence purchasing decisions. Netizens rely on the information available online for product searches and more importantly for price and quality comparisons. The power of WOM communication and the influence it has on the decisions made by consumers is well established in different kinds of academic and non-academic literature.

According to one of the reports of CNNIC, around 53.9% of the networked consumers have expressed that they would check the relative comments on various commodities when they would be buying products. Around 79% of citizens would read various comments on the commodities they are intending to purchase. Over 90% citizens have commented on the shopping websites regarding their purchase decisions and their related experience. The off-late adoption of online reviews/information/communications by consumers has fundamentally changed the already existing structure of various WOM experiences by exposing the buyers/consumers to upcoming electronic WOM (e-WOM) platforms rather than being just virtual strangers (Erin M. Steffes, Lawrence E. Burgee, 2009). The word of mouth mode of communication is not a new concept, has been in existence for long but has been avoided by organizations for the past number of years but off-late many companies have identified or uncovered their effectiveness & influence by means of various studies done similar to the ones referred to in the literature identified and reviewed by the authors. Online communications/ E -WOM can exist in diverse kinds of settings. Online purchasers/reviewers can post their opinions/comments/reviews on various products/services on various online platforms available like blogs, e-bulletin boards, forums for discussion (e.g. discussion.com), sites for reviewing websites (e.g. Opinions.com), newsgroups, social networking sites. Though e-WOM communications have a few features similar to the conventional WOM communication channels, they differ from them in several other dimensions which results in the uniqueness they possess. These e-WOM communications channels possesses unprecedented speed and scalability of diffusion which normally was not present in the other conventional WOM platforms. In case of the already existing WOM platforms the information is shared only between a small groups of individuals and that too only in a synchronous mode (Steffes and Burgee, 2009, Li & Hitt2008, Dellarocas 2003; Avery, Resnick, and Zeckhauser,1999). In contrast to the conventional WOM platforms, e-WOM communication channels are more easily accessible and can persist longer. According to various authors (Kardes, Herr and Kim, 1991) most of this text based information are archived on the internet so that they could further be made available for an infinite period of time and also these e-WOM communications channels are better measured than the available traditional WOM processes (Park and Kim, 2008; Lee, Park and Hen, 2008*).*

According to Microsoft advertising it was found that nearly 50% of the consumers between the age group of 18-54 years were likely to purchase goods/items based on the recommendations/reviews/comments received from the e-word-of-mouth platforms. Through tighter integration into the existing corporate communication channels, the marketing concept through e- WOM could optimally develop a better and a more positive effect thereby providing the companies with an image which could be acceptable for a longer term and have loyalty which comes out from deep rooted emotions along with the application of methods and images created by their brands (Oetting, 2005).

It is an open secret that the word-of-mouth channel is a powerful tool of influence. Marketing techniques have been continuously evolving and present day buyers/consumers are having a bigger and more significant role as they have been share marketing messages and also have been endorsing brands. As these comments/reviews sections are quite ubiquitous on various e-commerce sites and the easily availability of various digital social sharing tools, the buyers/consumers are increasingly reviewing these recommendations/reviews as critical inputs for their future purchasing decisions. The undergoing study would also help the organisations in assessing their impact and take better advantage of this buzz being created in the digitally connected world.

Review of literature

(Schindler, 2002) found that communication through word-of-mouth consisted of words spoken or exchanged with relatives or friends during face to-face-communications. In contrast the e-WOM is spread through the online mode consisting of transmission of personal opinions and experiences through written words and are shared online. An advantage of this new kind of word-of-mouth communication is that people could seek information relating to anything at the convenience of sitting at their home. (Hennig-Thurau, 2004) in his study had found that e-WOM communication referred to any kind of statement (positive/negative) made by potential, actual or/and former customers/consumers about accompany/product via the Internet. (Brown, 2007) in his study also found that communication through word of mouth (WOM) was also a major part of the consumer interactions, particularly within the online community environment. (D.Hoffman, 2013) reported that Word-of-mouth (WOM) was widely regarded as one of the most influential factors impacting consumer behaviour, but even then traditional models were constructed oblivious to the potential of electronic word-of-mouth (e-WOM) and social media and it was found that the valence of WOM messages interacted with the brand type to affect attention differently. Further it was found that consumer reviews online , a type of product information created by the online users was based on their personal usage experiences and could prove to be a new element in the marketing communications mix which could also work as free sales assistants helping consumers identify the products that best matched their specific usage conditions (Xie, 2008). Further (Dwayne D. Gremler, 2001) in his study found a significant correlation between employees/customers with customer WOM behaviour and also showed how these interpersonal relationships be used in order to increase the likelihood of customer WOM behaviour. (Chevalier, 2006) in his study suggested

new forms of customer communication on the Internet and found that they could have a significant impact on the upcoming behaviour of the customers. (Bayón, 2004) studied the effects of WOM in the context of the service provider switching and found that the strength of WOM influence was determined by perceived communicator characteristics. (E.Burgee, 2009) suggested that the influence of a strong referral source was weak on purchase decision making. (Norbert H. Meiners, 2010) in his study reported that the 'four P's' lacked a key ingredient that had been made apparent by the 'consumer revolution' i.e., the process of consumer involvement. In the emerging situations that the companies faced today, the consumers have seized control, audiences have been shattered into small slices /fragments, differences in the products have lasted only for a few minutes rather than years, and the new ecosystem consisted of many unstructured one-to-one and peer-to-peer conversations. Further (K.B.Murray, 1991) in his study stated that WOM was important in the marketing of services. Consumers were found to rely on WOM to reduce their level of perceived risk and uncertainty that was associated with servicing purchase decisions and concluded that personal sources had a greater influence on purchasers of services rather than on the purchasers of products.

Research Gap

Communication through e -Word of mouth (WOM) has become all the more significant with the proliferation of online WOM or e-WOM. A number of researches are being done to find ways of creating a positive word of mouth communication which could cement a bond between the organization and its customers. However, the review of literature indicated that not much has been prioritized on the word of mouth communication in spite of the fact that the brand value of the organization was created and maintained only if they were successful to influence consumers.

Objective of the study

- To study the impact of online WOM/e-WOM on the purchasing decisions of the consumers.
- To study the use of online sources for the purchase of products & services.
- To study the sources of information used in making purchase decisions.
- To study the product / service segments that are being effected by information / recommendations received through e- WOM.

Research Methodology used in the study

- A descriptive study was done using a structured questionnaire keeping in view the preferences and perception of the respondents. A pilot test was conducted to understand the validity and the reliability of the tool used to gather empirical data.

- The questions were closed ended and the respondents belonged to all the age groups who had been using/reviewing e -WOM irrespective of their gender, social status, income, etc. for making purchasing decisions.

- The questionnaires were sent to a 1000 respondents through online platform. We received a response from 810 respondents out of which 635 responses were found to be useful for the study after necessary filtering and imputation.

- The sample set consisted of respondents from all kinds of age groups - 18 – above 50 years and were users of e-WOM or have reviewed recommendations and reviews online before buying a product or a service

- Demographic statistics were used to study the profile of the respondents.

- Various descriptive statistics were used to describe and understand the data received.

- Association/ non association between the variables selected for the study was found using the F – Test ANOVA.

- Cronbach alpha was found to study whether the data collected was reliable or not.

Hypothesis framed for the study

H_{01}	There is no influence of the frequency of using online sources for purchasing decisions across various demographics.
H_{02}	There is no influence of various online sources of information for making purchase decision among the demographics.
H_{03}	There is no significance influence of the recommendation / service information available through e-WOM communication on various segments of products/services.

Data Interpretation / Analysis

Table– 1: Demographic profile

		Frequency	**Percent**
Gender	Male	343	54.0
	Female	292	46.0
	Total	635	100.0
Age	18-25 years	265	41.7
	25-30 years	195	30.7
	30-40 years	114	18.0
	40-50 years	55	8.7
	> 50 years	6	.9
	Total	635	100.0
Occupation	Student	251	39.5
	Professional	193	30.4

Business	102	16.1
Job seekers	51	8.0
Household	38	6.0
Total	635	100.0

Interpretation: A sample of 635 respondents was selected out of which a significant proportion of the sample 54% members (343) were males. Majority of the respondents belonged to the age groups of 18 – 25 (41.7%). Maximum respondents were students (39.5%). The Cronbach alpha was found to be 0.729 thereby indicating that the sample taken for the process was adequate and confirmed the reliability of the data

Table 2: Frequency of going online for taking purchase decisions

	Always	**Very often**	**Sometimes**	**Rarely**	**Never**	**Total**
Search for opinions from product/ service experts	186	198	131	58	62	635
Search for the product/service on ratings websites	103	204	235	42	51	635
Search articles or blog posts about the product/service	102	228	223	60	22	635
Solicit opinions from friends/family added in your social networking site accounts	148	201	137	114	35	635

From the above table it can be interpreted that people sometimes search for opinions from product/ service experts and search for the product/service on ratings websites but they always search articles or blog posts about the product/service and take solicit opinions from friends/family added in your social networking site accounts

Table 3: Descriptive Statistics

	Mean	**Std. Deviation**
Search for product/service information on search engines/ company websites	2.01	1.151
Search for consumer/ user reviews	2.54	1.276

Search for opinions from product/ service experts	2.39	1.263
Search for the product/service on ratings websites	2.58	1.088
Search articles or blog posts about the product/service	2.48	0.985
Solicit opinions from friends/family added in your social networking site accounts	2.51	1.187

The above table shows that most of the respondents frequently search for consumer reviews, search for products and services on the rating websites and solicit opinions from friends for gathering information online on choice of products and services

H_{01}: There is no significant influence on the frequency of using the online sources for purchasing of products and services across the demographics.

Table 4: F-test ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Search for product/service information on search engines/ company website	Between Groups	26.220	3	8.740	6.778	.000
	Within Groups	813.679	631	1.290		
	Total	839.899	634			
Search for consumer/ user reviews	Between Groups	47.522	3	15.841	10.159	.000
	Within Groups	983.949	631	1.559		
	Total	1031.471	634			
Search for opinions from product/ service experts	Between Groups	68.221	3	22.740	15.221	.000
	Within Groups	942.702	631	1.494		
	Total	1010.923	634			
Search for the product/service on ratings website	Between Groups	13.974	3	4.658	3.990	.008
	Within Groups	736.600	631	1.167		
	Total	750.573	634			
Search articles or blog posts about the product/service]	Between Groups	8.245	3	2.748	2.860	.036
	Within Groups	606.331	631	.961		
	Total	614.576	634			
Solicit opinions from friends/family added in your social networking site accounts	Between Groups	20.362	3	6.787	4.909	.002
	Within Groups	872.356	631	1.382		
	Total	892.718	634			

Interpretation - The null hypothesis was rejected in all the cases indicating that there is a significant influence of the gathering information online on choice of products and services.

Table – 5: Online sources of information for making purchase decision

	Highly trustworthy	Trustworthy	Neutral	Less trustworthy	Not at all trustworthy
Friends added in your social networking site accounts	120	201	110	72	132
Family members/ Relatives added in your social networking site accounts	81	215	195	94	50
Colleagues added in your social networking site accounts	94	212	175	37	117
Experts having knowledge of the product/ service	110	193	175	81	176
Freelancers with large followers base	73	101	152	96	213
Forums/ Communities/ Fan clubs of the concerned product/ service	83	182	223	77	63
Product/ service company websites	102	204	183	81	62

The above table interpreted that people found their friends and added in their social networking site accounts most trusted among the various online sources of information for making purchase decision. On the another hand freelancers with large followers base were the least trusted among all the online sources of information.

Table – 6: Descriptive Statistics

	Mean	Std. Deviation
Friends added in your social networking site accounts	2.99	1.255
Family members/ Relatives added in your social networking site accounts	2.98	1.297

Colleagues added in your social networking site accounts	2.74	1.103
Freelancers with large followers base	2.83	1.412
Forums/ Communities/ Fan clubs of the concerned product/ service	2.97	1.15
Product/ service company websites	2.68	1.176

The above table states that friends and Family members/ Relatives added in the social networking site accounts are highly trusted by the respondents for taking opinions regarding the purchase of products / services.

H_{02}: There is a no significant influence of various online sources of information for making purchase decision among the demographics.

Table – 7: F test ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Friends added in your social networking site accounts	Between groups	136.245	3	45.415	25.419	.000
	Within groups	1127.392	631	1.787		
	Total	1263.638	634			
Family members/ Relatives added in your social networking site accounts	Between groups	66.451	3	22.150	19.834	.000
	Within groups	704.708	631	1.117		
	Total	771.159	634			
Colleagues added in your social networking site accounts	Between groups	178.415	3	59.472	42.242	.000
	Within groups	888.379	631	1.408		
	Total	1066.794	634			
Experts having knowledge of the product/ service	Between groups	105.187	3	35.062	25.673	.000
	Within groups	861.789	631	1.366		
	Total	966.976	634			
Freelancers with large followers base	Between groups	102.110	3	34.037	23.943	.000
	Within groups	897.030	631	1.422		
	Total	999.140	634			
Forums/ Communities/ Fan clubs of the concerned product/ service	Between groups	69.181	3	23.060	18.940	.000
	Within groups	759.730	624	1.218		
	Total	828.911	627			
Product/ service company websites	Between groups	98.664	3	32.888	26.657	.000
	Within groups	778.507	631	1.234		

	Total	877.172	634			

Interpretation - The null hypothesis was rejected in all the cases indicating a significant influence of the various online sources of information on the choice of products and services.

Table – 8: Online word of mouth facilitation for purchase decision

	Always	**Very often**	**Sometimes**	**Rarely**	**Never**
Automotive and transportation	224	114	82	109	76
Food and beverage	112	235	182	45	61
Electronics and household appliances	77	260	96	92	110
Health and beauty	121	263	156	52	43
Consumer packaged goods	117	206	216	78	18
Retail	105	166	196	125	43
Footwear and apparel	169	171	167	81	47
Sports, media and entertainment	126	153	177	125	54
Telecommunications	167	220	155	40	53
Financial and professional services	165	132	195	94	96

Table – 8: Descriptive Statistics

	Mean	**Std. Deviation**
Automotive And Transportation	2.52	1.421
Food And Beverage	2.46	1.149
Electronics And Household Appliances	2.13	1.374
Health And Beauty	2.58	1.094
Consumer Packaged Goods	2.51	1.018
Retail	2.26	1.151
Footwear And Apparel	2.53	1.218
Sports, Media And Entertainment	2.73	1.225
Telecommunications	2.64	1.177

Financial And Professional Services	2.43	1.235

Sports, Media and Entertainment, Telecommunications and health & beauty segments have highest mean indicating that most of the respondents felt that online words of mouth communication had the highest impact on the purchase decisions of the above mentioned products.

H03: There is no significant influence of the recommendation / service information available through online word of mouth communication on the choice of products and services segment.

Table – 9: F-test ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Automotive and Transportation	Between groups	178.531	3	59.51		
	Within groups	1101.932	631	1.746		
	Total	1280.463	634		34.08	0
Food and Beverage	Between groups	68.114	3	22.705		
	Within groups	769.612	631	1.22		
	Total	837.726	634		18.62	0
Electronics and Household Appliances	Between groups	24.014	3	8.005		
	Within groups	1172.875	631	1.859		
	Total	1196.888	634		4.306	0.005
Health and Beauty	Between groups	14.901	3	4.967		
	Within groups	743.99	631	1.179		
	Total	758.891	634		4.213	0.006
Consumer Packaged Goods	Between groups	65.346	3	21.782		
	Within groups	591.29	631	0.937		
	Total	656.636	634		23.25	0
Retail	Between groups	16.327	3	5.442		
	Within groups	823.799	631	1.306		
	Total	840.126	634		4.168	0.006
Footwear and Apparel	Between groups	7.43	3	2.477		
	Within groups	932.891	631	1.478		
	Total	940.321	634		1.675	0.171
Sports, Media and Entertainment	Between groups	68.05	3	22.683		
	Within groups	883.361	631	1.4		
	Total	951.411	634		16.2	0
Telecommunications	Between groups	70.811	3	23.604	18.46	0

	Within groups	807.041	631	1.279		
	Total	877.852	634			
Financial and Professional Services	Between groups	48.458	3	16.153		
	Within groups	918.739	631	1.456		
	Total	967.197	634		11.09	0

Interpretation -The null hypothesis was rejected in all most all the cases indicating that there is a significant influence of the recommendations and service information available through online word of mouth on the choice of products and services. But in case of footwear and apparels the null hypothesis was accepted indicating no significant influence.

Conclusion

The decision to purchase products/services is affected by information/recommendation/reviews received through online word of mouth, advertisement and other promotional activities. Online sources are frequently used for purchasing products, collecting information, word of mouth facilitation and making purchase decisions. The study attempted to reveal the consumers' perception when taking purchasing decisions and forming relationships with particular products/services and how they affected the marketers of various products while taking crucial decisions to sustain in the competitive environment. Online platforms have become a jaguar which directly/indirectly affects the company's performance and productivity thus organisations should focus on to market themselves by creating a positive influence on online communicators in this connected world.

Future scope/ limitations
The study has been conducted in different parts of the world but has not yet prioritised in India where the business sector has been growing exponentially since the past few decades. The study could provide better insights on relationship marketing which cements a bond of loyalty with the customers who could protect organizations from the inevitable onslaught of competition and other certain and uncertain factors which affect the growth and success of organizations.

References
Avery, C. R. (1999). The market for evaluations. *American Economic Review , 89* (3).

Bayón, F. v. (2004). The effect of word of mouth on services switching: Measurement and moderating variables. *European Journal of Marketing , 38* (9/10), 1173 - 1185.

brown, A. J. (2007). Word of Mouth Communication Within Online Communities :Conceptulizing the online social network. *Journal of Interactive Marketing , 21* (3).

Burgee, E. M. (2009). Social ties and online word of mouth. *Internet Research , 19* (1), 42-59.

Chevalier, J. a. (2006). The Effect of Word of Mouth on Sales: Online Book Reviews. *Journal of Marketing Research* .

D.Hoffman, T. (2013). eWOM and the importance of capturing consumer attention within social media. *Journal of Marketing Communications* .

Dwayne D. Gremler, K. P. (2001). Generating positive word-of-mouth communication through customer-employee relationships. *International Journal of Service Industry Management , 12* (1), 44 - 59.

E.Burgee, E. M. (2009). Social ties and online word of mouth. *Internet Research , 19* (1), 42 - 59.

Hennig-Thurau, T. G. (2004). Electronic Word-of-Mouth Via Consumer-Opinion Platforms: What Motivates Consumers to Articulate Themselves on the Internet? *Journal of Interactive Marketing* , 38-52.

Herr, P. M. (1991). The effects of word-of-mouth and productattribute attribute information on persuasion: An accessibility-diagnosticity perspective. *Journal of Consumer Research , 92* (5).

Ji Xiaofen, Z. Y. (2009, may). The Impacts of Online Word-of-mouth on Consumer's Buying Intention on Apparel: An Empirical Study. 024-028.

K.B.Murray. (1991). A test of services marketing theory: consumer information acquisition activities. *Journal of Marketing , 55* (1), 10 - 25.

Li, X. &. (2008). Self-Selection and Information Role of Online Product Reviews. *Information Systems Research* .

Norbert H. Meiners, U. S. (2010). The Renaissance of Word-of-Mouth Marketing: A 'New' Standard in Twenty-First Century Marketing Management?! *International Journal of Economic Sciences and Applied Research , 3* (2).

Park, D. &. (2008). eWOM overload and its effect on consumer behavioral intention depending on consumer involvement. *Electronic Commerce Research* .

Schindler, B. B. (2002). Expanding the scope of word of mouth:Consumer-to-consumer informations on the internet. *Advances in Consumer Research* , 428-430.

Xie, Y. C. (2008). Online Consumer Review: Word-of-Mouth as a New Element of Marketing Communication Mix. *Management Science , 54* (3), 477-491.

A study of success of digital marketing- A look at organization perception and adoption of Marketing Techniques

Mr. Sajeesh Hamsa

SCMS Pune, Symbiosis International (Deemed University), India

sajeesh.hamsa@scmspune.ac.in

Abstract

Organizations following a journey of digital change usually increase the possibility of short- to medium-term results and find further new opportunities in marketing brand strategies. This paper explores the broad spectrum of software technologies that form the digital marketing landscape. The various approaches businesses have implemented in different sectors and their validity. Even noting that digital strategy may not be appropriate for business and marketing creativity is the most embraced process. The use of content marketing, AI tools, automation and big data were explained.

Keywords: Digital marketing techniques, marketing automation, AI and marketing, entertainment marketing, business online marketing

Introduction

The fortune of many companies picking up market segments and rapidly increasing the use of Internet by the users and corporates, it has become essential that all establishments need an effective online existence to succeed as well as to certainly even continue to be a relevant competitor in real world market. (Chaffey & Ellis-Chadwick; 2019). Digital marketing effects very aspects of advertising starting from strategy to planning through the marketing mix, marketing communications and even customer actions to marketing research. (Chaffey & Smith; 2013). In the paper (Reza Kiani; 1998) mentions about the fast-growing attractiveness of electronic commerce and presence of several businesses on the digital market. The openings presented by this new setting are still to be explored. The paper talks about the space offered by the Internet world to dealers, vendors and consumers about a parallel platform to communicate to each other. His methodology reflects the Web as a mutual communication model in which various communication form takes place. (Zhu & Gao; 2019)

With the continuous growth of big data technologies and the progressive emergence of the digital society, marketing developments are developing in the retail sector. Satisfactory service to customers involve in understanding the needs of consumer, and that requirement make the firms to reconsider their marketing approaches in the digital sphere. The focus is also required from the

firms' perspective in adopting to digital marketing and social media to redress the limitations. (Tiago & Veríssimo; 2014).

New technology is evolving and is primarily the domain of early adopters and technologists. The technological progress is gaining a larger market share and is becoming more common, placing it on the marketing radar. (Ryan, 2016). Following the changing trends, the companies have their digital planner, leading digital executives, digital communication managers, digital budgeting managers, digital advertising managers etc. Major contribution remains in the culture of these organizations that leads to a willingness to take risk, prompt innovation activities, substantial contribution towards creating in house talent, and employing and promoting leadership. (Kiron and etal; 2016). However, globalization procedures, digitization, especially in the field of data and communication advances, influence the presence of new and evolving existing methods of relationship promote-on. (Aslam & Srivastav; 2018). Financial institutions using of digital communications can improve and connect with consumers more effectively and efficiently in bringing them closer to the offers. (Domazet and Neogradi; 2019) An integrated marketing strategy contribute to upstream online marketing helps ensure reliable, credible messages designed specifically for the target markets and organized to achieve maximum impact through specific channels. (Key & Czaplewski; 2017).

To achieve long-term sustainability among retailers, companies and consumers are using either information technologies or adjusting traditional marketing modes to accurately understand precise marketing resources for highly valued customers as well as building a new marketing mode. (Zhu & Gao, 2019). New technology-based marketing developments have major impact on approaches like marketing automation, where machine intelligence is used to eventually win a client and refine the search for potential prospects or manipulating huge amounts of "Big Data" to improve marketing automation overall efficiency and to obtain benefit from social networking sites. (Grossberg; 2016).

The researcher through this paper has tried to study the various forms technologies can be adopted in marketing strategies. The paper starts with the introduction, followed by extent literature review where the forms of digital marketing used at present is discussed. The paper concludes with the discussions and further research directions.

Theoretical Background- Use of technologies in marketing

In the existing spear of digital technological development, marketing campaigns that are being deployed by firms are likely to adopt as trends along companies in the coming years. Shifts in positional priorities considered to be serious by marketers to grow their business presence.
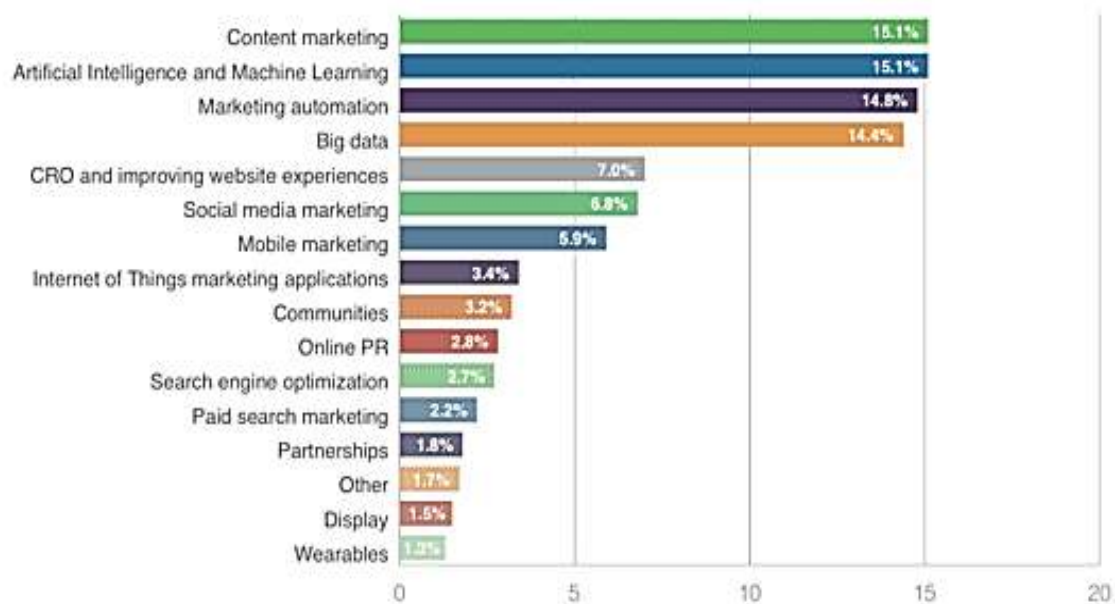
Source: smartinsights by by Dave Chaffey

## Content Marketing tools and Methods

An increasing number of large and small brand names engage in branding activity, also call it as content marketing. The very unique ingredient to content marketing is storytelling to attract and retain customers. (Pulizzi; 2012). Organizational processes to build productive, reliable and timely content to meet the demands of customers and the need to integrate content marketing with sales processes is a necessity in business process (Järvinen & Taiminen; 2016). The main component of online marketing is inbound marketing, and seen as natural marketing form that is related to the company's strong relationship with its potential clients or customers who have willingly shared their value in the brands or products of the company. The use of custom emails, blog posts, display advertising and social media are the methods adopted. (Patrutiu-Baltes; 2016).

Multimedia display advertising that provides gaming experience through instant messaging involves involves an Internet-connected game server and a device for online communication. The document for the game uses a sponsor's graphic and Web address. Sponsor earns for the cost of getting the game to Web users, so the benefactor can advertise on the game client for their goods or services. (Stehling; 2004). Branded entertainment, more of a composite message that brands use to create content for entertainment. Well into the near term, the use of branded entertainment is set to rise considerably; branded entertainment is seen as one of the the most effective tool for generating customer interaction and awareness. (De Aguilera-Moyano & etal; 2015). Content marketing is cost effective and important. Email seems to be the most widely used tool for customer relationships and an adaptable tool too. (Nikunen & etal; 2017).

The adoption of AI tools

One can envision astounding things when modern promotion meets advanced AI. The innovative progresses of Artificial Intelligence (AI), the Internet of things (IoT) and Robotics, has significant impact on trends in marketing. Several manufacturing companies are looking for limiting investment funds through mechanized and automated generation forms that both reduce labor costs and brings increased efficiencies in production. Technological advances and the coming of applications and arrangements with their phenomenal impacts and new outcomes compel marketers to press ahead with the bend of knowledge (Grewal & etal; 2020)

For example, AI in recruitment process finds that, AI within the enrollment handle have a notable effect on the likelihood of right candidates carrying out the till the final completion of all process involved. Anxiety is usually illustrated when AI is part of the recruitment process, uncomfortableness does not truly impact the execution of job applications and therefore companies do not have to devote fund either to cover up their use of AI or to minimize the uncomfortableness of potential candidates (Van Esch & etal; 2019). In entertainment industry AI recommends films and TV programs for multiple members of your family given past desires, current social circumstances and emotional experiences in real time. Technologists gives the right hidden knowledge around the corner when advertisers use artificial intelligence to gather, analyze and function unprecedentedly on details about viewers (Turow; 2018).
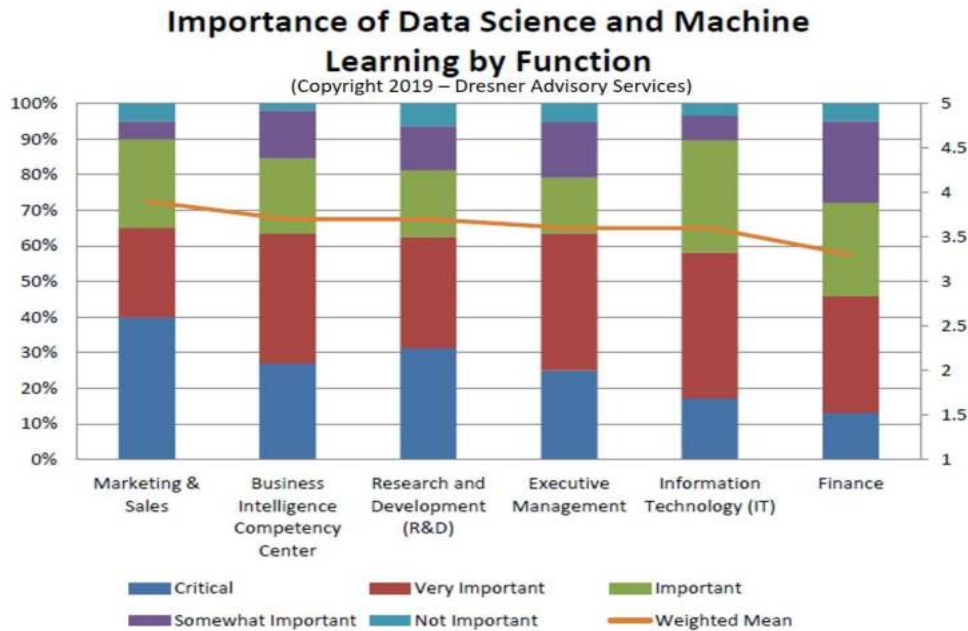
Source : enterpriseirregulars

Dressing in outfits based on similar principles of colour, texture, form and so on can have a significant impact on appearance, like trying to look taller or shorter, as well as demonstrating personal styles. AI based models like generative adversarial network (GAN) brings efficacy as

opposed to several state-of - the-art approaches (Liu & etal; 2019). In the areas of product design where rapid prototyping and quick validation required in the development phase, AI helps in enormously reduce waste. AI transfers accurate data and information on the availability, condition and accessibility of goods and products that makes it possible to track and facilitates remote servicing as well as possibilities for reuse, re-manufacture and repair (Ghoreishi & Happonen; 2019).

Marketing automation using big data

The value of any client service management or a personalized user application path is based on the efficiency and ingenuity of deployed marketing automation techniques. The architecture of self-learning systems may achieve a greater degree of adaptability for instance, using input from previous campaigns, it is possible to design application which independently adapts to the conditions of the marketing campaign. (Heimbach and etal; 2015). Data-driven along with informative Internet marketing platform may provide marketing strategists to adopt different marketing campaigns for different groups of people. Resulting in cutting the operating costs and boosting online advertising conversion rates (Yuan; 2019).

The present business climate introduces more alternatives than ever to quantify the success of marketing efforts. Simultaneously are vulnerable to continuous changes, as a consequence of the introduction of marketing automation technologies. Approaching towards taking marketing responsibility and presenting the functions of marketing automation within the companies, provide an outline of the effect of marketing automation software implementation on marketing performance output. The implementation of automation process leads as a powerful instrument for growth, flexibility and accountability. (Fernandes; 2019). The Big Data exploration technique is used to carry out market research through data mining to develop an international marketing campaign. Big Data mining method, it is possible to determine and judge the possible price pattern on the marketplace, thus providing companies with a decision-making basis for risk avoidance. (Hui; 2018)

Software innovations techniques use in wearable's

The wearable marketability is primarily due to three recent developments in miniature sensor technology, telemetric transfer and cloud service storage of private information and less power consumption. Trends in fitness or health and training are the segment where wearable tech exist to be number one trend from the period of its introduction. Wearable technology offers the opportunity to accumulate a massive amount of personal data and thereby opens up the possibility of big data research and analysis. (Sperlich, & Holmberg; 2017). The device consist primarily of android tablets, apple watches and mobile accessories, the extension of which contains a variety of different innovations based on new feedback and engagement styles. (Caporusso and etal; 2019)

The best placement techniques for wearable can be achieved by various combinations that information on identity of the customer and the desirability of the device. Self-image flexibility

seems to be more inclined to be encountered with multi-functional product lines. Investing capital in implementing technological advances (both practical and ergonomic) in comparison to mono-functional goods may be beneficial on big brands. Data management platforms (DMPs) provide advertisers with ' corporate control over all their customer and marketing data. Through collecting and storing data on people from a wide range of digital and physical outlets. Brands can also base their decision to undertake product-licensing choices on the principle of constellation congruency. (Montgomery and etal; 2018)

Discussions

Big technology firms, in cooperation with consumers and at a steady pace, seek great goods and approaches. From more oriented towards customized online marketing to focus on live video and online advertising. These developments are on the rise and will definitely change the way digital marketing is actually done. Augmented reality gives consumers a feeling of being solely visual-based anywhere, and such system enables to digitally put clients in front of the real products without even having to physically experience it. Online marketing also offers a wide range of options for innovative brand building like the willingness to use the product in relation to advertising campaigns or links to community-based brand-building platforms along with posts on social media which may further push marketing. Excessive use of smart bots by businesses at international events is expected to help businesses recognize and individually meet potential client requirements. Organizations following a journey of digital change usually increase the possibility of short- to medium-term results and find further new opportunities in marketing brand strategies.

References

Aslam, M., & Srivastav, A. K. (2018). Analyzing the effect of marketing digitization on business processes and consumer behaviour. International Journal in Management & Social Science, 6(5), 162-169.

Caporusso, N., Walters, A., Ding, M., Patchin, D., Vaughn, N., Jachetta, D., & Romeiser, S. (2019, July). Comparative User Experience Analysis of Pervasive Wearable Technology. In International Conference on Applied Human Factors and Ergonomics (pp. 3-13). Springer, Cham.

De Aguilera-Moyano, J., Baños-González, M., & Ramírez-Perdiguero, J. (2015). Branded Entertainment: Entertainment content as marketing communication tool. A study of its current situation in Spain. Revista Latina de Comunicación Social, (70).

Domazet, I. S., & Neogradi, S. (2019). Digital Marketing and Service Industry: Digital Marketing in the Banking Industry. In Managing Diversity, Innovation, and Infrastructure in Digital Business (pp. 20-40). IGI Global.

Fernandes, M. A. (2019). Accountability in marketing: the impact of marketing automation processes in the measurement of marketing activity performance (Doctoral dissertation).

Ghoreishi, M., & Happonen, A. (2019). New Promises AI Brings into Circular Economy Accelerated Product Design: Review on Supporting Literature. ICEPP 2019, 12.

Grewal, D., Hulland, J., Kopalle, P. K., & Karahanna, E. (2020). The future of technology and marketing: a multidisciplinary perspective.

Grossberg, K. A. (2016). The new marketing solutions that will drive strategy implementation. Strategy & leadership, 44(3), 20-26.

Heimbach, I., Kostyra, D. S., & Hinz, O. (2015). Marketing automation. Business & Information Systems Engineering, 57(2), 129-133.

Hui, Z. (2018, September). Analysis of International Marketing Strategy Based on Intelligent Mining Algorithm for Big Data. In 2018 11th International Conference on Intelligent Computation Technology and Automation (ICICTA) (pp. 261-264). IEEE.

Järvinen, J., & Taiminen, H. (2016). Harnessing marketing automation for B2B content marketing. Industrial Marketing Management, 54, 164-175.

Key, T. M., & Czaplewski, A. J. (2017). Upstream social marketing strategy: An integrated marketing communications approach. Business Horizons, 60(3), 325-333.

Kiron, D., Kane, G. C., Palmer, D., Phillips, A. N., & Buckley, N. (2016). Aligning the organization for its digital future. MIT Sloan Management Review, 58(1).

Liu, L., Zhang, H., Ji, Y., & Wu, Q. J. (2019). Toward AI fashion design: An Attribute-GAN model for clothing match. Neurocomputing, 341, 156-167.

Montgomery, K., Chester, J., & Kopp, K. (2018). Health wearables: ensuring fairness, preventing discrimination, and promoting equity in an emerging Internet-of-Things environment. Journal of Information Policy, 8, 34-77.

Nikunen, T., Saarela, M., Oikarinen, E. L., Muhos, M., & Isohella, L. (2017). Micro-Enterprise's Digital Marketing Tools for Building Customer Relationships. Management (18544223), 12(2).

Patrutiu-Baltes, L. (2016). Inbound Marketing-the most important digital marketing strategy. Bulletin of the Transilvania University of Brasov. Economic Sciences. Series V, 9(2), 61.

Pulizzi, J. (2012). The rise of storytelling as the new marketing. Publishing research quarterly, 28(2), 116-123.

Sperlich, B., & Holmberg, H. C. (2017). Wearable, yes, but able…?: it is time for evidence-based marketing claims!. Br J Sports Med, 51(16), 1240-1240.

Stehling, M. (2004). U.S. Patent Application No. 10/357,581.

Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother? Business horizons, 57(6), 703-708.

Turow, J. (2018). AI Marketing as a Trojan Horse.

Van Esch, P., Black, J. S., & Ferolie, J. (2019). Marketing AI recruitment: the next phase in job application and selection. Computers in Human Behavior, 90, 215-222.

Yuan, G. (2019, April). Development and Implementation of Internet Marketing System Service Architecture Based on Big Data. In 2019 11th International Conference on Measuring Technology and Mechatronics Automation (ICMTMA) (pp. 537-541). IEEE.

Zhu, G., & Gao, X. (2019). Precision Retail Marketing Strategy Based on Digital Marketing Model. Science Journal of Business and Management, 7(1), 33.

Books

Chaffey, D., & Ellis-Chadwick, F. (2019). Digital MARKETING STRATEGY, IMPLEMENTATION AND PRACTICE, Seventh Edition.

Chaffey, D., & Smith, P. R. (2013). eMarketing eXcellence: Planning and optimizing your digital marketing. Routledge.

Reza Kiani, G. (1998). Marketing opportunities in the digital world. Internet research, 8(2), 185-194.

Ryan, D. (2016). Understanding digital marketing: marketing strategies for engaging the digital generation. Kogan Page Publishers.

Webiology

https://www.dentistrytoday.com/news/todays-dental-news/item/627-adopt-new-digital-marketing-strategies-for-success-in-2016

https://www.enterpriseirregulars.com/143063/state-of-ai-and-machine-learning-in-2019

https://www.lindseya.com/digital-marketing-strategies/

https://www.netscribes.com/emerging-technologies-in-marketing/

https://www.smartinsights.com/managing-digital-marketing/marketing-innovation/business-critical-digital-marketing-trends/

Challenges & Prospects of Digital Marketing in Promoting Business Opportunities for Heritage Tourism with Special Reference to India

Dr. Yogesh Pisolkar,
Assistant Professor,
SCMS Pune, Symbiosis International (Deemed University), Pune
yogesh.pisolkar@scmspune.ac.in

Dr. Navendu Chaudhary,
Associate Professor,
SCMS Pune, Symbiosis International (Deemed University), Pune

Ms. Ananya Sharma,
SCMS Pune, Symbiosis International (Deemed University), Pune

Ms. Sakshi Kararia
SCMS Pune, Symbiosis International (Deemed University), Pune

ABSTRACT

The paper starts with some very important statements underlying the importance of Cultural and Heritage Tourism. It also signifies the facts of cultural tourism to boost the self-esteem and satisfaction of local community people, mainly concerning India. Present-day role of digital marketing in the tourism sector. It tries to assess the problems and concerns of digital marketing in promoting business opportunities for cultural and heritage tourism in the Indian context. It is the Authors' experience that regular participants in Workshops & Heritage Walk conducted by Indian Heritage Academy (IHA), New Delhi, India, and Indian National Trust for Heritage and Culture (INTACH), Pune Chapter, India, and Heritage India Communications Private Limited Pune, India, were largely conditioned as active supporter of Pune and surrounding region. The authors in the last part of the paper would like to suggest some solutions to integrate various stakeholders in this digital era to meaningfully promote India's Cultural and Heritage Tourism.

Introduction

In India, heritage tourism has been growing steadily in recent years. People view heritage as our connection to the past. In an increasingly globalized world, Indians are looking towards their long and diverse past to hold their communities and identities together. The vast array of monuments, the natural phenomenon as well as cultural aspects such as dance, folk art, and craft, language and songs take on an immense fascination for urbanized modern Indian population and foreigners alike. This lure is its economic significance (Chhabra 2006). It has the potential to generate great economic benefits for host communities. The difficulty in realizing its potential is in its marketing, i.e., the lure is always proportional to the extent to which the monument is well known.

A recent example, "Shaniwar Wada" in Pune, was prominently featured in the movie "Bajirao – Mastani," which greatly enhanced its appeal. The promotional activity thus plays a major role in creating demand for heritage tourism. The paper examines the nature and status of demand generation concerning heritage tourism.

The prevalence of information and communication technologies has made it possible for Tourism and Hospitality SMEs to market their business digitally (Hausmann and Weuster, 2018). In contemporary society, digitization is the new method for preservation, education, and access to Heritage sites. Businesses can develop the commercial promotion of cultural heritage as a successful business model with possible niches, like cultural tourism, in the digital services market. Things in India are picking up in the recent past. One of the befitting examples is "Chokhi Dhani- Rajasthani Village Fair & Dining." Apart from booking tickets, visitors can check out the site map, events, activities, pictures on their website (Chokhi Dhani Rajasthani Theme Wedding food thali in Pune) or Medical Tourism in Kerala are some successful initiatives to promote local culture and heritage. However, there are very few exemplary initiatives in the Indian context. In draft national tourism policy 2015, the Government of India is proclaiming to significantly & meaningfully promote rural tourism and marketing. Market research will be one of the main agenda. But from the observations and experiences, authors would like state Policy, Frameworks and Action Plans need to be site specifically designed with the involvement of local people when the government is targeting rural tourism. Building local community peoples' skills is the biggest challenge.

Marketing of Heritage Tourism

Marketing for heritage tourism is concerned with identifying and promoting an appropriate target for the tourists. The real challenge in heritage tourism is the inability to change the target/heritage of the customer's desire. The minor additions can enhance the customer experience by adding better facilities in and around the heritage, but it is still limited in scope. There, one needs to balance the need for the provision of facilities against the preservation of experience attributed to the heritage. Therefore, the marketing strategies must incorporate the

education of customers to the importance of the said heritage (Rialti et al. 2018). In today's world, digital technology can harness a viable and cheap marketing strategy that can be both decentralized and localized.

Digital marketing is the process of promoting products and services using digital media, particularly through the world wide web (ROOTS 2009). It is instrumental in creating a tighter bond with tourists and helps identify the segment of the population that is more likely to be your potential customers. In comparison, traditional marketing practices are costly and inflexible. With digital marketing, you can adjust on the fly and build more efficient networks involving all the stakeholders. Digital marketing is also a very efficient tool for managing resources and budgets. (Misiura, 2006) In digital marketing, it is imperative to incorporate your knowledge about your customers who are visiting your region. You can identify the platforms commonly used by them, such as social media platforms or use of websites or specific apps, etc. The digital marketing techniques, however, have their challenges:-

Challenge 1

The traditional marketing practices were overly reliant on word of mouth publicity which results in slow penetration of the market and fragile connectivity. Advertisement in print media or television is very expensive and thus remained out of reach for most heritage attractions. Many state governments are involved in marketing heritage as tourism destinations such as the Government of Madhya Pradesh or Government of Kerala, but the advertisements lack the specifics or the information needed for the tourists to make the decisions or travel plans. Again, most people have to rely on word of mouth publicity of their friends or relatives or rely on tour operators. Digital marketing could have proved instrumental here, but until now, especially up to the end of 20th Centaury, the digital infrastructure of India was not inclusive of the people at the Bottom of the Pyramid (BoP) as network and internet connectivity had not reached the general population. As a result of it, the sea of opportunities, mainly digital marketing that lies in the Heritage Tourism sector's promotion, was a virgin for them.

Challenge 2

In India, cultural heritage is too focused on a single monument and does not involve the cultural influences it has created in the surrounding region. It also fails to garner any support to build associated cultural activities that complement the monument itself. While digitally marketing of heritage tourism, India has focused only on the site itself. Very few promotional activities are about this associated diverse range of cultural activities that tourists can indulge. *Prior Tourist Awareness* through digital marketing about such activities can greatly affect tourist motivation to visit a place, and it will also influence the duration of the stay at Heritage sight. The current breed of tourists, especially those below the age of 40, are more focused on the experience than the monuments.

Challenge 3

In cases where digital marketing exists, there is a digital divide between the operators and the creators of digital platforms. It is not easy for small business owners or locals to use these platforms due to a lack of training / comfortable in the use of such technology. In India, the websites of tourist attractions often found to contain outdated information, which leads to a lack of trust in the people for digital tourism platforms such as websites. The most notable example is the fact that the Chilika lake in Odisha was closed for tourists in November 2019 due to the expected cyclone "Bulbul" not being updated on their website, and tourists were being sent back after reaching the lake. The websites are clumsy unattractive and not designed in a customer-friendly way. The website themselves are passive pages and needs promotion through search engines or social media platforms. Such initiatives are sorely lacking.

Challenge 4

One of the reasons for lackluster online presence is the lack of creation of good visual content. Pictures and video content will enhance the experience of visiting heritage attraction. If there is a festival associated, it needs to be timely promoted, so that people can arrange to attend. In such cases, content creation is vital.

Challenge 5

In the Indian context, the tourism industry is quite fragmented. It lacks the mechanism to integrate various stakeholders like government officials, local community, academicians, consultants, tourism experts, hotel and motel owners, etc. The lack of integration proves a major hurdle to take collective responsibility to digitally market & build a sustainable business model & action plan for the promotion of local heritage and culture in most of the cases.

Challenge 6

With all the technology now available, people are more interested in virtual entertainment than real-world experiences. They would prefer watching a television show than to explore a new fort on a mountain. The marketing strategies lack the enthusiasm required to capture the attention of these said millennials.

Challenge 7

Stakeholders are using very limited platforms for the marketing of heritage sites. People only know about these sites if they directly search for it. The content lacks the promotion that is required to make people aware of the stories behind these historical sites.

In light of the above said challenges following suggestions are proposed:-

Solution 1

In 2015 the Government of India launched the "Digital India" campaign to empower the country digitally. The objective was to ensure the Government's services are made available to citizens electronically by improving the online infrastructure and enhancing internet connectivity. Tourism is a key sector under the Digital India campaign; grass root level plans to build the capacity gram panchayat administration, including local community people, should be made to digitally empower people & market heritage tourism to the local people as a lucrative business option. Until and unless the system is unable to take into its folds, the local people, sustainable heritage tourism will not be a success.

Solution 2

Digitally marketing the place should include glimpses of peripheral cultural activities. In the case of Konark Sun temple, the digital advertisement should also inform tourists in brief about the light and sound show, the interpretation center, and local arts and crafts available for sale and the historical Chandrabhaga beach just 3.6 km away. All this information provided in the promotional video will have a profound impact on prospective tourists.

Solution 3

The competent authority must understand that the internet and electronic media can only reap the benefits of marketing, and tourist communication is up-to-date, relevant, and agile. The whole purpose of digitally marketing and communicating with tourists is defeated when the data is stale as it is useless and often misleading for the tourists. The only and best solution for this challenge is to routinely and systematically post information, notices, guidelines, etc. on the website to keep the user interaction as smooth as possible.

Solution 4

Digital media creation is much cheaper and easier with the latest technology. Local NGOs working in the heritage sector can help build content. A governmental agency such as respective state tourism departments, the archeological survey of India, etc. can provide support.

Solution 5

The integration of various stakeholders should facilitate good digital content creation. If every stakeholder pools their respective resources, it will add significant value to the tourism prospects. One can obtain help from local NGOs or Educational institutes for training on the creation of digital content and promotion on social media. Platforms such as Facebook or Twitter provide easy and quick access to a wide range of possibilities concerning connectivity and branding. Researchers have observed that the e-governance platform to be very useful in integrating the stakeholders (Paskaleva-Shapira, 2008).

Solution 6

We need to change the way we do heritage marketing. It needs to be more emotionally attractive; for example, it should not just state facts; it should tell stories in a way that people cannot stop reading until the story is over. It should be appealing and inviting.

Solution 7

Multiple platforms are very useful in digital marketing, for which there are various websites available that allow the content creator or manager to manage multiple platforms at once. There should be pop-up advertisements and promotions on content on the most popular social media sites.

Conclusion

Heritage Tourism is evolving in India. With the advancement in Information and Communication Technology (ICT) lot of new opportunities are now available even for rural markets. Local people can integrate various stakeholders to improve their livelihood meaningfully by digitally holistically marketing their region. However, there is a need for education, training, capacity building of local people. Here, Government with appropriate site specifically designed policy, framework & action plan can help local community people. No doubt, it is a mammoth task but is achievable in modern-day development planning.

References:

Andrea Hausmann, Weuster, A. H. (2018). Possible marketing tools for heritage tourism: the potential of implementing information and communication technology. Journal of Heritage Tourism, Volume 13, 2018 - Issue 3.

Deepak Chhabra (2010), Sustainable Marketing of Cultural and Heritage Tourism, Routledge Critical Studies in Tourism, Business and Management, 1st ed. ISBN # 0415777046

Krassimira Paskaleva-Shapira, José Azorín &Aline Chiabai (2008), Enhancing digital access to local cultural heritage through e-governance: innovations in theory and practice from Genoa, Italy, Innovation: The European Journal of Social Science Research Volume 21, Issue 4: E-INCLUSION AND E-GOVERNMENT – CHALLENGES AND POLICIES.

Draft National Tourism Policy, Government of India (2015)

ROOTS (2009), IO3 – How to Promote Cultural Heritage Tourism, Erasmus+

Riccardo Rialti, Lamberto Zollo, Cristiano Ciappei, Marica Laudano (2016), DIGITAL CULTURAL HERITAGE MARKETING: THE ROLE OF DIGITAL TECHNOLOGIES IN CULTURAL HERITAGE VALORIZATION, Global Marketing Conference at Hong Kong Proceedings: 1062-1063.

Shashi Misiura (2006), Heritage Marketing, Butterworth-Heinemann, Elsevier Ltd, 0-7506-6318-9

Digital Story Telling using TPACK Model: A Case

Olive Nerurkar,
Associate Prof, Symbiosis International (Deemed) University
olive.nerurkar@scmspune.ac.in

Abstract

With classroom engagement becoming important, teachers are faced with the choice of adopting changes to the curriculum, pedagogy and technology. Digital story telling offers the option of combining all three in a holistic manner. This integration has been encapsulated in the TPACK model offered by researchers. The research paper discusses digital storytelling, the TPACK model and the application using a case study. The application covers the methodology followed using the digital storytelling through project based learning using the TPACK Model and the implications for teachers.

Keywords: Digital storytelling using TPACK, Digital storytelling Case, student engagement.

Introduction

Digital story telling offers the potential of combining curriculum, pedagogy and technology in a holistic manner with numerous student benefits like active engagement, development of skills and developing the student as a person. The integration of the three elements in the TPACK model offered by past researchers holds the key to success in using digital storytelling meaningfully in a classroom situation making learning fun, exciting and exhilarating.

Digital technology is being used worldwide in the educational systems. The paper focusses on teaching learning as one of the core functions which happens as a part of the education services offered. Most teachers will agree to the fact that traditional classroom teaching is getting challenging as the younger generation attention span is shrinking and technology engages them for most part of the day. If classroom teaching can capitalize on using technology, reaching a rather disengaged student group will be possible. Technology can bridge the differences and build a common platform for interaction, dialogue, and learning and enhanced outcomes.

The technologies that can be used are digital cameras, personal computers, and smartphones, apps, video channels, scanners, and easy-to-use media software, platforms for publishing, social media sites. Research studies on the impact of new technologies in the educational sector have proven to be promising as far as enhanced student learning and active engagement is concerned.

Since student engagement is necessary for active class participation, the use of educational technology is becoming an imperative. Digital storytelling can be viewed as an effective approach which draws on technology to meaningfully engage students in learning. However, lack of teacher knowledge and expertise and lack of aptitude to experiment with different pedagogies may prove

to be barriers. The TPACK model helps the teacher assemble the best solution given the objective and outcomes planned.

This paper aims at sharing the experience of creating a course using digital storytelling with the TPACK model (Mathew, Mathew and Mishra, 2009). The paper briefly covers the TPACK framework, its strengths and possibilities and shares an experience used in digital storytelling with the framework to enhance student learning. In a Human Resource subject taught at the undergraduate level final year students had the opportunity to engage in digital storytelling as it related to the field studies undertaken by them. Informal feedback suggested enriched learning and active engagement of students.

The study suggests that digital storytelling can help in creating exciting and engaging learning spaces. The student curiosity is aroused as he/she is encouraged to explore real world problems on the journey to become a HR consultant. It is both a novel experience and achieves enhanced learning because of utilizing all five senses of the student. Since this approach has the potential to enhance student engagement it was adopted for final year students.

Literature Review

Literature review covers: digital storytelling, benefits of digital storytelling, genres of storytelling, elements of digital storytelling, the TPACK as a framework.

Digital story telling may best be described as narrating a personal story with the use of digital technologies like audio, images, video etc (Armstrong, 2003). These stories can be published for consumption and comments of others. The possibility of getting feedback makes a strong case for digital storytelling in student learning. Digital storytelling as a student learning tool encourages thinking, creativity and allows for widespread transmission of their stories of learning.

A few formats of digital storytelling have been identified (Garrety, 2008). Among the formats used are conveying personal stories in traditional formats as narratives, narrative stories of learning experience, narratives about projects, narrations of stories of self-reflection and so on.

Traditional storytelling covers stories that student relate to their life experiences. This develops a keenness to explore oneself beyond the realm of canned knowledge and prompts them to relate to their own selves. Stories of learning encourage them to use already available information and develop knowledge about concepts and frameworks and learn from other persons published work and convey the same in a story format. Project-based learning using storytelling focuses on grappling with real-life problems that require one to suggest a pragmatic solution. Project based learning conducted in groups encourages students to grapple with real life situations and problems, collaborate with others in generating meaningful solutions and convey their stories in a digital way giving rise to an opportunity for others to comment and apply different perspectives. Narratives on social justice and culture issues can also form basis for highlighting the issues and get student to explore the systemic changes required. Practitioners can use digital storytelling as a tool for reflecting and assessing their own experiences and changing them depending on their effectiveness. (Garrety, 2008)

Benefits of Digital Storytelling

Brown, Bryan & Brown,2005 refer to the skills digital storytelling builds as 21st century skills since it develops multiple literacies in creating, accessing and critically evaluating information and knowledge. Digital storytelling offers numerous benefits to students: student communication skills are improved, media literacy improves, students develop initiative and self-direction, multiple perspectives into subject matter are developed, and teamwork opportunity is provided if it is a group assignment.

Digital storytelling as a tool is as instructive as for a teacher it is for student. A teacher can incorporate this as a pedagogy by creating digital storytelling learning tools. Students gain a lot more from using their creativity skills in storytelling as well as conveying the story through the use of multimedia. Students have the opportunity to share their work and gain feedback from others making social learning possible. Since the media used in Digital Storytelling is rich it appeals to students endowed with different learning capacities, styles and preferences, promotes collaboration when the assignment is completed in groups, and instills personal ownership for the learning and the feeling of accomplishment.

Digital Storytelling serves teachers and students equally well. Teachers in particular who are keen on changing student learning experiences, gaining student engagement and creating exciting learning spaces benefit the most. Student who are keen curious and love to learn by immersing in experiences gain the most. The curriculum therefore needs to be designed such that both have a role. The teacher can show a few previously made stories and encourage students to think about opportunities to use the same in their assignments.

The structural elements of Digital Storytelling are useful to build digital stories. The seven elements identified by The Center for Digital Storytelling in Berkeley, California (https://digitalstorytelling.coe.uh.edu/page.cfm?id=27&cid=27&sublinkid=31) are a case in point that can help in developing meaningful stories as they cover structure and style. However, the elements can be used flexibly depending on the requirements.

The TPACK model (Mathew, Mathew and Mishra, 2009) brings together subject matter expertise and knowledge of the teacher, teacher's experience with various pedagogy and teachers ability to use technology. This framework enriches Shulman's concept of pedagogical content knowledge by combining educational technology for greater impact.

The TPACK framework covers three bodies of teacher knowledge (Content, pedagogy, and technology) as a set of interacting mechanisms. The interaction of these bodies of knowledge helps produce knowledge flexibly by successfully integrating educational technology used in teaching. A teachers' subject matter expertise, experience of the methods of teaching and learning when blended with educational technology can enhance and encourage better student learning. (Refer Figure 1 for the diagrammatic representation of the TPACK model)
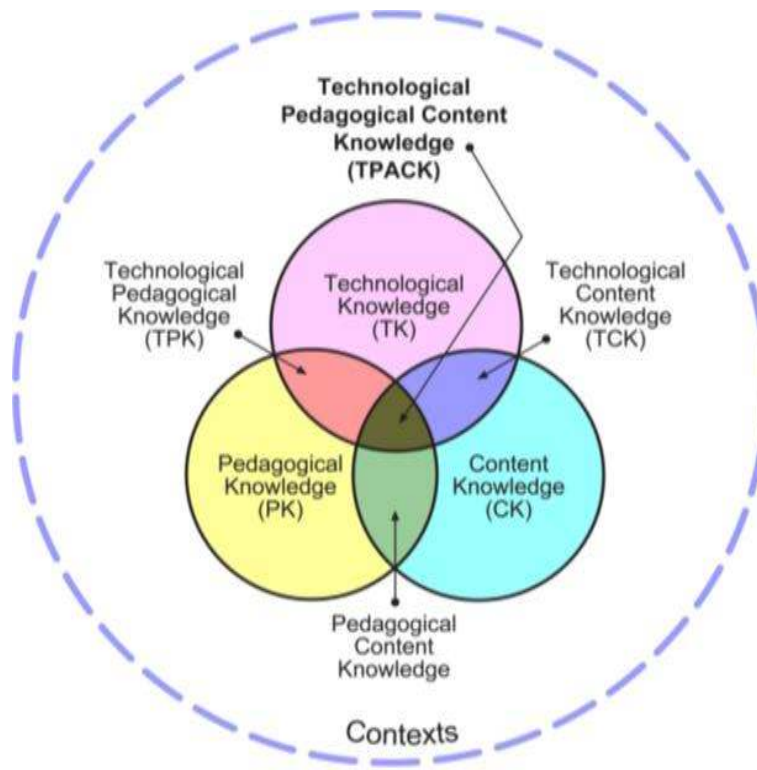
Figure 1: Depicts the TPACK Model. Reprinted from: "What Is Technological Pedagogical Content Knowledge? by Judi Harris Matthew, J Koehler Matthew, Punya Mishra, 2009

Digital Storytelling using TPACK Model for Teachers: A case Study

The strength of TPACK is that it is dynamic and ever changing. Knowledge is not finite and is always expanding and hence it's a dynamic repository: updated, changed, modified, revolutionized and occasionally disrupted.

Technological Knowledge is moving at a faster pace than Content knowledge. Getting around it is challenging. Here technology knowledge / Skills updating is important. Similarly, for Pedagogical Knowledge there a better and more effective ways of teaching and learning. If a healthy interaction is required to create new knowledge or experiences in students all the above need to be considered necessary. If the three parts of TPACK are well knit it can become an effective basis for teaching with technology.

Working at the interactions of all three for improved outcomes and results have to be clearly strategized by the teacher and the organization. Versatility in all three cannot be achieved without proper skill set offered to a teacher.

Methodology: For the purpose of the study students were encouraged to convey their idea and story through meaningful video audio clip which did all the communication. They were told not to make

an oral presentation but use the video to convey the field study findings. They were free to choose two or three key findings and make a digital story of 10 minutes.

Keeping the course objectives and level of student in mind a teacher can stimulate interest in the topic. While a teacher has content knowledge and pedagogical knowledge as these according Shulman (1987) are critical to teacher expertise there may be a lack of knowledge about technology and its possibilities.

That there is a huge potential to capitalize on new forms of media that are both useable for enriching pedagogy and enhancing active student engagement should be recognized.

Case Study

In the Human Resources class all students were encouraged to convert field projects undertaken into short storytelling videos which covered the topic in brief, the students point of view, the key field research findings in some detail in a narrative form, recommendations to the organization and salient aspects of the student's journey in becoming a HRD consultant. The digital stories were published on google classroom. The students of each group also posted quizzes for other student teams to take and teams were encouraged to comment on the digital stories online. The feedback suggests the student enjoyed the digital storytelling project based learning and were highly engaged

Some drawbacks were   knowledge sharing leads to copying of material especially if the assignment has received positive feedback. Further course prerequisites should be specified like subject knowledge from previous courses taught which are linked to the current course.

How Did TPACK Help?

Content knowledge was present with Teacher and students during the course were provided adequate content knowledge. The Pedagogy chosen was a field study (referred to as digital storytelling project based learning) involving data collection on validated Human resource instruments like: Big five, OCATAPCE, Egograms in Transactional Analysis. One of the studies was on Personality profiles of successful vs not so successful sales people in an electronic store in the city. Another consisted of mapping senior managers' egograms in a large construction company. Transactional Analysis Egograms were mapped to understand how they dealt with the staff.

Implications

Success in Digital Storytelling using TPACK rests on a three legged stool: Knowledge about content, pedagogy and technology for educational use. When a course is built on conceptual aspects only it may be difficult to obtain high student engagement levels. So the courses must specify prerequisites i.e. to use project based learning some prior knowledge of the subject matter from courses taken in the past is necessary. A conceptual course is likely to meet with limited success. Field work should be ideally tied to project based learning

Conclusion

TPACK emphasizes a three-way interaction between the parts identified as contributors to the core of teaching and learning and digital storytelling enables one to harness the power of all three in constructive ways. Teachers can tap TPACK as a resource to generate ideas for teaching which may be encapsulated in the structure of digital storytelling. Once the teacher articulates the learning outcome for students a digital storytelling path can be chalked out. Teachers must learn to flexibly navigating the three spaces in knowledge generation. Thus, teachers need to develop fluency in formulating effective solutions to deliver learning outcomes. TPACK can be successfully used with digital storytelling to create meaningful learning.

References

Armstrong, S. (Ed.). (2003). Snapshots!: Educational Insights from the Thornburg Center. Thornburg Center.

Brown, J., Bryan, J., & Brown, T. (2005). Twenty-first century literacy and technology in K-8 classrooms. Innovate: Journal of Online Education, 1(3).

Garrety, C. M. (2008). Digital storytelling: An emerging tool for student and teacher learning. Digital Repository@ Iowa State University, http://lib. dr. iastate. edu/

Koehler, M., & Mishra, P. (2009). What is technological pedagogical content knowledge (TPACK)?. Contemporary issues in technology and teacher education, 9(1), 60-70.

The 7 Elements of Digital Storytelling https://digitalstorytelling.coe.uh.edu /page.cfm?id=27&cid =27&sublinkid=31

Shulman, L. S. (1987). Shulman, Lee S.," Knowledge and Teaching: Foundations of the New Reform," Harvard Educational Review, 57 (February, 1987), 1-22.

Social Media as a Recruitment tool-A study of the concept, practices and theoretical framework

Nikhil Chabbra
SCMS Pune, Symbiosis International (Deemed University), Pune
nikhil.chhabra@associate.scmspune.ac.in

Rudri Mehta
SCMS Pune, Symbiosis International (Deemed University), Pune
rudrimehta2000@gmail.com

Prof Nehajoan Panackal
Assistant Professor,
SCMS Pune, Symbiosis International (Deemed University), Pune
Nehajoan.panackal@scmspune.ac.in

Abstract

Millennials are predicted to make up three fourths of the global workforce in the future years. This generation is significant and different from the older generation due to their presence during the complete overhaul of our society and tectonic shifts taking place in the tech sector. Their expectations, needs and requirements are completely different from those of previous generations. In the past few years internet and social media has taken over every aspect of our lives. The millennial generation has been one of the biggest drivers of this rapid expansion. Social media is one of the most effective tools as it holds the power to generate awareness about causes and form relationships. An average millennial spends a significant portion of their day on a social networking site. In the paper, the researcher has tried to establish a study on how employers can effectively use social media to recruit employees that are the right fit for their vision, mission and culture. The researcher has tried to highlight practices of employers to attract prospective employees to apply for vacancies in the company. The research methodology used is secondary data collected via analytics reports, articles and research papers. The effective use of social media is also analyzed by the use of multiple case studies. The study is significant as it contributes to understanding social media and practices adopted by the human resource department to attract potential talent.

Keywords: Social Media, Recruitment, Strategies, Millennials, Talent.

Introduction-Talent Acquisition

Employees are an important aspect of an organization. For an organization to prosper and achieve effectiveness, it is important to have the right pool of talent. Employees who are competent, motivated are important. Talent is valuable, rare and hard to substitute. They have a major role in achieving goals and objectives of the company. For organizations to achieve their vision, self-driven, high potential staff is a must. (Boštjančič & Slana, 2018). Organizations that have realized this and have started focusing on hiring talent have a better competitive edge over the others. (Ployhart, 2012) The starting point to achieve this is the entry of high potential into the organization through a process of talent acquisition. Talent acquisition has gained a lot of importance; organizations are investing a lot of time and effort to get in the right fit to the organization. Broadly speaking, the process has two major aspects: attracting talent to apply for a vacancy and screening-shortlisting to arrive at the ideal candidate best suited for the job. (Turban & Greening, 1997). The early stages of attracting potential are crucial. There is a vast ocean of jobs and opportunities available for potential recruits today; it becomes important to have a strategic edge over competitors to attract talent. (Aiman-Smith, Bauer, & Cable, 2001).Researchers in the past have spoken about talent management as an area of concern, hence there is a need to improvise and focus on the talent acquisition strategy. (Srivastava & Bhatnagar, 2008). To overcome this challenge, organizations have started adopting innovative recruitment strategies to acquire talent. (Gatewood, Gowan & Lautenschlager,1993).

Social Media, human resource management and its increasing importance

Technology has changed the manner in which people interact now days. The role of technology in our day to day lives is rapidly developing. A result of this is the birth of social media. Social media platforms such as blogs, microblogs or e networks have transformed the manner in which we interact with others and have also influenced the process of information sharing. (Picazo-Vela, Gutiérrez-Martínez, & Luna-Reyes, 2012). Social media has become an integral element for the 21st-century business to capitalize on. There are new avenues for sharing ideas, promoting discussion. (Eren & Vardarlıer,2013). From a business perspective, it has defined a new way to connect and engage with customers, employees, future prospective employees and other stakeholders (Chan and Guillet, 2011; Kumar, Bezawada, Rishika, Janakiraman & Kannan, 2016). Hence to be successful, it is important to understand this usage among the different key players. In order to sustain in the long run organizations have to align all their functions with social media and derive benefits.

The human resource department is a crucial part of an organization. Millennials are predicted to make up three fourths of the global workforce in the future years. This generation is significant and different from the older generation due to their presence during the complete overhaul of our society and tectonic shifts taking place in the tech sector. Their expectations, needs and requirements are completely different from those of previous generations. Social Media has gained importance across the globe so much so that it has become a lifeline for users drastically impacting the GEN Y or Millennial Generation (Kaplan & Haenlein, 2010). The growing

interaction this generation on social media sites has driven organizations to leverage these channels to their advantage. Actions around this include attracting applicants to apply for vacancies in the organization, employee engagement, employee communication and development. Organizations have started embracing social media so that employees perceive them as innovative and open to change. (Doherty, 2010). This perception helps to build the corporate character, culture and reputation. (McKinsey Quarterly, 2009). An aspect of the HR function is recruitment, wherein job seekers are encouraged to apply for vacancies. The potential recruits psychologically engage with the organization before considering joining. They look out for employer information through various social media platforms. Platforms such as LinkedIn, Pinterest, and Twitter are constantly being monitored to get an image about the employer. (Doherty, 2010; Singh & Sharma, 2014). Employers on the other hand have made the best use of social media which has become their corporate advocate and brand ambassador. (Agresta & Bonin, 2011).

Social impact theory as a supporting theory

Social impact theory proposed by Latane & Nida, 1980; Latane & Wolf, 1981 discusses interpersonal influence and group behavior. According to the theory, the influence depends on social status, psychological distance,the number of people in the group and social influence. The theory has links to persuasion and obedience. Social impact is the variety of changes in feelings, motives and emotions, cognitions and beliefs, values and behavior, that occur in an individual due to imagined presence of other individuals. (Latane, 1981). This theory is used to understand the underlying reasons why the millennials like to be associated with social media and are greatly influenced by it.

Research Question and Objectives of the study

The current research articles attempts to address the following two research questions
Research Question 1: How does Social Media impact HR practices such as Talent Acquisition?
Research Question 2: What are the practices adopted by the HR department to infuse social media and talent acquisition?
Based on the research questions, the following two objectives were derived for the study
- To understand the influence of social media in talent acquisition
- To understand the social media practices used by companies to attract talent

To address this, the paper begins with an introduction to social media and HR practices, followed by a section on theoretical background where employer branding and targeting competencies are discussed along with influencers. Based on the literature, a model is proposed and discussed. Company practices are explained and the paper concludes with limitations and scope for further research.

Theoretical Background- A deeper look at Social Media and HR concepts

**Employer Branding and Social Media**

Branding is defined as a person, group or an organization effectively associating itself with one or more core fundamental values with the intention of "cashing in" on the brand value established to drive some sort of action. Branding principles application to the field of human resource management is employer branding. (Backhaus & Tikoo,2004). Sullivan in 2004 discussed employer branding as a long-term strategy used to a firms benefit to create awareness, perceptions and impressions about the organization in the minds of prospective of employees. Traditional methods of recruitment involving job boards and employment fairs are less effective to attract talent. They are producing far more individuals who are far less qualified for positions, and can now be supplemented with channels that are largely free and reach a more targeted talent pool (Madia,2011). These developments point to the fact that these methods are becoming redundant by the day and the recruitment process is ripe for disruption. Organizations have started effectively branding itself as the "place to be" through Social media. One proven effective manner to do so is through employer branding. Under this approach the organization does not go out actively seeking talent, what it does is it uses the reach and the freedom in terms of the format of the content to comprehensively outline the vision of the Company and the impact it is having on the world. This approach is entirely dependent on the realization that people in general and millennials specifically are looking for meaning in their jobs, they'd like to leave behind a legacy for the generations to come. Chhabra & Sharma in 2014 studied employer branding strategies and channels for promoting employer attractiveness. Some of the practices of employer branding include creating content that is contextual to the platform. The core values of an organization will remain the same regardless of the platform they are presented on, but the style of communication needs to differ from platform to platform. Nuances like the formal nature of LinkedIn, the visual nature of Instagram and the conversational flow of twitter need to be taken into account. Following a long-term approach .Companies use social network in building a long-term online community for sourcing talent-one that is more targeted and serves both proactive and responsive recruiting purposes. (Madia, 2011). For companies' employer branding is a powerful tool to line up talented pool of candidates willing to add value to their organization.

Capability targeting
The concept of targeting capability, which studies platforms that can look at a segmented and talent specific market (Targeted Recruiting, Direct Employers Association), is a recent phenomenon that takes advantage of the specificity of social media websites and their ability to target consumers according to factors such as their interests, education, expectations, lifestyle, etc. (Andrews, 2012). One of the biggest advantages of targeting capability and social media recruitment is that it allows organisations access to low prevalence and hard to reach populations in isolated areas with potential candidates for jobs (King, DeLongis & O'Rourke, 2014).

Over 92% youth around the world use social media regularly and 63% of the millennial population use social media platforms to communicate with brands and companies regularly, including usage of these to search for job opportunities (Rai, 2012). Social media sites such as Facebook and Instagram offer innovative means to reach potential candidates such as directed advertisements based on online interest, increased visibility through brand campaigns and online data entry for interested candidates, saving recruitment costs for the company (King, DeLongis & O'Rourke, 2014).

Social media recruitment is relevant to organisations in this age due to its reach and effective cost saving techniques. Traditional sources of recruitment are uneconomic in terms of cost, can attract the wrong set of candidates and restrict organizations to only a particular band of consumers and potential recruits. Social media recruitment is therefore the most effective method of recruitment in this day and age for organizations. An extreme example is the Islamic State – with a base of around 20,000 recruits since 2011, 20% of this number consists of foreign nationals recruited through the use of social media and targeted advertisements of the organization and the attractions it offers (Gates & Podder, 2015).
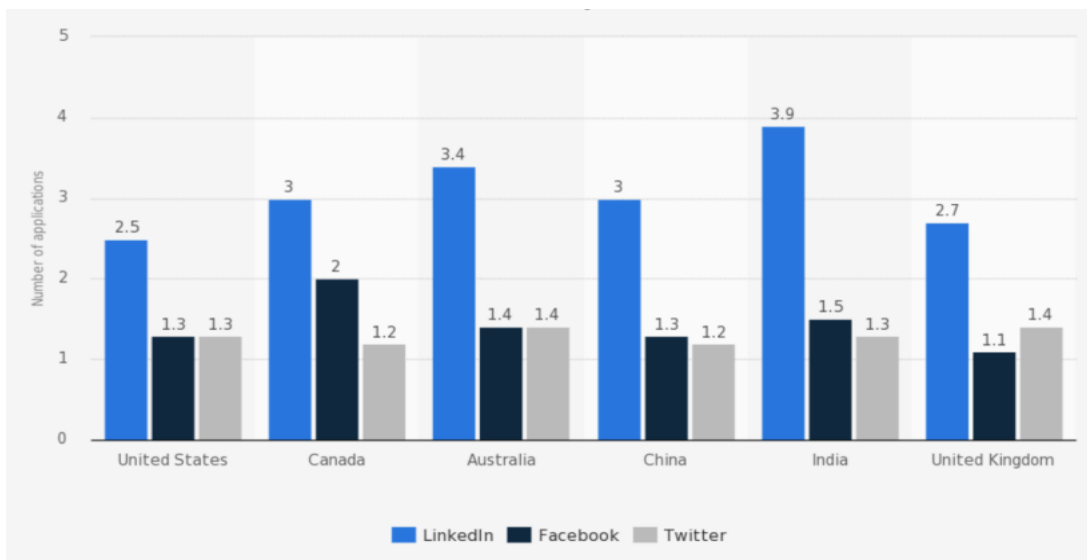
Figure 1: Average number of applications per job post on social media by country   Source: Bullhorn, Statista 2015

When it comes to social media recruitment, there are multiple platforms and multiple ways to do the same, the more popular ones being LinkedIn and Facebook. India in specific has large numbers on both, with the percentage of applications in response to social media posts more than the USA and China on all three platforms of social media – LinkedIn, Facebook and Twitter – due to the large online presence of Indian youth and a growing emphasis on use of platforms to solve all problems identifiable. Visibility, reach and attraction are all increased through use of social media sites to advertise jobs and companies. Social media recruitment consists of a variety of methods, techniques and specifically targeted campaigns that also boost visibility and brand name of companies. These are strategies designed and used by companies on a regular basis to promote a variety of things, including new opportunities, boosting company reach and visibility to potential candidates.

Generally speaking, targeting capability in social media recruitment, although mainstream and often saturated in particular markets and types of jobs, is a complex and strategy based system of 'push' and 'pull'. Broadly, these are the two main divisions as under types of recruitment strategies. 'Pull' refers to the use of directed, specific and straightforward advertising of job opportunities in a market of users actively looking for jobs and other paid work. It is a simple and committed task of pulling in previously interested individuals – using sites such as Craigslist, which has an already existing wide base - and generally more cost effective as well. The 'Push' method on the other hand, uses tactics involving putting out recruitment offers to a

wide data base of potential candidates that do not have to be actively seeking jobs. This is a more expensive and slower process, albeit resulting is a diverse number and type of applicants. Push targeting also increases the organisation's familiarity and ability to stick in viewer's minds, using platforms such as Google AdWords (Antoun, Schober ,2016). These two wide strategies have their own set of benefits and limitations, fitting differently for different audience types and companies.

There are various sites and companies completely dedicated to social media recruitment or having efficient methods for the same. Facebook, with a usage base of around 1.49 billion people, is a social media platform often used by a variety of recruiters. The social media site uses a method known as Lookalike Audiences – the company offers to build companies a new database of interested customers and candidates on the basis of the customers already a part of the company's dedicated user base. Facebook creates a list of common characteristics and features of employed individuals and matches that with all the potential candidates aligning with the same on Facebook (Longamore, 2016). In 2014, Twitter released a similar service on its site for companies looking to market their products or market their company and the opportunities it offers to employees (Rajeck, 2014). Lookalike audiences are a set way to reach out to those similar to a company's employed personnel in a bid to effectively systemize recruitment. The strategy increases the targeting capability of companies using social media recruitment, logically connected those already in the organization to those who might perpetually or possibly want to take up the same opportunity.

Another method popularly used for publicizing research responses and questionnaires floated out by organisations is Snowball Sampling, also used as a prerequisite social media recruitment method. This method derives statistical inferences from the various aspects of relationships in a given population (Goodman, 1961). What this means is that snowball sampling effectively targets a few potential candidates and then encourages them to share the same with others of the same kind/known relations having similar qualifications or needs in terms of recruitment. Snowball sampling assumes that there is an existing database/network of qualified candidates who would want to benefit from the opportunities provided (Dusek, Ruppel &Yurova, 2015).

This is one of the most effective methods for recruitment because of its effectiveness in connecting to a hard-to-reach population, for example floating surveys and job applications to rural populations using a platform such as Facebook – which has a large Indian base, the highest number of youngsters in any country on the social media site – and providing incentives using the same to share it with other individuals having the same need for opportunities. Snowball sampling effectively takes advantage of social groups and communities to get maximum candidates for recruitment, hence increasing the targeting capability of companies, especially in untapped populations.

Ultimately, what is important is marketing the company well, reaching out to the right set of candidates, tapping into the right platforms best suited to the organization and, most importantly, deciding the company's objectives beforehand so as to streamline and make efficient the process of recruitment.

Influencers

Social media influencers (SMIs) represent a new type of independent third-party endorser who shape audience attitudes through blogs, tweets, and the use of other social media. Although some scholars appear to view SMIs as competing, possibly hostile voices (Gorry & Westbrook,

2009).Influencers can micro influencers, small influencers, big influencers, macro influencers or celebrity influencers depending on the number of followers that they have. (Chernev, 2015). The investment on influencer marketing has gone up from $500 million to an estimated to be $6.5 billion as of 2019. (Source: Influencer Marketing Hub)

Figure 2: Graph of Amount invested in influencer marketing over the period of years
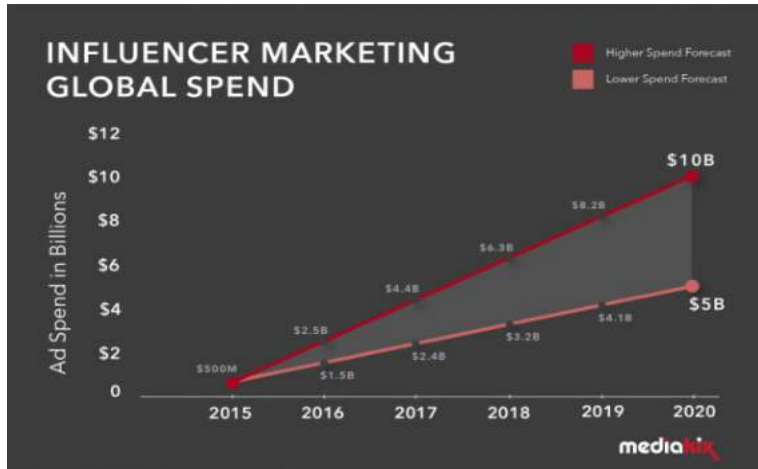
(Source- Mediakix)

A further study of the trend shows that an average influencer charges in the range of $1000 for every 100,000 followers they have the amount may vary depending on a variety of factors such as the number of deliverables, the allotted time frame and the agreed upon usage rights. The rise of micro-influencers as an effective marketing channel.Micro influencers are everyday people who through their unique communication style and niche content have managed create a substantial following for themselves (5000-25000 followers). Multiple companies have used strategies where they utilised multiple micro influencers instead of using one or two celebrity influencers. This was done because statistically influencers have a higher engagement rate and the average person finds their content more relatable. Employers have understood this and have targeted micro influencers for their branding strategies. Messages proclaimed by social media influencers are often perceived as more reliable and compelling to consumers, and have been substantiated by 82% of followers' polls, in which consumers are reported to be more likely to follow their favorite influences' recommendations (Talaverna 2015)

Proposed Model
Talent acquisition is a function that includes human resource planning, recruitment and selection. Through the paper, the researchers have tried to propose a model of the influence of social media on HR practices such as recruitment. Figure 1 illustrates the proposed model. A description of the same has been done in the section on results and discussions.
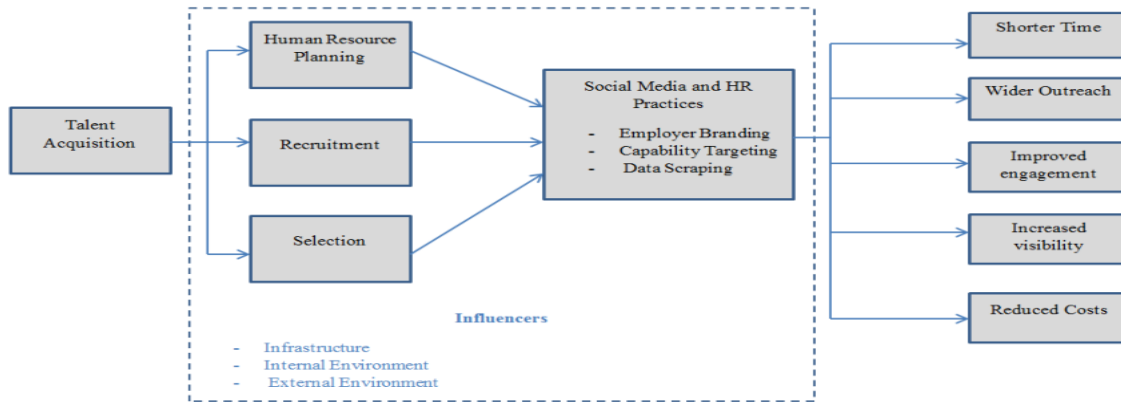
Figure 3: SMATA Model- Social Media and Talent Acquisition model (Authors contribution)

Discussions

Talent management is a concept that has found its way in a lot of HR related discussions, to be successful in talent management, it is important to first focus on talent acquisition. The people in an organization are its most central part. Human Resource Management is the process that helps create an environment where employees develop, thrive, and fulfil both personal and organizational goals. Technology has changed the expectation, perception and space in which work force today and the future workforce will work. There is need for HR to recognize this and adapt and modify practices accordingly. The new and evolved HRM process needs to a balance of extremes that is it should be rigid enough so that it withstands the rapid changes in the society. It should be flexible enough so that it does not become redundant with time. The model depicts that in order to achieve this, it is necessary to have an internal environment conducive for growth. Social recruiting is recruiting candidates by using social platforms as talent databases or for advertising jobs that are open in organisations. Usage of social media to recruit has been a much utilised method by pioneer companies for years, with the current state of social media recruitment being that 85% of companies prefer it to traditional forms (Society for Human Resource Management). Social media recruitment is different from other modern day methods of recruitment - such as online, global and mobile recruitment – in that there is effective targeting of both active and passive job seekers. Increased visibility of a company, its opportunities and the competitive advantages it offers to the potential and employed personnel increases the effectiveness of recruitment (Harver,2019). The policies should focus on adopting social media in various portfolios. The culture of organization should support technology intertwined linkages in talent acquisition. Appropriate infrastructure that supports processes such as data mining, data warehousing, data scraping is necessary. A study of the changes in the external environment such as changes in technology, socio cultural aspects is also necessary. Employer branding, targeting capabilities, data scraping have been identified as the strategies that companies use to identify talent and attract these talent to apply for the company. Keeping up with the changing times, the HR department has been using marketing strategies to sell their job offers (Price, 1996). The traditional recruitment process was lengthy, time consuming and dependent on a number of external parameters. Social media in recruitment will help to improve the quality of the applicants who apply for the vacancy; it will give a larger scope to reach out to future recruits.

For the first time job seekers social media would assist in brand building and would help to generate interest to apply for the job. The process is ongoing; hence it would also assist in creating a database with aspirant and prospective employee details.

Current Practices

A look at practices at Tesla

Tesla is a modern-day energy company founded in 2003. It has become a household name due to the being at the cutting edge of electric car, sustainable energy and battery technologies and its co-founder and CEO Elon Musk who commands a "cult-like" following on twitter. The company is expanding at a very rapid pace it has gone from employing 200 employees in 2010 to 48,817employees as of 2018 (Macrotrends.net). Last year, Tesla received nearly 500,000 applications for just 2,500 open positions. That means the chances of getting a job at Tesla is just 0.5 percent, making the sustainable car manufacturer more exclusive than any college in the world (CNBC-how to land a job at Tesla, Abigail Hess). In a world where experts are constantly predicting a shortage of sophisticated technical talent, Tesla can't hire fast enough (Monster.com, Mack Gelber). For a company that spends no Dollars on marketing this is nothing short of a miracle. This inflow of top tier talent into Tesla can be attributed to the following factors:

1. The company understands the social media behavior of its target audiences. It took a page out of Steve Jobs's playbook and started live streaming the unveil of its products where the products were showcased and "macro vision" of the company to accelerate humanity's shift to renewable and sustainable energy which not only made a tesla the car to own for very millennial that wanted to contribute to the environment but also the company to work for every millennial engineer that wanted to have a positive impact on the world.

2. The understanding of the amplification capability of social media by Elon Musk: Elon Musk currently has over 30 Million Twitter followers that is more than most A-list actors and athletes around the world. The reason he holds this level of influence is two pronged-he is genuinely a generational talent striving to provide the best consumer experience and he realizes that when he showcases these abilities online it brands him as somebody top tier talent wants to work with and for.

3. The Understanding of the Nuances of the Platform: Elon never runs out of content to put out is because he takes time to listen before commenting or tweeting, whether it is answering a technical question or a meme poking fun at himself his content is always relevant because he has a deep understanding of the conversational nature of twitter. (Gorry & Westbrook, 2009).

Limitations and Scope for Further Research

The study has been restricted to the study of secondary data that has been published in journals of repute, the study can be further extended to validate the model. It will help define the potential employee anticipations and would help organizations orient their staffing to meet the needs of the employable talent pool.

References

Agresta, S., & Bonin, B. B. (2011). Perspectives on social media marketing, course technology, a part of cengage learning.

Aiman-Smith, L., Bauer, T. N., & Cable, D. M. (2001). Are you attracted? Do you intent to pursue? A recruiting policycapturing study. Journal of Business and Psychology, 16(2), 219-237.

Andrews, C. (2012). Social media recruitment. *Applied Clinical Trials*, *21*(11), 32.

Boštjančič, E., & Slana, Z. (2018). The Role of Talent Management Comparing Medium-Sized and Large Companies–Major Challenges in Attracting and Retaining Talented Employees. *Frontiers in Psychology*, *9*.

Chan, N. L., & Guillet, B. D. (2011). Investigation of social media marketing: how does the hotel industry in Hong Kong perform in marketing on social media websites?. *Journal of Travel & Tourism Marketing*, *28*(4), 345-368.

Doherty, R. (2010). Getting social with recruitment. *Strategic HR review*, *9*(6), 11-15.

Dusek, G. A., Yurova, Y. V., & Ruppel, C. P. (2015). Using social media and targeted snowball sampling to survey a hard-to-reach population: A case study. *International Journal of Doctoral Studies*, *10*, 279-299.

Eren, E., & Vardarlıer, P. (2013). Social media's role in developing an employees sense of belonging in the work place as an HRM strategy. *Procedia-Social and Behavioral Sciences*, *99*, 852-860.

Gatewood, R. D., Gowan, M. A., & Lautenschlager, G. J. (1993). Corporate image, recruitment image, and initial job choice decisions. Academy of Management Journal, 36(2), 414-427.

Goodman, L. A. (1961). Snowball sampling. *The annals of mathematical statistics*, 148-170.

Kaplan, A. M., & Haenlein, M. (2012). Social media: back to the roots and back to the future. *Journal of Systems and Information Technology*, *14*(2), 101-104.

King, D. B., O'Rourke, N., & DeLongis, A. (2014). Social media recruitment and online data collection: A beginner's guide and best practices for accessing low-prevalence and hard-to-reach populations. *Canadian Psychology/Psychologie canadienne*, *55*(4), 240.

Kumar, A., Bezawada, R., Rishika, R., Janakiraman, R., & Kannan, P. K. (2016). From social to sale: The effects of firm-generated content in social media on customer behavior. *Journal of Marketing*, *80*(1), 7-25.

Latane, B., & Nida, S. (1980). Social impact theory and group influence: A social engineering perspective. *Psychology of group influence*, 3-34.

Latané, B., & Wolf, S. (1981). The social impact of majorities and minorities. *Psychological Review*, *88*(5), 438.

Picazo-Vela, S., Gutiérrez-Martínez, I., & Luna-Reyes, L. F. (2012). Understanding risks, benefits, and strategic alternatives of social media applications in the public sector. *Government information quarterly*, *29*(4), 504-511.

Ployhart, R. E. (2012). Personnel selection: Ensuring sustainable organizational effectiveness through the acquisition of human capital. *The Oxford handbook of organizational psychology*, 221-246.

Singh, K., & Sharma, S. (2014). Effective use of social media for talent acquisition and recruitment. *International Journal of Intercultural Information Management*, *4*(4), 228-237.

Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, *40*(5), 253-260.

Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. Academy of Management Journal, 40(3), 658-672

The Advantages of Using Technology in Human Resource Training and Development

Cyril Reynolds

SCMS Pune, Symbiosis International (Deemed University), Pune

cyril.reynolds@associate.scmspune.ac.in

Abstract

Technology is a massive part of today's world. Nearly all companies and corporations in every corner of the world use technology in one form or the other. Advancements in enterprise technology have helped business to streamline and automate multiple business operations. Transaction processing, customer relationship management and resource planning are a few examples of how much technology has changed and streamlined business processes over the years.

Statistics show that there has been an increase of 2.932 billion internet users in the last decade. Therefore, there is room for technology to streamline multiple other business processes, one of which is employee training. Technology in employee training is thus defined as the use of technological tools such as audio-visual imagery, gamified software and massively open online courses, amongst others, to assist the process of employee training. With companies becoming further decentralized every day, the need for technology-infused employee training is increasing. The use of techniques such as gamification, massively open online courses and AR/VR provides companies with multiple benefits which include greater quality control, an increase in employee satisfaction, employee retention and workplace efficiency. Studies conducted by Talent LMS Research shows that employees feel 89% more productive and 88% happier when their workplace training is gamified. However, the same study shows that 43% of employees have never noticed gamification in their workplace training. This suggests that there is significant room for improvement.

Companies such as Kahoot, Mindflash, Udemy and Skill Pill have capitalized on the opportunities proposed by technology-driven employee training and developed a suite of products and services that have already been heavily implemented. According to statistics and research performed by Kahoot, over 97% of all Fortune 500 companies use Kahoot in their employee training.

This paper seeks to highlight the possible scenarios where technological tools could be infused with existing HR training protocols to yield better results. It also seeks to highlight the exact benefits of each form of infusion by using secondary statistics from firms such as Statista and TalentLMS Research, amongst others. The paper seeks to elucidate on the various successful methods by which technology has already been implemented in training protocols. Lastly, this paper seeks to explain the possible applications of technology-driven training and its advantages.

Introduction

The practice of developing and training the human resources of a company is extremely old, perhaps even as old as the concept of education. On examining the history and stories behind the evolution of education, we find that the earliest instance of education is the use of survival-driven learning, which was taught by primitive humans to ensure greater survivability of the human race during the age when they were exposed to the elements and organisms of nature. This was followed by the influence of religious beliefs; classical works of art and literature on formal education. Thereafter, education began to be influenced by war and military strategy which caused major changes in the landscapes of scientific and technical education, so as to fulfil the demands of scientific and technological warfare. This was succeeded by job skills training and the era of science-driven management techniques brought about by the Industrial Revolution. Following that, the phenomena of military-like leadership development programs based on WWII practices along with formal training of workplace teams became the norm. Finally, the most recent evolution in the field of formal education took place, which was the development of individuals, organizations and communities for work-related motives and an increased focus on the holistic development of humans rather than turning them into single-purpose units of the workforce. **(Swanson & Torraco, 1995)**

With new technological advancements occurring at a rapid pace, it has become imperative for HR teams to ensure that the knowledge and abilities of their workforce are abreast with the evolving technologies. The existing methods of training and development used by companies have undergone immense changes in the past decade. Gone are those days when workplace training was characterised by paper-and-pen learning sessions conducted by supervisors within the workplace. With the major strides that technology has made in the past few years, workplace training can now be programmed to occur on the trainee's demand and at a time and place of their choosing **(Kraiger & Ford, 2007).** With the advent of technologies like gamification, massively open online courses, virtual reality and augmented reality, workplace training has become increasingly interactive, immersive and personalized. The practice of training and developing human resources has grown out of the limited spectrum of tasks and objectives that it was assumed to have included. It is now viewed as a tool used in promoting overall team efficiency and morale as opposed to the earlier vision of it being a tool used for individual employee improvement. Apart from that, the concept of training and development in the 21st century also motivates organizations and businesses to achieve a competitive advantage through collective and collaborative learning. **(Noe, Clarke, & Klein, 2014)**.

Even though the effectiveness of pre-2010s techniques of training and development have been tried and tested, they possess a myriad of flaws that drive them closer to obsoletion every day. One of those major flaws is the lack of scalability. As the firm grows larger, it becomes increasingly

difficult to facilitate the same quality of information exchange on larger scales. With globalization being one of the main goals of companies around the world, it becomes increasingly vital to devise training strategies and regimens that will allow every overseas subsidiary of the company to maintain the same levels of quality as the parent branch. It will also assist HR managers in maintaining a unified and singular corporate culture in all branches of the company, irrespective of linguistic, social and developmental barriers.

Apart from this, another flaw is the logistical challenges it poses. The use of primitive knowledge-sharing tools such as printed worksheets, booklets, physical lectures by trainers, etc. dramatically increase the company's training and development expenditure. The maintenance of security for confidential training material(s) through the use of brick-and-mortar infrastructure such as safety deposit boxes, manpower security, vaults, etc. also result in a profound increase in the training and development expenses. Apart from the logistical challenges, the use of paper, plastic and other non-biodegradable materials also result in a large carbon footprint.

The efficacy and retention of the knowledge imparted through trainers in physical classrooms is also experiencing a decline due to the decline in average human attention spans and slower paces of learning. According to the United States National Institute of Health, the average human attention span has decreased by 15 seconds since the year 2000, to a dismal figure of 8.5 seconds. **(National Institutes of Health, NA)**. This implies that the training and development imparted upon the global human workforce must be interactive enough to promote greater knowledge retention.

All of these points are paving the way for a radical change in the way HR managers and teams perform training and development activities. One of the most viable solutions for these problems is technology-infused workplace training practices. These practices involve the use of tools such as gamification, massively open online courses, collaborative sharing, individualized training, virtual and augmented reality to modify existing training programs so as to decrease costs, increase knowledge retention and increase workplace efficiency. It also involves the use of tools such as data analytics, online surveys, certification exams and other review systems to test employee retention and efficacy of training.

The total training and development expenditure incurred by companies in the United States for the year 2018 was approximately $87.6 billion out of which 34% was spent on procuring new technologies and equipment **(Training Mag, 2018)**. This shows that companies are increasing their investment into newer, evolving technologies to ensure the delivery of high-quality, bespoke and relevant content to the learner. Investing in the right kind of training and development tools for a company's workforce is crucial in ensuring efficient usage of resources as well as ensuring high retentivity of applicable knowledge amongst the trainees.

The objective of this paper is to elucidate the concepts, highlight the advantages as well as the disadvantages (if any) of three major technologies that are currently trending in workplace training:

- Gamification
- Massively Open Online Courses (MOOC)
- Virtual and Augmented Reality (VR/AR)

Literature Review

Human Resource Development (HRD) is formally defined as a process by which the workers, employees and other skilled labour of an organisation or business are assisted in a consistent and organized manner so as to (i) acquire or hone the skills necessary to carry out various activities that are associated with their present or expected future roles; (ii) develop their inborn abilities as individuals as well as discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, teamwork and collaboration among subunits are strong and contribute to the professional well being, motivation and pride of employees. (Rao, 2003). HRD is also defined as a series of organized actions performed within a given time window and intended to inculcate and bring about change in the behaviour of the employees, whereas (Desimone, Werner, and Harris, 2002) reflect the modern application of HRD as a group of systematic and planned activities fabricated by a company to provide its employees and workers with the opportunities to learn necessary skills and abilities to live up to current and future requirements that their occupation and/or designation might pose.

(Society for Human Resource Management [SHRM], 2002) states that there are two primary operators of change in HR: technology and talent management. There are two factors in which change in HR processes depend upon; technology and talent supervision. Innovations in the field of technology will radically alter and revolutionize the manner in which business processes are performed and accomplished, including the processes that comprise HRD. Humans have been witness to path-breaking technological marvels in the past decade. With the advent of technologies like 4G, 5G, Internet of Things and Cloud Computing, amongst others, the concepts and methodologies involved in training, teaching as well as developing trainees and employees have undergone an evolution. A majority of the tools used by companies in their employee training programs today are a result of the culmination of multiple path-breaking technologies, resulting in a tailor-made suite of applications that streamline employee training and boost trainee knowledge retention. This suite of applications may be collectively referred to as 'e-learning applications' in the industry. (Selvan, 2015) stated that training in virtual classrooms using e-learning applications

allows HR managers to guide and teach numerous employees rapidly as well as to evaluate their improvement through digitized testing applications. (Horton, 2000) put forward the argument that e-learning might be the most radical discovery to transform education technology since the invention of the chalkboard.

One of the main advantages of e-learning applications is that it allows trainees to learn knowledge that is specific to their level of understanding in a self-paced course format. This allows the trainee to access the knowledge portal at a time and place of their convenience, thereby increasing learners interest in the course. The trainee's retentivity of the knowledge is also much higher since he/she can easily revisit complex concepts within the portal at the trainee's demand. Research has explicated that e-learning grants greater flexibility, effectiveness and comfort for learners in addition to decreased expenses as compared to those incurred in executing traditional education techniques (Salas, DeRouin, & Littrell, 2005; Welsh, Wanberg, Brown, & Simmering, 2003). The teaching and workplace instructors fraternity is divided on the topic of whether or not to rely on technology for training. Some researchers argued that web-based instruction is advantageous because it allows the trainers and trainees to exploit the benefits caused by increased customization, versatility, and learner control (Hiltz & Wellman, 1997; Salas et al, 2005). However, the researchers on the other side state that the use of these technologies is much less efficient because it quarantines learners from one another, thereby reducing learner interaction and teamwork. Apart from that, they claim that it also reduces communication amongst learners and furthermore, it also minimises trainee fulfilment (Piccoli, Ahmad, & Ives, 2001; Richardson & Swan, 2003). The problems of isolation and reduced communication are tackled by incorporating the concepts of gamification into e-learning applications. The presence of elements such as leaderboards, progress bars, in-game currencies, etc., allow the trainee to compare one's progress with oneself as well as with one's colleagues in a constructive manner. Additionally, some tasks and projects relating to the trainee's curriculum can be designed to promote working in teams instead of working individually. These tasks boost collective morale as well as promote communication and understanding amongst colleagues.

1) Gamification

Gamification is a recent buzzword that is used in the world of business loosely to describe anything that might even be remotely related to gaming. According to (Sitzmann, 2011), the phenomenon of using games in the realm of business is not innovative and it has been around for a long time, but gamification as a notion is unique and much more modern. It may be formally defined the process of enhancing certain processes by infusing it with gaming elements (such as leaderboards, points, career graphs, etc.) to increase the interest generated by it, thereby boosting the productivity of the person performing the task. Research performed in recent times demonstrates that gamification of training components, such as the usage of points, badges and leaderboards along with other more detailed aspects such as challenges and plot stories can be employed to positively

affect training results (Armstrong & Landers, 2018). In 2015, researchers exhaustively examined the psychological hypotheses of motivation to evaluate which one of them yielded the most optimistic results. This was being done to find the best result set that could aptly illustrate the outcomes of gamifying training motivation. In doing so, the researchers identified five principal theory-based motivational frameworks that demonstrate the feasibility of being suitable: the theory of gamified learning, classic learning theories, expectancy theory, goal-setting theory and self-determination theory. These theories collectively point toward a turning point in the effectiveness of gamified training as well as the motivation derived by it.

2) Augmented Reality and Virtual Reality (AR/VR)

Augmented reality (AR) is an upcoming technology that is revolutionizing the computer-human interface. In its essence, it is a technology used to build advanced, usually, visual-heavy interfaces by using interactive and wearable visualization systems to devise, develop and execute new, original techniques that allow the user to exhibit digital information in the form of interactive and realistic models that overlap over existing real-life infrastructure (Haritos & Macchiarella, 2015; De Crescenzio et al., 2011).

Virtual Reality may be defined as the electronic simulation of artificially developed, computer-based environments experienced via specialized head-mounted eye goggles and wired clothing and accessories, thereby empowering the end-user to experience and interact with realistic and immersive three-dimensional environments (Coates, 1992).

The usage of AR and VR technology allows trainees to practice training in simulations that would be otherwise expensive or harmful to recreate. Researchers believe that the use of AR and VR promote easier understanding of complex subjects because it was shown that the use of AR and VR technology to virtually solve a complex task instead of studying about it improved the task's efficiency. (De Crescenzio et al., 2011). AR and VR have been known and used extensively in the airline industry in the form of flight simulators. In the late 1940s, Curtiss-Wright became the first company known to have developed a flight simulator that contained display, audio and movement capabilities that enabled it to deliver a life-like aircraft flying experience to the pilot. This device was the first known precursor to modern flight simulators and perhaps the earliest known example of VR-based training.

Hospitals and medical training centres have also been known to be extensive users of VR-based training as it allows students to visualise situations in an increasingly better manner as compared to their diagram-based counterparts. In a study conducted by (Burdea et al., 1999) involving the use of VR-based simulators to teach the process of diagnosing prostate cancer to non-medical as well as medical students, it was observed that after only five minutes of training the group of people participating in the study, the non-medical students had a correct diagnosis rate of 67% in

malignant versus nonmalignant tumour cases. Surprisingly, this was a better result than the urology residents, who got a correct diagnosis rate of 56% in the exact same trials.

Apart from this, AR-based training and VR-based training has also been proven to deliver effective training in fields such as driving, dance, brain stimulation, stroke rehabilitation, physical rehabilitation, amongst many undocumented others. (Bayarri, Fernandez and Perez, 1996; Chan et al., 2010; Burdea et al., 1999; Rose, Brooks and Rizzo, 2005; Keshner, 2004)

3) Massive Open Online Courses

Massive Open Online Courses, colloquially known as MOOCs (pronounced mooks), are defined as those full-length academic courses (available as videos) that can be distributed and programmed to serve a high number of learners from all over the world while being available at minimal to no cost to the learners. These courses must accomplish all of the above tasks while having minimal registration requirements and must be delivered through the medium of the Internet. (Perna et al., 2014).

The phenomena of MOOCs was preceded by the concept of correspondence courses. Correspondence courses were those courses wherein the trainee could study at home and come to a recognized educational institution solely for the purpose of evaluations. This phenomenon was welcomed at the time as it allowed working people to gain academic credentials while earning money. The earliest known instance of the usage of correspondence courses is in the year 1840 (Lease & Brown, 2009). The United Kingdom's Open University (2014), an academic institution committed to delivering higher education to learners at a distance using emerging technologies, enrolled its first batch of learners in 1971. The Sloan Commission began funding educational schemes aimed at using the innovations of the Internet in the year 1992 (Picciano, 2012), and between the years 2000 and 2007, the phenomenon of open education and online learning gained tremendous traction and began expanding its reach further beyond the previously known scopes (Universities UK, 2013).

The Connectivism and Connective Knowledge online course offered in 2008 by Downes and Siemens's is perhaps one of the first official MOOCs used for corporate and HR training purposes. (Dodson, Kitburi & Berge, 2015). Since then, the idea of MOOCs as an effective training tool has been popularized and widely accepted. Multiple universities offer MOOC courses on their own platforms such as MIT OpenCourseWare, Harvard Business School HBX, Indian Institute of Management Bangalore IIMBx, to name a few.

Between June 2013 and June 2014, there was a 327% increase in the total number of MOOCs available. The increase in the count was phenomenal, from 615 to 2,625 courses in total. (MOOCs.co, 2014; Dodson, Kitburi and Berge, 2015).

The most popular MOOC providers (the one with the highest number of active learners) are Coursera with 45 million learners, followed by edX with 24 million learners, Udacity with 11.5 million learners and finally Swayam and FutureLearn with 10 million learners each. The total number of courses offered by these top five MOOC providers is 8,520 courses, along with 50 full-fledged degree courses that is equivalent to a degree issued by a university. Out of these around 2,500 courses, along with 11 online degrees and around 170 micro-credentials were added in 2019 alone. The total number of learners that used MOOCs in 2019 was 110 million. (Class Central, 2019)

Research Methodology

This paper is based on secondary data collected from various journals, magazines, books, websites and other sources. For the purposes of this study, various articles and sections of multiple journals, research papers, magazines and books were referred to. The research material was studied in-depth to deduce the author's viewpoint about the technologies that this paper seeks to discuss. Additionally, multiple peer-reviewed studies and journals were studied to understand the current stage of awareness that the world possesses about the effects of technology in the workplace.

Results and Conclusion

To ensure efficient and meaningful learning amongst trainees, the training curriculum should be designed or redesigned from the ground up to (a) include academic content that is significant to trainees, (b) incorporate tools and provide sufficient time for practice, (c) furnish trainees with significant control over the learning process as well as provide them with feedback mechanisms, and (d) give trainees an opportunity to interact with fellow learners so as to boost the trait of teamwork and team spirit **(Noe & Colquitt, 2002).**

The use of technology in aiding learning amongst trainees largely incorporates all of the four points that were deemed as necessary by Noe and Colquitt in the above passage. The use of MOOCs has resulted in content being generated which trainees deem meaningful and worthwhile to learn. The use of online delivery platforms and private content delivery networks allows for the incorporation of practice windows and tests which are used to determine the proficiency of the trainee in the test.

According to a study conducted by **(Dicheva et al., 2015),** it was inferred that elements such as points, badges and leaderboards were found to positively influence educational metrics. The metrics that were affected by gamification brought about constructive changes such as higher learner engagement, increased attendance, increased participation, and minimization of the gap between high and low-scoring trainees. The authors thereby concluded that gamified learning
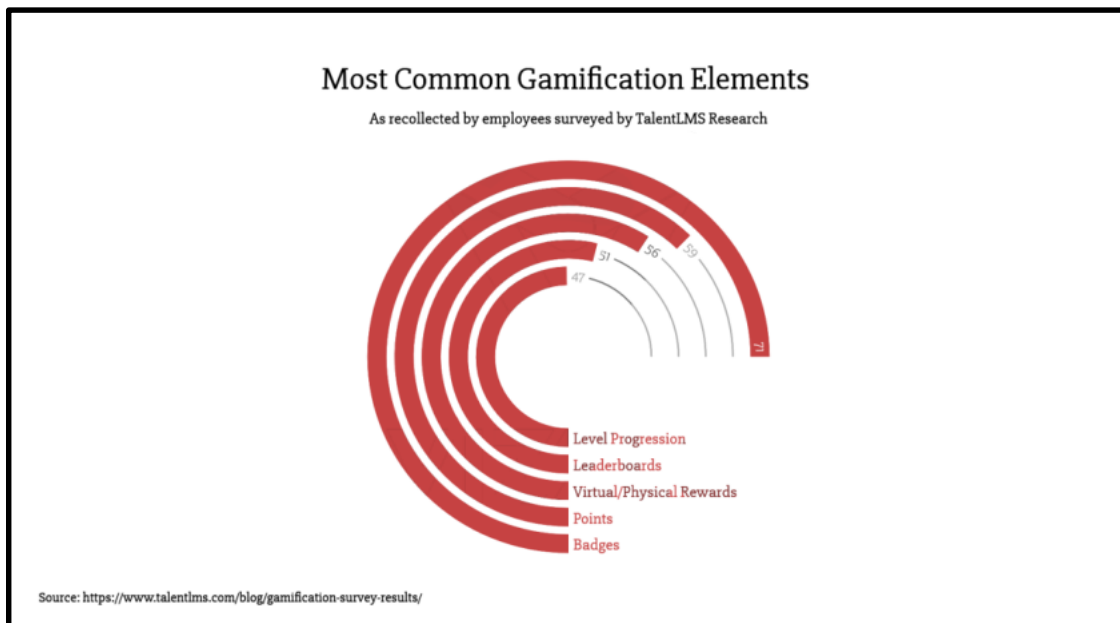
systems were more motivating and interesting compared to other conventional learning systems and mechanisms.

As stated by **(Armstrong and Landers, 2018),** the use of gamification elements such as a point system, a leaderboard, amongst others, have evoked a generally positive response from learners and that their integration into organizational training practices can yield a much better response from trainees in terms of generating eagerness to learn amongst trainees. It can have a massive impact on the learning performance of the trainee as well, but the goals implied by the elements in these gamified systems must be researched upon and chosen carefully in order to be fruitful. Like the abbreviation 'SMART' used in the business world to classify goals, the goals set by gamified training platforms for trainees should be Strategic, Measurable, Attainable, Relevant and Time-Bound, to yield maximum learning efficacy.

Studies conducted by TalentLMS Research involved the survey of 900 employees to ask them about their gamified learning experiences. 374 employees reported that they had never experienced gamification in their workplace and were disqualified. The studies revealed the following statistics:

There is an astronomical increase in employee satisfaction and employee happiness when gamified elements are used. Employees feel 89% more productive and 88% happier when they learn in a gamified workplace. 61% of respondents received gamification-infused workplace training. 83% of those who receive gamified training feel motivated.

The employees recollected the following gamification elements as the most influential and the most retentive when surveyed:

Most Common Gamification Elements
As recollected by employees surveyed by TalentLMS Research

Level Progression
Leaderboards
Virtual/Physical Rewards
Points
Badges

Source: https://www.talentlms.com/blog/gamification-survey-results/

Employees also believed that they would be more productive if their work resembled a game in some aspects.

Source: TalentLMS Gamification Survey
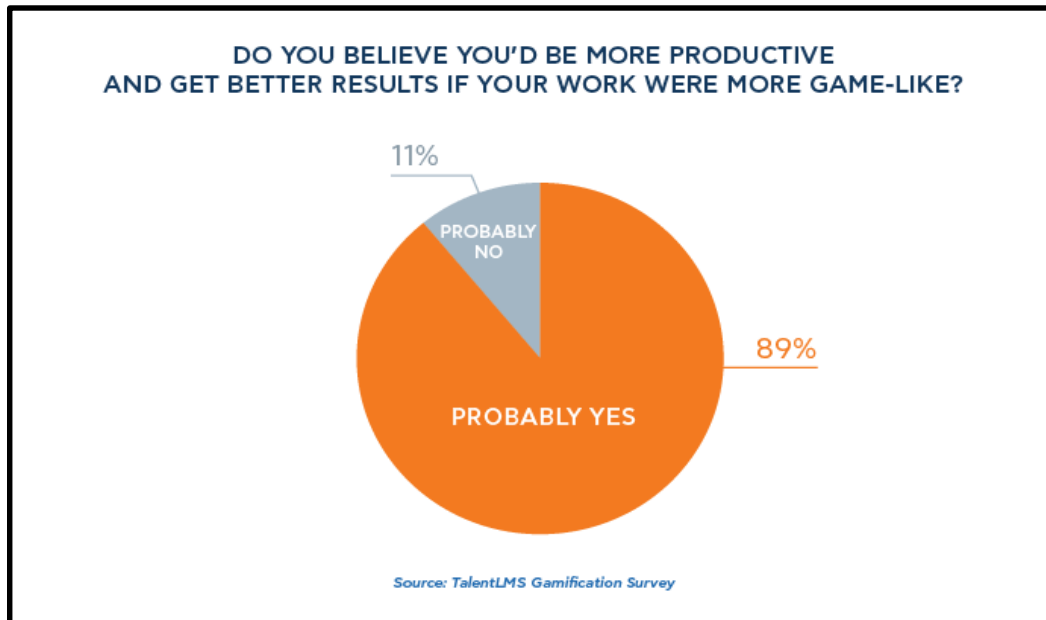
MOOCs also play a starkly important role in human resource training and development. The efficacy of MOOCs as a tool that facilitates personalized and self-paced learning has gained popularity in the yesteryears. In fact, the year 2012 was known as "The Year of the MOOC" as per an article by the Times Magazine **(Pappano, 2012)**, and 2014 was colloquially called "The Year of the Corporate MOOC" **(Nielson, 2014)**. MOOCs provide an extremely low-cost means for organizations to educate and train their manpower with high learning efficiency **(Dodson et al., 2015).**

Today, MOOCs have become an indispensable tool for personal learners, corporate training and educational institutions alike. Symbiosis International (Deemed University), a university with 41 daughter institutes in Pune, Bengaluru, Noida, Nashik, Hyderabad and Nagpur, has embraced the MOOC revolution and it requires its students to complete one MOOC course (in at least one subject) as a part of their evaluations in every semester.

In the sectors of corporate learning and private learning, statistics reveal that the number of MOOC courses available on the internet as of the year 2019 is a staggering 13,500 courses, with 2,500

courses　　　being　　　added　　　in　　　the　　　year　　　2019　　　alone.
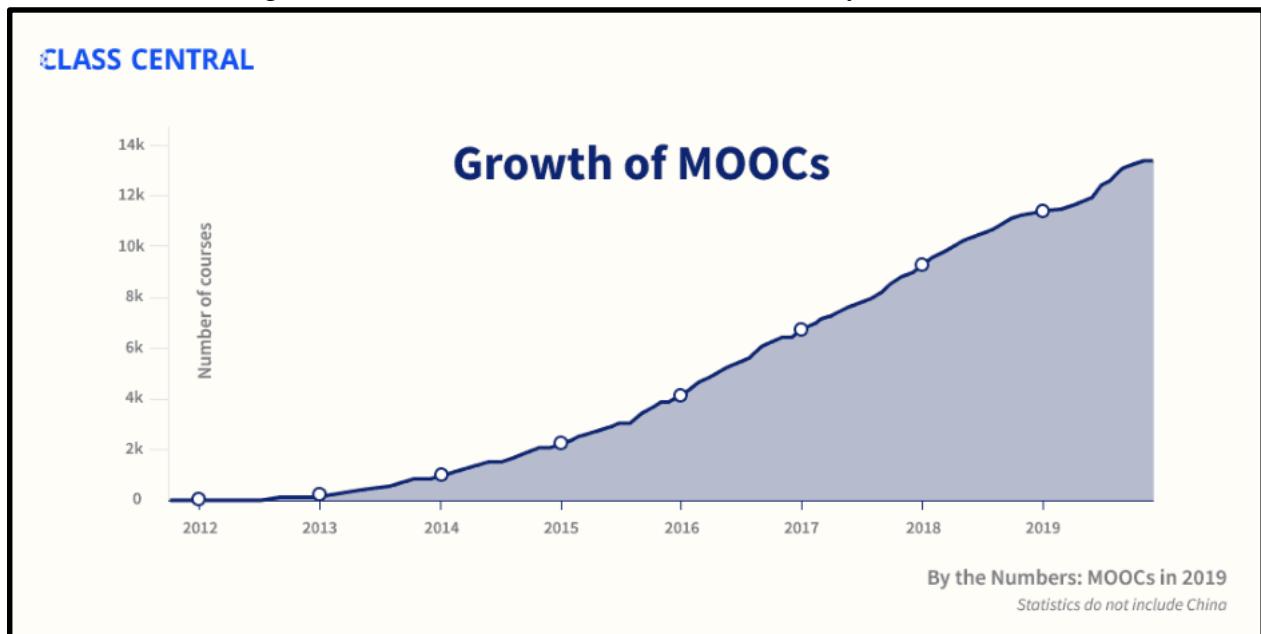
As shown by the above data, it is clear that the MOOC revolution has begun and is far from being over. However, the corporate and educational sectors of the world must decide on th2e level and type of accreditation to be given to MOOCs. There are multiple online degree programs available on platforms such as edX and Coursera, a total of 30, but there is yet to be given some clarity on the weightage it has on a person's employability profile. For example, a person who has completed an advanced degree in statistics from a formal institution might be given more preference during hiring as opposed to one who has done the same degree from an online platform, even though they both have the same skill set. Similarly, there is no concrete research which says that a person who has acquired skills through MOOC courses during corporate training will stand to gain additional perks while shifting jobs, due to the lack of formal recognition and acceptance of MOOC credentials.

That being said, MOOCs are one of the best tools to impart effective education during human resource training and development. Their versatility and concise nature allow them to be indispensable in teaching important and niche skills. Moreover, the self-paced nature of MOOCs allows it to be much more widely accepted amongst learners as compared to a classroom environment. MOOCs have experienced a meteoric rise in the past decade, as shown in the infographic below, and will continue to do so as long as their efficacy and reliability as human resource training tools is maintained.
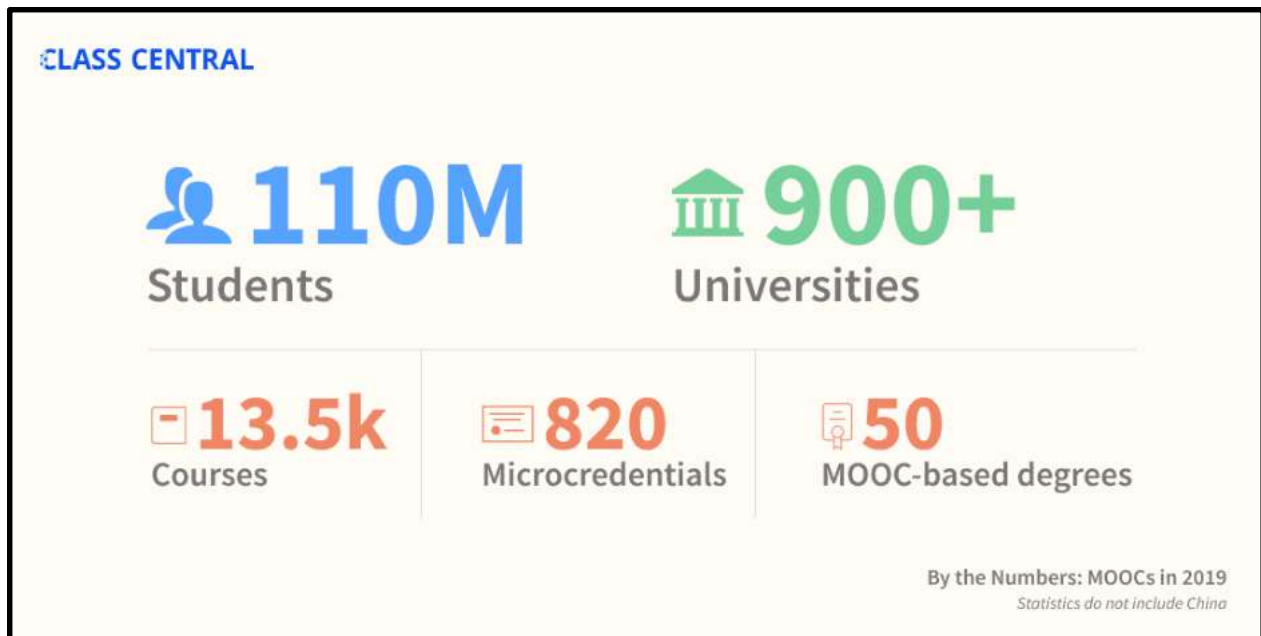
The use of AR and VR in corporate training is still a nascent phenomenon, owing to the large initial investment. A single unit of HTC Vive Pro Starter VR kit, containing a VR headset along with two controllers, costs INR 119,990 **(Gears of Future, 2020),** along with the additional cost of a computer designed to handle VR computational workloads**.** The large upfront investment is the major factor that is hampering the growth of VR and AR in the field of HR training and development. However, major strides have been made in the acceptance of VR and AR as an effective training tool. VR equipment has been used since the 1990s in the airline pilot training industry in the form of flight simulators. There also exist simulators for various types of vehicles such as buses, trains, trucks, ships, etc. Apart from that, customised VR simulators are being used in the medical field to train doctors to adapt and learn about the intricacies of various organs and specialized surgeries in the fields of neurosurgery, laparoscopy and ambulatory surgery. **(Yang et al., 2008; Alaraj et al., 2011).** Apart from that, VR and AR can also be used in corporate training as well as formal education systems to explain concepts in subjects such as physics, chemistry, mathematics, abstract algebra, differential geometry, application-based economics, pure finance, etc.

Even though there is a lack of data for corporate training, AR and VR show tremendous potential in becoming an important tool in HR training. Once the costs reach an acceptable level, companies will choose to invest in such systems as it yields extremely high learning efficiency. That being said, there will be a problem of designing (or redesigning) the training and development curriculum in such a manner that it fully utilizes the capabilities of a VR or AR system, but that is a concern that will be dealt with in the future years.

The projected uses and advantages of using gamification, MOOCs and AR/VR in training and development processes are numerous. These technologies have the potential to revolutionize how workplace training is conducted. Even though the penetration of these technologies into the workplace training domain has occurred and its use is increasing, there is still a large part of the workforce that hasn't experienced technology-based training. Hence, it is important for organizations and businesses to explore the possibilities of changing certain aspects of their training program to use technological tools such as the ones mentioned above. Eventually, the goal of every organization's human resource management team should be to shift to a completely digital, custom-made curriculum that uses technological tools so as to yield maximum trainee satisfaction, learning efficiency, knowledge retention and effective application of knowledge in business processes.

Limitations and Scope

The most significant limitation in the execution and compilation of this paper would be the lack of data available for technologies used in corporate training. Additionally, there was also a time constraint experienced by the author due to prior professional and academic commitments. Additionally, the time constraint also prevented the author from gathering primary data from businesses and analyzing it to derive the impact of technology-assisted learning. This might prove to be a major roadblock in establishing the academic worthiness of this paper. That being said, the author has attempted to turn this study into a descriptive study so as to elucidate the efficacy of the technologies on the basis of secondary and tertiary data as well as make estimations about the impact of the technology in the future.

The scope of this study extends to all HR teams in those businesses that undertake training and development programs for their employees. Essentially, the size of the company should be large enough to justify the purchase of bespoke technological training solutions, but from a research standpoint, any organization willing to invest in digitizing their employee training and development program is eligible to be affected by this study.

References

Alaraj, A., Lemole, M.G., Finkle, J.H., Yudkowsky, R., Wallace, A., Luciano, C., Banerjee, P.P., Rizzi, S.H. and Charbel, F.T., 2011. Virtual reality training in neurosurgery: a review of current status and future applications. *Surgical Neurology International*, *2*.

Armstrong, M. B., & Landers, R. N. (2018). Gamification of employee training and development. *International Journal of Training and Development*, 22(2), pp. 162–169.

Armstrong, M.B., Landers, R.N. and Collmus, A.B., 2016. Gamifying recruitment, selection, training, and performance management: Game-thinking in human resource management. In *Emerging research and trends in gamification* (pp. 140-165). IGI Global.

Armstrong, M.B. and Landers, R.N., 2018. Gamification of employee training and development. *International Journal of Training and Development*, 22(2), pp.162-169.

Bayarri, S., Fernandez, M. and Perez, M., 1996. Virtual reality for driving simulation. *Communications of the ACM*, 39(5), pp.72-76.

Bell, B.S., Tannenbaum, S.I., Ford, J.K., Noe, R.A. and Kraiger, K., 2017. 100 years of training and development research: What we know and where we should go. *Journal of Applied Psychology*, 102(3), p.305.

Burdea, G., Patounakis, G., Popescu, V. and Weiss, R.E., 1999. Virtual reality-based training for the diagnosis of prostate cancer. *IEEE Transactions on Biomedical Engineering*, *46*(10), pp. 1253-1260.

By The Numbers: MOOCS in 2019, Class Central, 2019. Available on https://www.classcentral.com/report/mooc-stats-2019/ (Accessed 4th February 2020)

Callan, R.C., Bauer, K.N. and Landers, R.N., 2015. How to avoid the dark side of gamification: Ten business scenarios and their unintended consequences. In *Gamification in education and business* (pp. 553-568). Springer, Cham.

Chan, J.C., Leung, H., Tang, J.K. and Komura, T., 2010. A virtual reality dance training system using motion capture technology. *IEEE Transactions on Learning Technologies*, *4*(2), pp. 187-195.

Desimone, R. L. Werner, J. M., & Harris, D. M. (2002). *Human resource development. (3rd ed.)* Orlando, FL: Harcourt College Publishers

De Crescenzio, F., Fantini, M., Persiani, F., Di Stefano, L., Azzari, P., & Salti, S. (2011). Augmented Reality for Aircraft Maintenance Training and Operations Support. *IEEE Computer Graphics and Applications*, 31(1), pp. 96–101.

Deterding, S., Dixon, D., Khaled, R. and Nacke, L., 2011, September. From game design elements to gamefulness: defining gamification. *In Proceedings of the 15th International Academic MindTrek Conference: Envisioning future media environments,* pp. 9-15

Dodson, M. N., Kitburi, K., & Berge, Z. L. (2015). Possibilities for MOOCs in Corporate Training and Development. *Performance Improvement*, 54(10), pp. 14–21.

Gueutal, H., Stone, D.L. and Salas, E., 2005. The brave new world of eHR: Human resources management in the digital age.

HTC Vive Pro Starter Kit Product Page, Gears of Future, 2020. Available on https://www.gearsoffuture.com/products/htc-vive-pro-starter-kit?variant=31739023884363&currency=INR&gclid=CjwKCAiAyeTxBRBvEiwAuM8dnVUHa7p977BC0MhBtsObJtNPfUA5d0jk2HCIECM2-SlupJUoYxxaXxoCgCsQAvD_BwE (Accessed 4th February 2020)

Horton, W. K. (2000). *Designing Web-based Training: How to Teach Anyone Anything Anywhere Anytime*. Hoboken, NJ: Wiley

Keshner, E.A., 2004. Virtual reality and physical rehabilitation: a new toy or a new research and rehabilitation tool?

Kraiger, K., 2002. *Creating, implementing, and managing effective training and development: State-of-the-art lessons for practice*. Jossey-Bass.

Landers, R.N. and Callan, R.C., 2011. Casual social games as serious games: The psychology of gamification in undergraduate education and employee training. In *Serious games and edutainment applications* (pp. 399-423). Springer, London.

Landers, R.N., 2013. Gamification: A new approach to serious games in training. In *MA Lodato (Chair), RC Brusso (Co-Chair), & R. Wisher (Discussant), I-O's role in emerging training technologies. Symposium presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX*.
Landers, R.N., 2014. Developing a theory of gamified learning: Linking serious games and gamification of learning. *Simulation & Gaming*, *45*(6), pp.752-768.

Lease, A. J., & Brown, T. A., 2009. Distance learning past, present and future. *International Journal of Instructional Media*, 36, pp. 415–426

Nadler, L. and Nadler, Z., 1989. *Developing human resources*. Jossey-Bass.

Nielson, B. (2014). The year of the corporate MOOC? Available on https://www.linkedin.com/today/post/article/20140320165303-16131081-2014-the-year-of-the-corporate-mooc (Accessed 4th February 2020)

Noe, R.A. and Colquitt, J.A., 2002. Planning for training impact: Principles of training effectiveness. *Creating, implementing, and managing effective training and development*, pp.53-79.

Noe, R. A., Clarke, A. D. M., & Klein, H. J., 2014. Learning in the twenty-first-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, pp. 245–275.

Pappano, L. (2012). The year of the MOOC. Available on http://www.nytimes.com/2012/11/04/education/edlife/massive-open-online-courses-are-multiplying-at-a-rapid-pace.html (Accessed 4th February 2020)

Perna, L.W., Ruby, A., Boruch, R.F., Wang, N., Scull, J., Ahmad, S. and Evans, C., 2014. Moving through MOOCs: Understanding the progression of users in massive open online courses. *Educational Researcher*, *43*(9), pp.421-432.

Rao, T.V., 2003. *Future of HRD*. Macmillan.

Rose, F.D., Brooks, B.M. and Rizzo, A.A., 2005. Virtual reality in brain damage rehabilitation. *Cyberpsychology & Behaviour*, *8*(3), pp.241-262.

Saettler, P., 1968. A history of instructional technology.

Salas, E., DeRouin, R. and Littrell, L., 2005. Research-based guidelines for designing distance learning: What we know so far. *The brave new world of eHR: Human resources management in the digital age*, pp.104-137.

Selvan, V.T., (2015), Study on the role of technology in Human Resources Management, *International Journal of Applied Research*, 1(7), [online] Available at http://www.allresearchjournal.com/archives/2015/vol1issue7/PartH/1-7-40.pdf (Accessed 31 December 2019)

Sitzmann, T. (2011), 'A meta-analytic examination of the instructional effectiveness of computer-based simulation games', *Personnel Psychology,* 64, pp. 489–528.

Society for Human Resource Management [SHRM], 2002, p. Ii

Steuer, J. (1992). Defining Virtual Reality: Dimensions Determining Telepresence. *Journal of Communication*, 42(4), pp. 73-93.

Stone, D.L. and Deadrick, D.L., 2015. Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, *25*(2), pp.139-145.

Stone, D.L., Deadrick, D.L, Lukaszewski, K.M. and Johnson, R. (2015) The influence of technology on the future of human resource management, Elsevier Journals [online] Available at http://people.tamu.edu/~w-arthur/611/Journals/Stone%20et%20al%20%282015%29%20HRMR,%20influence%20of%20technology%20on%20the%20future%20of%20hrm.pdf (Accessed 31 December 2019)

Swanson, R. A., & Torraco, R. J. (1995). The history of technical training. In L. Kelly (Ed.), *The ASTD technical and skills training handbook* (pp. 1-47). New York, NY: McGraw-Hill.

T. Haritos and N.D. Macchiarella, (2015) "A Mobile Application of Augmented Reality for Aerospace Maintenance," *Proc. 24th Digital Avionics Systems Conference (DASC 05)*, 1, IEEE Press, pp. 5.B.3-1–5.B.3-9 [online] available at http://doi.ieeecomputersociety.org/10.1109/DASC.2005.1563376

Training Mag, 2018. Training Industry Report for the Year 2018, [online] Available at https://trainingmag.com/trgmag-article/2018-training-industry-report/

Universities UK. (2013). Massive open online courses: Higher education's digital moment? London, UK: Author. Retrieved from http://www.universitiesuk.ac.uk

Welsh, E. T., Wanberg, C. R., Brown, E. G., & Simmering, M. J. (2003). E-learning: Emerging uses, empirical results and future direction. *International Journal of Training and Development*, 7, pp. 245–258

Yang, Y.R., Tsai, M.P., Chuang, T.Y., Sung, W.H. and Wang, R.Y., 2008. Virtual reality-based training improves community ambulation in individuals with stroke: a randomized controlled trial. *Gait & Posture*, 28(2), pp.201-206.

https://www.talentlms.com/blog/gamification-survey-results

Usage of Social Media Marketing for Small Business: A comparative analysis of various actions on Social Media

Mr. Jaysing Bhosale
Assistant Professor,
SCMS Pune, Symbiosis International (Deemed University), Pune
Research Scholar, RIRD, Satara, affiliated to Shivaji University, Kolhapur
jaysing.bhosale@scmspune.ac.in

Dr. R.G. Phadtare
Former Dean, Senate and Academic Council Member,
Faculty of Commerce and Management, Shivaji University, Kolhapur,
rgprgp123@gmail.com

Abstract

Social Media is an amalgamation of Web based software applications that resides on the technological and ideological foundation of Web 2.0. Web 2.0 allows to create and share content on the web. Social Networks are gaining a lot of importance in marketing of the company's products and services. Social Media is one of the best ways to connect with people, share your content, manage your feedback and reviews and create long term Brand Loyalty.

MNC's have bigger budgets for marketing and advertising on offline and online marketing. When it comes to small businesses, they have a very restricted budget for the advertisement. Small and Medium Enterprises (SME's) are said to be the major contributor of the Indian Economy. The Indian Government's is coming up with initiative like 'Make in India' and 'Digital India' are aimed at facilitating the growth of small scale industry in the country. Social Media will play a crucial role in overall growth of small and medium enterprises.

This research paper provides insight into social media literature and online consumer behavior with respect to the use of social media in small businesses. Also the paper tries to identify and analyze the reasons or actions that prompt consumers to follow or unfollow a particular Brand on social media.

Key Words: Social Media Marketing, SME, Web 2.0

Introduction

A social media is a virtual social structure made up of a combination of social entities involving individuals and organizations. It defines dyadic ties between these entities. The social network platform provides multiple methods for analyzing and studying the structure of all social actors.

Social media websites allow organizations and individuals to communicate with each other and build relationships. When a company have a presence on these social media platforms, consumers can directly interact with them regarding a specific question or a problem. This interaction can be more personal to users than already existing traditional methods of offline promotions and marketing. This personal communication can instill a loyalty feeling into potential consumers and followers. Also, by selecting an option of whom to follow on social media sites, services or products can reach to a dedicated focused target base and at the same time reach to follower's multiple connections.

Due to rapid changed in marketing strategies, Social Media Marketing is becoming an important aspect of promoting businesses through online media. Research has shown that potential web users are indecisive and doubtful to use social media marketing for long term purpose. Therefore, there is a need to identify some of the reasons that consumers follow/ unfollow certain Brand on Social Media.

As internet penetration is increasing globally, the use of social networks has also increased in a rapid manner. Due to cheaper data rate, urban and rural population is becoming part of social networks. Major social media platform includes Facebook, Twitter, LinkedIn, Instagram and so on. Marketers have to focus on promoting their brands and products through some tools on social media. These tools include sharing Photo gallery, wall postings, blogs, tweets, videos etc.

There are fascinating tools on Social Network Marketing as follows:

1. Sharing of Information
2. Discussion Forums
3. Weblogs
4. podcasts
5. Instant Messaging
6. Sharing of Video or Image
7. Wall-Postings
8. Wikis
9. E-mailing
10. Voice Over Internet Protocol (VOIP)

Multi-National Companies have already adopted the model of promoting their products/ services through social networks. Small businesses are yet to start considering marketing through social networks in a larger perspective. They still are doubtful about the feasibility of using social networks, the expenditure that businesses are going to incur, the returns that they are going to get after use of social media marketing. These are some of the research questions that a normal researcher will have.

The ardent of WEB 2.0 technologies has opened up so many methods and tools of connecting, communicating and marketing online through use of social network sites. Social media marketing has influenced to lower operational costs of small businesses, increase in efficient in workforce

and improvement in number of units produced. It has also improved quality and support function of the organization by breaking geographical boundaries for organizations and consumers.

Literature Review

Social network marketing has been found as one of the most effective tools used in businesses today. The enormous growth of Internet and its reach has drawn the attention of many researchers to the concept of marketing on social media. There is an existing literature available on usage of social media for large organizations. There is very limited literature on use of social media as a marketing tool for smaller organizations.

Peter Drucker (1991) described the future economy (new economy) as "network society" which states that main social elements and activities are going to be revolving around information processing.

Boyd and Ellison (2007) described social media sites as a web-based service which allows organizations and individuals to "1) construct a public or semi-public profile within a bounded system, 2) articulate a list of other users that share and connect together, and 3) view and traverse their list of connections and those made by others within the system."

Glen (2010) advices that before a company opens an account and becomes active on the website, it is important to consider what each site offers and how the company can benefit.

Some research had been carried out in Pharmaceutical, restaurant and construction companies on the use of social network marketing as a way of integrating business to consumers (Kevin, 2009, Gupta and Udupa, 2011).

One of the first pharmaceutical companies to adopt social network marketing in the United States, in 2008, was Merck. Merck created a page on Facebook for promoting a vaccine named Gardasil followed by GlaxoSmithKline, which also made use of YouTube, a prominent video sharing site to start a promotional campaign for their products and services (Gupta and Udupa, 2011).

According to Nickson (2009), social networks started from a Bulletin Board System (BBS) at Friendster. A BBS is an online meeting place for people of the same interest.

Six Degrees was the first web-based social network site, and it was launched in 1997 (Dick Stroud, 2008). It allows users to create profiles, invite friends, organize groups and search for other users (Boyd and Ellison, 2007).

LinkedIn, introduced in 2003, is a networking platform for business community for connecting different professional across globe (Nickson, 2009).

Facebook began in 2004 as Harvard-only SNS's (Cassidy, 2006), became a world's leading social network site. It has the ability of developers to build "Applications", which allow users to personalize their profile and perform other tasks.

Internet advertising is of 2 types, namely, intrusive advertisement and non-intrusive advertisement (Winer, 2009). Intrusive advertisement is where consumers are interrupted like pop-ups, banners and spam emails or messages. In a non-intrusive advertisement, a consumer has to activate his/her account before participating in such communication. It includes internet presence sites, e-mail, and social network applications.

Online advertising avoidance can be classified as all those actions by online users which differentially avoids their exposure to advertisement (Speck and Elliott, 1997).

It normally occurs by mechanical, cognitive and behavioral means. Many studies have reported consumer mistrust of online advertisement and strong preferences toward online advertisement avoidance (Shavitt et al., 1998).

Some consumers presume that advertisement contributes to the cost of purchases, and believe that products that are not advertised are of better value. They also believe that most of the advertised products are more captivating than being informative (Homer, 2006).

Research findings by McNamara (2007) showed that almost 30 percent of regular online social media users trust on their peers' opinions dealing with a major transaction decision online, at the same time only 10 percent social media users trust advertisements.

Another research conducted by Fors (2008) on an Information Technology company, revealed that the company encouraged its employees to use Facebook, as one of the social networks applications, to enhance communication within the company, and to attract more customers. To ensure adequate compliance with this, the CEO of the company declared every Friday as a Facebook day. CEO went further by creating a blog that makes conversations among the employees of the companies more interesting. All the steps taken by the CEO proved fruitful because the company recorded more sales.

Objective of the Research:

The study of Social Media Marketing is important because the outcome will help small businesses to formulate their marketing strategies to improve their operations and sales inturn at present and in the future.

To understand and study reasons for usage of social network marketing, this paper tries to address the following research problem and research question:

Research Problem: What factors/ reasons contribute to creating a brand image for smaller businesses using social media platforms.

Research Objective: What factors determine the user's willingness to follow and unfollow the company's social media page? To solve this question, the research objectives to be investigated are as follows:

1) To check the feasibility of the use of Social Media Marketing.

2) To study various factors contributing to consumers' purchases on the social media platform.

3) To explore and study various reasons for unfollowing a particular brand on social network platform.

4) Will the cost incurred for promoting and branding their products & services on social network marketing be recovered?

Some of the Major used Social Media platforms are as follows:
1. Facebook: Companies have to create their own Facebook Page. They can post on their walls on a regular basis. They can share product/ service photographs and reviews on Facebook wall page to keep in touch with their regular followers.

2. Twitter: Twitter helps to create and share small piece of information called tweets with company's regular followers.

3. LinkedIn: LinkedIn is basically for corporate use where most of the corporate people are interconnected for a business purpose and not for personal sharing purpose. Companies are using it for talent acquisition at top level.

4. Instagram: After Facebook, Instagram has largest follower on its platform. Companies can create their Instagram profile and post updates about their product or service. Instagram is also popular for sharing photos.

5. Google+: Due to Google product, Google+ has given preferences in google searches and Finding. So companies need to create Google+ page.

6. YouTube: YouTube is world's largest video repository. It has got billions of users who create, share videos online. Youtube is also called as the 'Second TV of reality'. There is a heavy advertisement while a person is playing a video. Sidebars on YouTube page also display advertisements. So companies need to create their YouTube Channel. Besides these platforms like WhatsApp, Snapchat, WeChat are also widely used for marketing purposes due to increasing subscribers.

Major Social Media Tools used: When using a social media platform, different tools are provided by these platforms for users to make maximum use and create sustainable content on social platform. This content is shared with users on social media to influence customers and to advertise it to maximum people. Widely used tools on social media are given below.
a. Photo Gallery
b. Wall Postings
c. Video's
d. Blogs
e. Pop-ups, Social Bookmarking, etc.

Figure: Statistics showing active Internet and Social Media users

Looking at the statistics above, it can be stated that social media has a wider reach and is increasing every passing day in an exponential manner. 52.6% of the world population now is connected to

the internet of which 80% are active social media users. This indicates that social media is a large platform for all companies big or small to cater to a wider consumer base at a much lesser cost.

Social Media Marketing Strategy Can be utilized properly using the following Metrics:

Sr. No.	Factors to achieve	Measurement of the Factor
1	Building Awareness	Web Traffic Number of searches and no. of followers Social Media mentions Blogs and Micro tweets
2	Increase in Sales	Time spent of the site Bounce Rate and Acceptance rate Repeat visits Customer Engagement through engaging customers
3	Build Loyalty and Trust	Content Acceptance rate Repeat social mentions No. of recommendations and Reviews Social connectivity among regular customers

According to an article in Wildfire, the results for using social media for 700 small companies shows the following data:

1. 88% of companies: Boosting your brand
2. 85 % of companies: Encourage dialogue
3. 58% companies: Increase sales and Alliances
4. 41% of companies: Reduce costs

Top reasons as to why consumers reach out to Brands on Social Media:

1. They have a particular query or question about the product or service.
2. They have any issue with the product or service offered
3. When they have to praise a product or a service
4. Commenting about the online experience of buying it which includes design, time and payment options provided.
5. Commenting about the offline experience relating to after-sales service or support function.

Some of the Do's for smaller companies to increase purchasing on Social Media:
Actions that Brands do on Social Media prompting consumer purchase
Table: Details of actions on social media that prompts consumers to purchase

Actions that Brands do on Social Media prompting consumer purchase	% of Respondents prompting consumers to purchase

Being Alert and Responsive	48
Offering Product Promotions	46
Offer Educational Content	42
Share Interesting Visuals	38
Being Funny	36
To offer Exclusive Content	35
To provide behind the scenes content	27
To talk trash about Competing Brands	10
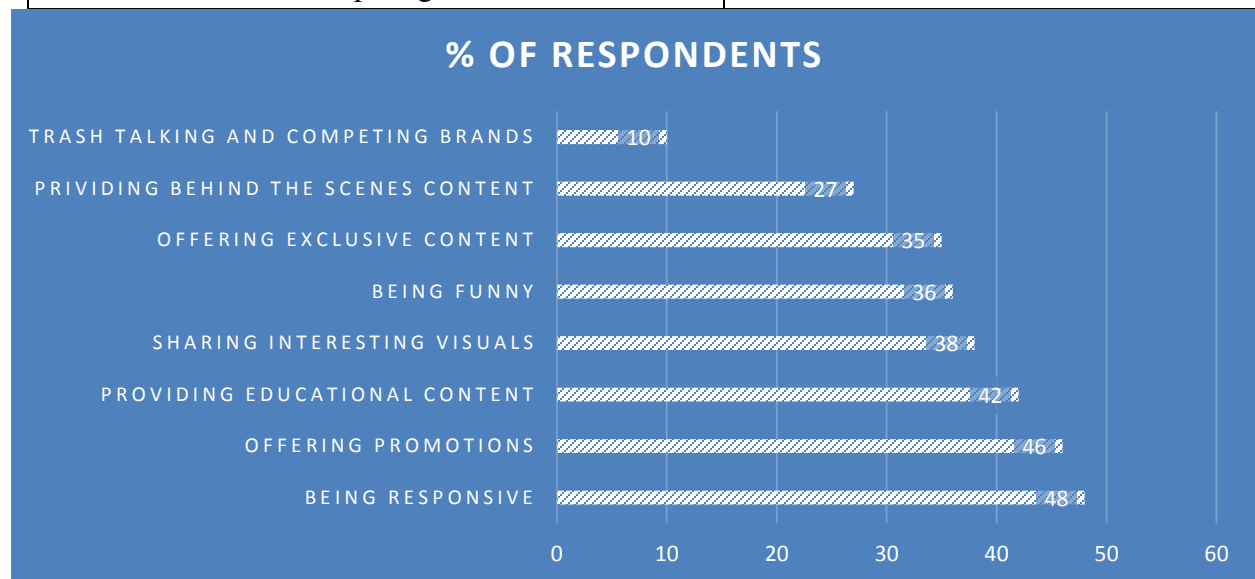
Graph 1: Details of actions on social media prompting consumer purchase

Source: Authors own

It can be observed from the above study that If as a company you are alert and responsive to customer queries and problems, there is a high chance that consumers will purchase the company product or service. Offering discounts is also a major contributor in deciding consumers purchase intentions. Sharing educational content which educate them and at the same time provides utility is also highly ranked for purchase intentions. When company shares interesting visuals, it can create a impact on consumers mine to purchase.

Some of the Don'ts for smaller companies to increase purchasing on Social Media:

Table: Actions that Brands do to make people unfollow a brand on Social Media

Action/ Reasons for Unfollowing on Social Media	% of Respondents who unfollow a Brand on Social Media
Too many Promotional Messages	46
Irrelevant Information	41.1
Too much Tweeting	34.9
Use of Slang/ Jargon that doesn't fit Brand Image	29.9

Too silent (Not doing any activity)	17.9
Don't respond	15.3

% of Respondents who unfollow a Brand on social Media
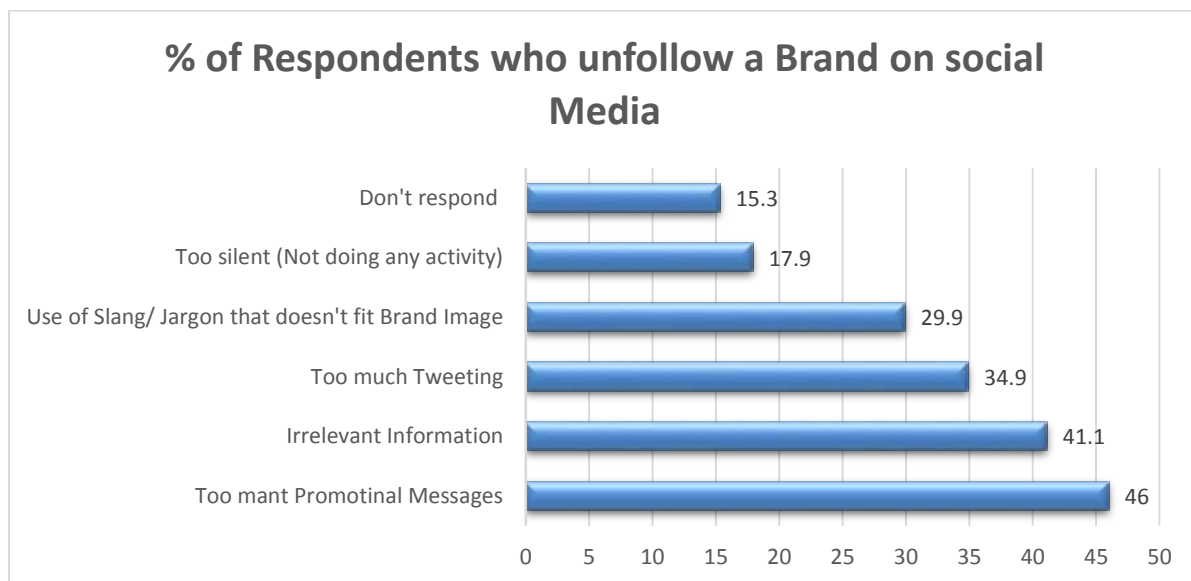
Graph 2: Actions that Brands do to make people unfollow a brand on Social Media
Source: Authors own

From the above study, it can be clearly stated that if company is going to promote too many marketing messages, consumers will feel irritated and will try to unfollow you. So there should be a limit on number of promotional messages. If companies profile is going to showcase irrelevant information, customer might feel unhappy and unfollow your brand. Companies should not use Jargons or Slang which doesn't fir company's Brand image. It will affect negatively on consumer's mind and he will try to unfollow your brand on social media.

Smaller businesses need to be careful in using social media for marketing and promotions. It might get the required result but if used wrongly, it might lead to disastrous results.

Using Social Media some of the biggest goals can be achieved by small enterprises as:

1. Increase Brand Awareness
2. Increase Community Engagement
3. Increase Website clicks by increasing Traffic
4. Generate Sale/ Leads
5. Share and Distribute content
6. Increase Brand Advocacy from customers
7. Customer support
8. Grow their own Influencer Marketing Program

Advice for Smaller Businesses:

Subscriber to any of the services of Social media expert like Hubspot to keep track of up to date happening on the social media. They provide required social media analytics for better marketing decisions. They provide details like click through rate, conversion rate, retention rate and so on. Even company can download software applications like Facebook Page Manager, Ad Manager on Twitter and Instagram on their mobile phone to keep themselves updated. Facebook Ad management program allots a Facebook representative for 30 days at a nominal budget of Rs.500 on a daily basis. Company will understand customers visiting and shopping pattern.

Recommendations from The Study

▪ With the growing trend of women business entrepreneurs, governments need to promote their businesses by giving subsidies and creating awareness about digital technology. Government to focus on providing training to women entrepreneurs on social media trends involving analytics and big data.

▪ Most small business owners consider investment in digitization including presence on social media is large. But they need to be convinced that it requires a lesser cost on having a presence on social media with larger benefits in the long run

▪ Irrespective of a smaller or bigger business, companies need to promote wider use of social networks among their employees. Though it can be misused by employees, a quality check through computer networking devices like firewalls can be implemented to avoid its misuse.

▪ Companies need to have a proper balance between costs on traditional marketing and social network marketing. So they need to combine the usage of online and offline marketing for long term strategic use.

▪ Business enterprises can highlight some of the prominent features on digital platforms which include information about their products and services, customers' feedback and testimonials, product pricing and facilities to provide online purchasing. Various secure payment options including debit cards, credit cards, digital wallets, IMPS, and UPI can be allowed to customers using digital cryptography.

▪ Most business owners are not aware of various features offered by Facebook, LinkedIn, WhatsApp, Instagram, and YouTube. These companies offer paid services to manage businesses online. It may include Digital Manager, Digital Account Tracker, Digital virtual consultant or Advisor to manage digital profile.

Conclusion

In rapid advances in marketing strategies, Social Media Marketing is becoming an important aspect of promoting businesses. Social Network provides wider customer reach at a lesser cost. Hence companies will have to search for tools to cater and satisfy customer needs in whichever platform they operate in. Also, businesses need to be careful of the content displayed on social media without getting preachy which might lead to customer frustration.

Social Media Analytics can be adopted by businesses to see the quantitative specifications of customers. Accordingly, companies can design their product promotion strategies to acquire new customers and maintain a relationship with existing customers. In the end, it can be concluded that smaller business enterprises will have to accept and adapt to new technologies coming into the market for their survival.

References:

Boyd, D.M., and Ellison, N.B 2007. Social Network Sites: Definition, History, and Scholarship. Journal of Computer-Mediated Communication, 13(1), article 11 [online]. Available:

Cassidy, J. 2006 Me Media: How hanging out on the Internet became big business. The New Yorker, 82 (13):50

Chipp, K., and Ismail, Z. 2004. E-commerce a southern African perspective: the e-commerce environment. Claremont, South Africa: New Africa Books

Glen, 2010. Ten essentials social media tips for e-commerce sites TopRank. Online marketing. [Online].   Available: http://www.toprankblog.com/2010/05/10-essential-social-media-tips-for-ecommerce-sites

Gupta P. and Udupa A. 2011. Social Media Marketing by pharmaceutical industry: perception and attitude of key stakeholders. Business and economics Journal, 20(1):1-7.

Kevin J.D. 2009. Social Networking: Changing the way we communicate and do business. International school of management MPRA paper no. 18502:1-20.

Nickson, C. 2009. The history of Social networking. [Online].
Available: http://www.digitaltrends.com/features/the-history-of -social-networking

Winer, R.S. 2009. New communication Approaches in Marketing: Issues and Research Directions. Journal of Interactive Marketing, 23:108-117.

Influencer Marketing: Reaching the Right Person at the Right Place

Ms. Aruna Nidamarthy
SCMS Pune, Symbiosis International (Deemed University)
Ms. Blanche D'mello
SCMS Pune, Symbiosis International (Deemed University)
Dr. Sharmiladevi J.C
Assistant Professor,
SCMS Pune, Symbiosis International (Deemed University)
sharmiladevi@scmspune.ac.in

Introduction & Background

Marketing as a field has grown exponentially over the last few years. Companies, organizations, and even the government is looking for new ways to reach a consumer through marketing. Influencer marketing, in which these organizations are making use of individuals which the consumer might trust more through association, seems to be the latest trend in marketing. The increased use of social media has contributed immensely to this rise since most influencers use it as a platform to communicate with their audience. This study was an attempt at understanding the various social media platforms used by the audience to view different content and additionally gauge its impact on consumers which could help companies decide appropriate marketing strategies to reach the right customer at the right place.

Recent popular developments in marketing have been on digital and mobile platforms. Influencer marketing is one of the most recent trends in the Marketing field and promotes an integrated path across different fields. The Return-on-Investment and potential of influencer marketing makes it a subject that cannot be overlooked by marketers. There have been heavy investments in influencers by several large companies who understand its importance in order to promote their products and services.

This research paper would assist marketers interested in increasing their horizons to attract consumers through influencer marketing. Since the primary age group in focus of study his study was account adolescents (18-21 years), it will help marketers understand the behaviour of this segment of consumers given the fact that they will soon have purchasing power and are ideal targets for marketers to instill a sense of brand loyalty. This may help marketers understand how this segment is different from the others and reach them more effectively.

Literature Review

Table 1 Review of Literature

Sl. No.	Title of the Paper	Names of authors	Name & Indexing of the Journal/Book/Book Chapter	Geography/ Region of study	Framework adopted	Major findings of the study	Gaps addressed/ identified	No of Citations received as per google scholar
1	Sponsored: The Emergence of Influencer Marketing	Steven Woods, 2016	Trace: Tennessee Research and Creative Exchange	New York City, United States	Quantitative and survey research.	Approaches of huge advertising agencies for influencers - outsourcing or hiring an entire social media team, influencers receive a high amount of ROI.	It talks about the point of view of large agencies and corporate brands with huge sums of advertising budgets.	2681
2	Social Butterflies- How Social Media Influencers	Burke, Kayleigh Elizabeth(2017)	vtechworks (Virginia Polytechnic Institute and State University)	Survey was conducted among Virginia	Descriptive statistics	It analyzes SMI effects on product perception through	comparative differences between SMI posts and brand post.	6

				Tech students		socialization and test for differences in product perception generated by brands and SMIs		
3	Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing	Rick Ferguson ,2008	Emerald Insight		Examination of real life campaigns that are emanating from well-known companies	This paper throws light on the empirical measures like return on investment with the expectations that they can remarkable returns on brands.	Understanding the success and failings of word-of-mouth or viral marketing.	422

| 4 | 'Perceived Authenticity' and 'Trust' in Social Media driven Influencer Marketing and their influence on intentions-to-buy of 18-24-year-olds in Ireland | Isabel Bruns,2018 | Resource.dbs (Dublin Business School) | Ireland | Academic Research | Maximum respondents are likely to follow Influencers with fewer followers, and they are called Micro-Influencers. Characteristics of Social Media Influencers ,Critical success factors for corporate Influencer marketing, The credibility of Influencer Marketing and GENERATION Z | The gap addressed is about a millennial study in Ireland about how customers are attracted to influencers | |
| 5 | The Rise of Social Media Influencer Marketing on Lifestyle Branding: A | Morgan Glucksman,2017 | Strategic Communications,Elon University | | Qualitative content analysis | Characteristics of social media influencers in particular, Lucie Fink, and their endorsements of brands in her | Facilitates to understand the reason for social media as the trending influencer in a | 31 |

	Case Study of Lucie Fink						social media handles.	huge way in 2017.
6	Towards a world of influencers: Exploring the relationship building dimensions of Influencer Marketing	Ann-Sofie Gustavsson Arij Suleman Nasir Sarvinoz Ishonova,2017	Semantics Scholar	Sweden	Qualitative approach with semi-structured interviews	Avenues and platforms used by SMEs while building relationships with influencers were identified, and they are found to be communication, events, feedback and gifts.	Swedish SMEs' relationship building activities are influenced by few of the underlying dimensions.	
7	Influencer Marketing as a Marketing Tool	Sofie Biaude,2017	Theseus	Finland	Qualitative and detailed insight	Essential for influencers to disclose contents of collaborations	Theoretically and empirically describes the use of influencer marketing	

8	Social Media Sellout: The Increasing Role of Product Promotion on YouTube	Carsten Schwemmer, Sandra Ziewiecki, 2018	Sage Journals, Social Media + Society	Germany	Compiled dataset which includes information for videos uploaded by the most popular YouTube channels.	Indicates oral promotion of you tube videos	Research done for proper understanding of the magnitude of product promotion.	6
9	The Impact of Influencer Marketing on Consumers' Attitudes	Johan Grafström et al, 2018	Digitala Vetenskapliga Arkivet	Jönköping University, Sweden	To meet the purpose of the thesis, focus groups were conducted.	Influencers affect attitude of millennials through their various methods of promotion	Investigates the reasons behind marketing in Instagram and blogs	2

11	Identifying Millennials' key influencers from early childhood: insights into current consumer preferences	Amy M. Young, Mary D. Hinesly, 2012	Emerald Group Publishing Limited	General	Draws research insights from psychology, consumer preference. Confirms key influencers across generations	Gives a thorough knowledge about millennials, complements current approaches	Suggested research approach for understanding millennial influencers	61
12	Modelling the impact of social media influencers on behavioural intentions of millennials: The case of tourism in rural areas in Greece	Chatzigeorgiou, Chryssoula, 2017	Munich Personal RePEc Archive	Athens, Thessaloniki and Patras	Analysis of data collected through questionnaires.	Decision making of millennials on potential rural tourism destinations are influenced	Understanding impact of influencer marketing on millennials with respect to rural tourism.	17

13	Influencer Marketing Case Studies with Incredible Results	Andrew Loader, 2018	Influencer Marketing Hub		Providing a better understanding through real-life insights.	Learning how influencers have delivered impressive results for leading brands	A comprehensive study of recent activities being undertaken in different fields by influencer marketers.	
14	3 Best Influencer Marketing Case Studies of 2018	Faizan Raza, 2018	Marketing & Growth Hacking		Understanding of the methods used by influencers to reach their audience.	Best practices adopted by influencers in influencer marketing.	Understanding of the practices adopted by influencers to reach their audience.	190
15	6 Influencer Marketing Case Studies With Phenomenal Success	Jasmine Demeester, 2018	Online Marketing Institute		Understanding theoretical knowledge through real life examples	Use of different influencers in campaigns to produce different results.	Knowledge about the latest trends in marketing.	15
16	How You Can Build A Powerful Influencer Marketing Strategy in 2019	Sujan Patel,2019	BIGCOMMERCE		Theoretical study of existing companies.	Types of campaigns, competition and giveaways, key performance indicators, understanding influencer	current state of influencer marketing, how to deploy your own influencer marketing strategy.	49

						landscape and the rise of micro influencer		
17	Case Studies: Micro-Influencer Marketing Campaigns that Worked Well	William Comcowich,2018	glean.info		Understanding theoretical knowledge through real life examples	Advantages of micro influencers and maintaining a long term relationship with influencers and also providing real life companies as examples	Provides reasoning of why it is better to work with micro - influencers instead of famous celebrities	7
19	The challenges and opportunities of marketing to Millennials	Dennis Pitta,2012	Emerald Insight		Descriptive analysis of different generations	Generation and status related effects were studies	Examines Millennials from a variety of perspectives that add to our knowledge about the cohort.	619
20	10 Influencer Marketing Case Studies With Insane Results	Shane Barker, 2019	The Huffington Post		Study of strategies adopted by different companies while adopting	Most brands worked with influencers having high engagement rates. Brands	Content promoted and methodologies followed in order to obtain	33

					influencer marketing.	provide influencers with creative freedom, so that the sponsored content blended in seamlessly with their usual content which makes the campaigns more authentic, and trustworthy.	optimal results.	

Research Objectives and Methodology

Problem Statement

Though influencer marketing is something every marketer is talking about, so far definitive research has not been conducted regarding its impact and whether or not it affects consumers of different age groups. There has been no study about the appropriate platforms on which influencers can reach their audience depending on the type of content they create, knowing which a marketer might be able to reach a more appropriate audience. Another problem area found was that no conclusive evidence was drawn regarding the difference in impact caused by influencer marketers when the content is sponsored versus when it is not.

Objectives

To understand the level of trust consumers, have on influencers.

To understand the consumers, trust on reviews.

To understand their purchase behaviour based on influencers.

To analyze influencer marketing, with the aim is to test these factors against different age groups to find a trend or pattern.

Another objective is to identify the platforms used by audiences while viewing different fields of content which will enable marketers and influencers to find the right platforms to reach them.

Sampling Plan & Methodology

This is an applied research using descriptive and empirical design. Simple random sampling technique is followed. A questionnaire was prepared with the objectives in mind. The questions were designed around social media accounts with respect to the top social media accounts widely used in India namely - Facebook, Instagram, YouTube, Twitter, LinkedIn and Quora in the order of their popularity.

Moreover, the questionnaire focused on trending fields of content like Food, Lifestyle, Health, Marketing, Technology, Fashion, Travel, Celebrities, and Work Related, that influencers mainly create content on, that could be used by marketers to generate brand awareness through influencers. The questionnaire has been attached in appendix 1 for further reference. The main focus of study were students studying in different universities and young professionals who have a working experience of four years' maximum. This helps to understand the purchase pattern and their behavior on product reviews given by influencers. This age group was compared with the other age groups to understand their patterns in perception.

The questionnaires were sent to respondents online. 220 filled sample responses were received. The same response data were checked for normality before making data analysis and interpretation. Kalmogorov-Smirmov test and Shapiro- Wilk test of normality were used. After checking for normality one response which showed outlier property was removed and the total sample size is 219. Tables 1 to 3 indicates the results of Kalmogorov-Smirmov test and Shapiro - Wilk test of normality. This test indicates that the data is distributed normally.

Table 2 Teste of Normality

<table>
<tr><td colspan="8">Tests of Normality</td></tr>
<tr><td></td><td></td><td colspan="3">Kolmogorov-Smirnov[a]</td><td colspan="3">Shapiro-Wilk</td></tr>
<tr><td></td><td>Trusting Opinion</td><td>Statistic</td><td>df</td><td>Sig.</td><td>Statistic</td><td>df</td><td>Sig.</td></tr>
<tr><td>Gender</td><td>No</td><td>.422</td><td>21</td><td>.000</td><td>.599</td><td>21</td><td>.000</td></tr>
<tr><td></td><td>Yes</td><td>.377</td><td>47</td><td>.000</td><td>.629</td><td>47</td><td>.000</td></tr>
<tr><td>Age</td><td>No</td><td>.502</td><td>21</td><td>.000</td><td>.434</td><td>21</td><td>.000</td></tr>
<tr><td></td><td>Yes</td><td>.448</td><td>47</td><td>.000</td><td>.478</td><td>47</td><td>.000</td></tr>
</table>

Table 3 Test of Normality

<table>
<tr><td colspan="8">Tests of Normality</td></tr>
<tr><td></td><td>Trusting Product Reviews</td><td colspan="3">Kolmogorov-Smirnov[a]</td><td colspan="3">Shapiro-Wilk</td></tr>
<tr><td></td><td></td><td>Statistic</td><td>df</td><td>Sig.</td><td>Statistic</td><td>df</td><td>Sig.</td></tr>
<tr><td>Gender</td><td>No</td><td>.350</td><td>15</td><td>.000</td><td>.643</td><td>15</td><td>.000</td></tr>
<tr><td></td><td>Yes</td><td>.381</td><td>10</td><td>.000</td><td>.640</td><td>10</td><td>.000</td></tr>
<tr><td></td><td>Maybe</td><td>.405</td><td>43</td><td>.000</td><td>.613</td><td>43</td><td>.000</td></tr>
<tr><td>Age</td><td>No</td><td>.461</td><td>15</td><td>.000</td><td>.498</td><td>15</td><td>.000</td></tr>
<tr><td></td><td>Yes</td><td>.400</td><td>10</td><td>.000</td><td>.623</td><td>10</td><td>.000</td></tr>
<tr><td></td><td>Maybe</td><td>.479</td><td>43</td><td>.000</td><td>.425</td><td>43</td><td>.000</td></tr>
</table>

Table 4 Test of Normality

<table>
<tr><td colspan="8">Tests of Normality</td></tr>
<tr><td></td><td></td><td colspan="3">Kolmogorov-Smirnov[a]</td><td colspan="3">Shapiro-Wilk</td></tr>
<tr><td></td><td>Likely Purchase</td><td>Statistic</td><td>df</td><td>Sig.</td><td>Statistic</td><td>df</td><td>Sig.</td></tr>
<tr><td>Gender</td><td>Highly Unlikely to Purchase</td><td>.367</td><td>5</td><td>.026</td><td>.684</td><td>5</td><td>.006</td></tr>
<tr><td></td><td>Unlikely to Purchase</td><td>.414</td><td>9</td><td>.000</td><td>.617</td><td>9</td><td>.000</td></tr>
</table>

	Neither likely nor unlikely to Purchase	.390	40	.000	.623	40	.000
	Likely to Purchase	.369	14	.000	.639	14	.000
Age	Highly Unlikely to Purchase	.231	5	.200*	.881	5	.314
	Unlikely to Purchase	.	9	.	.	9	.
	Neither likely nor unlikely to Purchase	.482	40	.000	.390	40	.000
	Likely to Purchase	.403	14	.000	.584	14	.000

The demographic characters and other attributes are specifically mentioned in pie charts and bar diagrams to be more representative.

The following null hypothesis were framed to help attain the research objectives

- There is no significance difference between gender and trusting opinion on social medic

- There is no significance difference between gender and trusting product reviews in social medic

- There is no significance difference between gender and likely purchases based on reviews

- There is no significance difference between age and trusting opinion on social medic

- There is no significance difference between age and trusting product reviews in social medic

- There is no significance difference between age and likely purchases based on reviews

Analysis of variance technique (ANOVA) is used to check the acceptance or rejection of null hypothesis. An anova basically indicates the difference in means with the population groups based on certain assumptions likely normality, random samples and equal variances. Based on the results of ANOVA, decision to use Posthoc test will be made. As ANOVA will not help to identify the different pairs of means which are exhibiting significant differences, Posthoc test is used to check for the significant differences in the mean at the same time subsequently controlling for the type one errors.
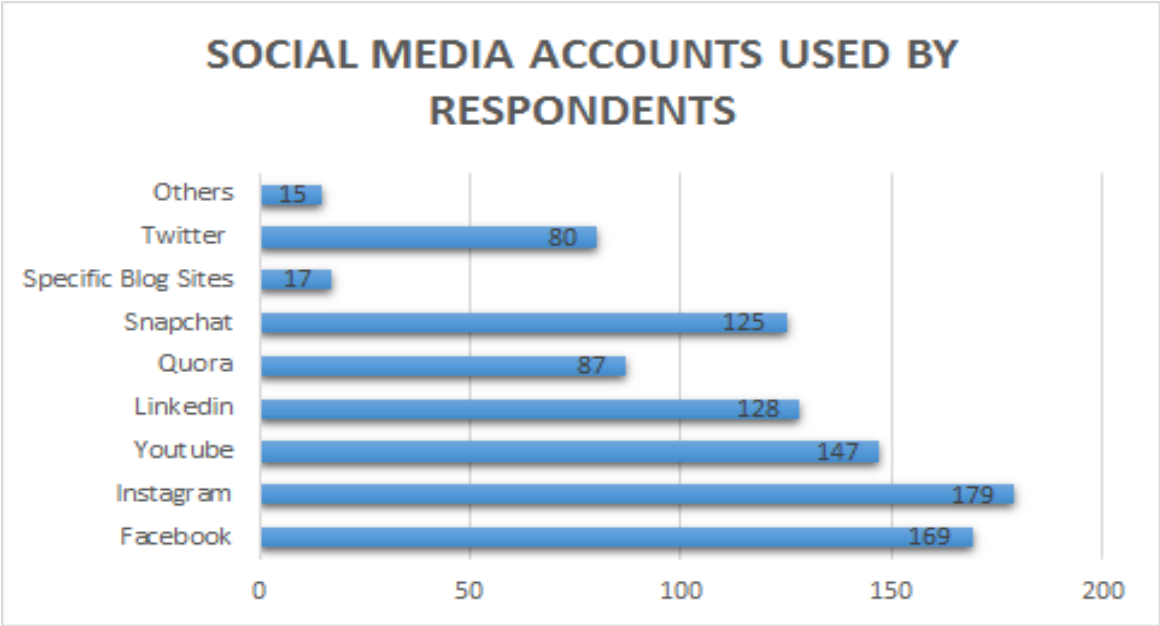
Analysis and Interpretation of Results

144 males and 74 females have responded. Age of Respondents are shown in the pie chart below

Figure 1
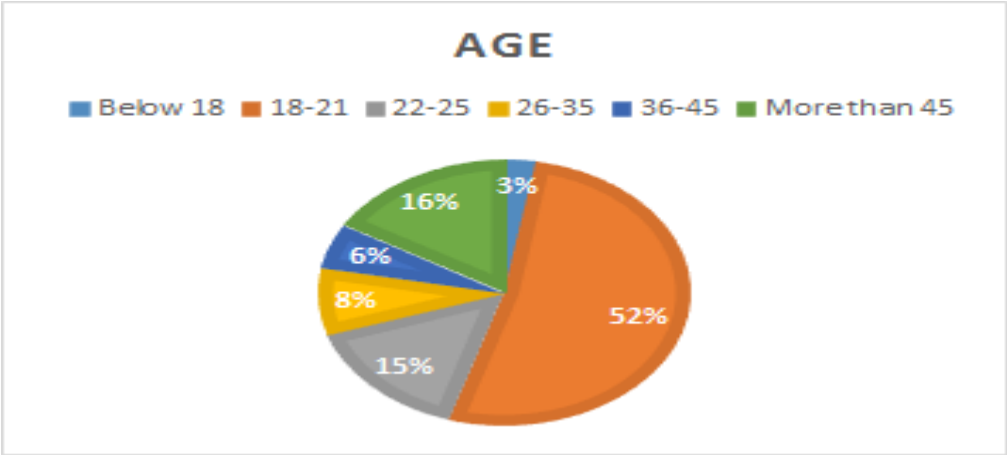
The respondents include members of all age groups, the majority of them falling under the age group 18-21.

Figure 2 Social Media Accounts Used

Source: Authors own

The social media platform used most commonly is Instagram, followed closely by Facebook and YouTube. Other than the social media platforms mentioned, respondents also have accounts on Pinterest, Reddit, Tik Tok, and WhatsApp. Majority of the respondents follow 1-10 respondents. Only 15% of the respondents do not follow influencers on social media. In the more visual categories, such as Food, Travel, Fashion, Celebrities and Lifestyle, Instagram has a lead in terms of being a preferred platform for usage, with YouTube having the next majority. This trend is

observed in the field of Marketing too. When it comes to Technology and Health on the other hand, YouTube has a lead over all other platforms. Work related searches are done primarily on LinkedIn and YouTube. From this one may infer that consumers are shifting towards a world of visual content, especially when it comes to following influencers. The least used platforms from this survey were found to be Snapchat and Quora when it comes to following influencers. Marketers will have to keep this in mind while designing campaigns.

Most of the respondents are ambiguous in their purchase behaviour of the products promoted or used by influencers. This shows us that though influencer marketing may help with the awareness and consideration stages, the final purchase behaviour may remain independent of the marketing strategy. This preliminary study necessitates us to take further studies in order to exactly understand, the level of influence of different social media upon the final purchase of the consumers.

Table 5 Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	68	1.60	.493	.243	-.430	.291	-1.871	.574
Age	219	2.1096	1.55240	2.410	.929	.164	-.631	.327
Trusting Opinion	219	.7215	.44931	.202	-.995	.164	-1.020	.327
Trusting Product Reviews	219	1.2922	.87602	.767	-.607	.164	-1.427	.327
Likely Purchase	219	2.7580	.96302	.927	-.524	.164	-.359	.327
Valid N (list wise)	68							

One-way ANOVA

ANOVA is conducted to check statistically whether the samples means are the same or not.

Table 6 ANOVA

ANOVA (gender and trusting opinion)					
Gender					
	Sum of Squares	df	Mean Square	F	Sig.

Trusting Opinion					
Between Groups	.123	1	.123	.504	.480
Within Groups	16.156	66	.245		
Trusting Product Reviews					
Between Groups	.100	2	.050	.200	.819
Within Groups	16.180	65	.249		
Likely Purchase					
Between Groups	.051	3	.017	.067	.977
Within Groups	16.229	64	.254		

Results indicates that there is significance difference between gender and trusting opinion, trusting product reviews and likely purchases based on reviews in social media and the null hypothesis is accepted at 5 % level of significance

Table 7 ANOVA

Age					
	Sum of Squares	df	Mean Square	F	Sig.
Trusting Opinion					
Between Groups	31.639	1	31.639	13.906	.000
Within Groups	493.731	217	2.275		
Total	525.370	218			
Trusting Product Reviews					
Between Groups	14.629	2	7.315	3.094	.047
Within Groups	510.740	216	2.365		
Likely Purchases					
Between Groups	112.422	4	28.106	14.565	.000
Within Groups	412.948	214	1.930		

Results indicates that there is no significance difference between age and trusting opinion, trusting product reviews and likely purchases based on reviews from social media and the null hypothesis is rejected at 5 % level of significance

Posthoc test is performed to understand which age group among the five different categories of age are exhibiting significant differences in age with respect to likely purchases

Table 8 Test of Homogeneity of Variances-One way

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
Likely Purchase	Based on Mean	9.745	5	213	.000
	Based on Median	7.393	5	213	.000
	Based on Median and with adjusted df	7.393	5	179.010	.000
	Based on trimmed mean	9.425	5	213	.000

Test of homogeneity of variance is significant as the alpha values are 0.00 at 5 % level of significances

Table 9 ANOVA

| Likely Purchase	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38.326	5	7.665	9.965	.000
Within Groups	163.848	213	.769		
Total	202.174	218			

Table 10 Post Hoc Tests
Homogeneous Subsets-for Different age group and likely Purchase using Tukey and Duncan Test

Likely Purchase			Subset for alpha = 0.05		
	Age	N	1	2	3
Tukey B[a,b]	Above 45	36	1.9167		
	36-45	12	2.2500	2.2500	
	26-35	18		2.8333	2.8333
	18-21	114		2.9298	2.9298
	.00	6		3.0000	3.0000
	22-25	33			3.1818
Duncan[a,b]	Above 45	36	1.9167		
	36-45	12	2.2500	2.2500	
	26-35	18		2.8333	2.8333
	18-21	114			2.9298
	.00	6			3.0000
	22-25	33			3.1818
	Sig.		.282	.060	.311

Posthoc test is performed to understand the differences in distances in means between the different age groups and the likely purchases from social medic influencers. Posthoc is performed only using Tukey and Duncan test. Tukey test indicates that the difference between the nearest {(age group 26-35 (2.833)} and farthest means {(age group 22-35 (3.1818)} is 0.3488. Duncan test results also indicate similar phenomenon with the same mean difference of0.3488. This indicates that the age group 22 to 25 and the age group 26-35 are significantly different from each other in their decision on likely purchases using social medic influencers.

Figure 17 Means Plots
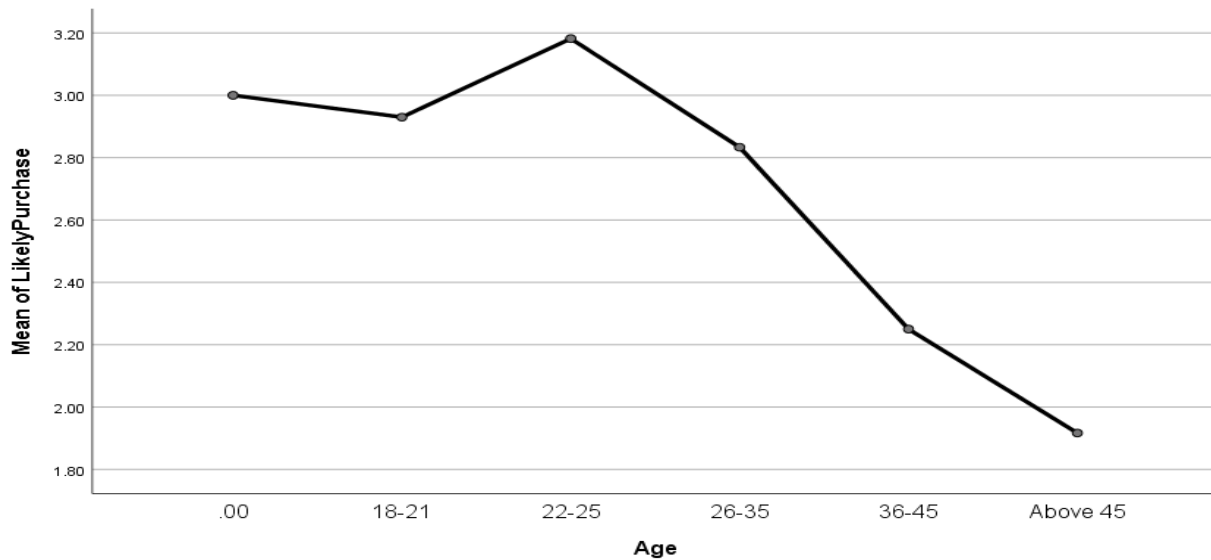
The means plot above indicates that the age group 22 to 25 are the most influenced in terms of the likely purchase and the graph line comes down with the progress of age.

Conclusion

The objective of this study is to identify influencer market using social media on the trust, product reviews, opinion and likely purchases. Results of the statistical tests indicates that gender is not significantly influence the trusting opinion, trusting product reviews and likely purchases. But the different age groups show significant positive results on trusting opinions on social medic, trusting product reviews and the likely purchases. The age group 22 to 25 is the most influenced of all the other groups. This phenomenon indicates that the youngsters who are graduating or just graduating are the highly influenced groups due to social media.

The findings from this research paper would help marketers in creating awareness on a specific social media platform based on the industry they are involved with, or are marketing using. Using the right platform is crucial in order to reach the right consumer at the right place. Understanding this dimension may help marketers in generating leads by creating cost effective campaigns.

Marketers need to keep in mind that imposing on an influencer through paid reviews may not be as helpful as the ones that are unpaid. Therefore, the aim should be to impress that influencer enough to talk about their product rather than pay them to do it. Issuing samples and freebies to influencers may inspire an influencer to recommend the brand to their audience. Such a review, however, will be honest and need not necessarily be positive. Therefore, the marketer must reach out to the right influencer, and only give them the most appropriate, personalized product. Issuing them a product that would be of a greater benefit to the marketer than to the influencer may produce negative results.

Marketers also need to focus on reaching the kind of consumer who has significant purchasing power or one that can influence purchase behaviour. While reaching a wide audience is necessary to establish a brand, it is also important to add to sales and revenue through this form of marketing. Though one may argue that the primary impact of influencer marketing is raising brand awareness, end of the day, marketing has to aid the business and contribute in some form to its profits. Thus, marketers need to keep in mind their objectives (wider audience or more sales) while selecting their influencer marketing campaign, in order to achieve their goals in a more effective manner.

Suggestions

1. There has not been a thorough research about the attributes that make for an ideal influencer. Clear cut requirements have not been defined and there has been no study about the results based on the type of influencer and what they add to the brand with respect to the audience they affect.
2. There has been no research done on the negative impact influencers might have on the brands in some cases.

References

Woods, S. (2016). # Sponsored: The Emergence of Influencer Marketing.

Burke, K. E. (2017). Social Butterflies-How Social Media Influencers are the New Celebrity Endorsement (Doctoral dissertation, Virginia Tech).

Ferguson, R. (2008). Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing. Journal of consumer marketing, 25(3), 179-182.

Bruns, I. (2018). 'Trust and 'perceived authenticity in social media driven influencer marketing and their influence on intentions-to-buy of 18-24-year-olds in Ireland (Doctoral dissertation, Dublin Business School).

Glucksman, M. (2017). The rise of social media influencer marketing on lifestyle branding: A case study of Lucie Fink. Elon Journal of Undergraduate Research in Communications, 8(2), 77-87.

Gustavsson, A. S., Suleman Nasir, A., & Ishonova, S. (2018). Towards a world of influencers: Exploring the relationship building dimensions of Influencer Marketing.

Biaudet, S. (2017). Influencer Marketing as a Marketing Tool: The process of creating an Influencer Marketing Campaign on Instagram.

Schwemmer, C., & Ziewiecki, S. (2018). Social media sellout: The increasing role of product promotion on YouTube. Social Media+ Society, 4(3), 2056305118786720.

De Veirman, M., Cauberghe, V., & Hudders, L. (2017). Marketing through Instagram influencers: the impact of number of followers and product divergence on brand attitude. International Journal of Advertising, 36(5), 798-828.

Grafström, J., Jakobsson, L., & Wiede, P. (2018). The Impact of Influencer Marketing on Consumers' Attitudes.

Ewers, N. L. (2017). # sponsored–Influencer Marketing on Instagram: An Analysis of the Effects of Sponsorship Disclosure, Product Placement, Type of Influencer and their Interplay on Consumer Responses (Master's thesis, University of Twente).

Young, A. M., & Hinesly, M. D. (2012). Identifying Millennials' key influencers from early childhood: insights into current consumer preferences. Journal of Consumer Marketing, 29(2), 146-155.

Chatzigeorgiou, C. (2017). Modelling the impact of social media influencers on behavioural intentions of millennials: The case of tourism in rural areas in Greece.

Barker, S. (2019, May 7). Shane Barker. Retrieved from 10 Influencer Marketing Case Studies with Insane Results: https://shanebarker.com/blog/influencer-marketing-case-studies/

Brown, B. (2018, January 17). 8 Influencer Marketing Case Studies with Unbelievable Results. Retrieved from Grin: https://www.grin.co/blog/8-influencer-marketing-case-studies-with-unbelievable-results

Concowich, W. (2018, October 30). Case Studies: Micro-Influencer Marketing Campaigns that Worked Well. Retrieved from glean.info: https://glean.info/4-examples-effective-micro-influencer-campaigns/

Loader, A. (2018, October 24). 8 Influencer Marketing Case Studies with Incredible Results. Retrieved from Influencer Marketing Hub: https://influencermarketinghub.com/8-influencer-marketing-case-studies-with-incredible-results/

Demeester, J. (2018, August 17). 6 Influencer Marketing Case Studies with Phenomenal Success. Retrieved from Online Marketing Institute: https://www.onlinemarketinginstitute.org/blog/2018/08/6-influencer-marketing-case-studies-phenomenal-success/

Patel, S. (2019). How You Can Build a Powerful Influencer Marketing Strategy in 2019. Retrieved from BIGCOMMERCE: https://www.bigcommerce.com/blog/influencer-marketing/#executive-summary

Raza, F. (2018, April 7). 3 Best Influencer Marketing Case Studies of 2018. Retrieved from Marketing & Growth Hacking: https://blog.markgrowth.com/3-best-influencer-marketing-case-studies-of-2018-71a1992afd61