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The Impact of Celebrity Endorsement on Purchase Decision of Telecom Users- A Case of Engineering Students

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ABSTRACT

The practice of celebrities being used for rendering services other than performing their actual job as either an actor or an athlete, such as endorsements has proliferated over time. Despite the cost and the risks involved with this technique of advertising, it is been used quite extensively in the present era. The instrument of celebrity endorsement has nowadays become a pervasive element in advertising and communication management. India as a country is known for loving its stars and more population of youth. The Indians idolize their Bollywood actors and cricketers. The advertisers see this as an opportunity to grab and work on so as to expand their operations and promote their product. The present research paper focuses on examining the perception of these Indian youth Consumers about the celebrity endorsement process and the subsequent impact on their purchase decisions. Here we, with a literature review which provides an insight into the research done by the previous authors followed by the structure of the research method adopted to achieve the objective this study. A structured interview questionnaire approach has been adopted to investigate the attitude of the young engineering student consumer towards celebrity endorsement and how it affects their purchase decision. Most of the findings derived from analyzing the collected data unearthed some very interesting facts which have been summarised in the conclusion and also managerial implication relating to it has been discussed

Keywords: Celebrity Endorsement, Consumer Attitude, Purchase Decision, Student Buying Behaviour



1. INTRODUCTION

“Celebrity is an omnipresent feature of society, blazing lasting impressions in the memories of all who cross its path.” Kurzman et.al (2007)

Indian market is not by a large space, an easy audience to target for the advertisers. The one billion people of the country are speckled in terms of beliefs, ethnicity, states, culture, language, dialects, norms and values. Other aspects such as the economic discrepancy in the country separates it in a way which has resulted in a large number of lower and upper middle class, with a very small class falling under in the middle class. This demonstrates a vast disparity in the buying power and decision making clout, one which the advertisers should keep in mind. Indian advertisement has been placing a vital amount of importance on both recall and persuasion as brand differentiating messages.(Dixit,2005). Very often, various advertising styles are used by advertisers to influence consumer brand choice behaviour and among these different available choices one very popular choice is Celebrity Endorsements. (Alsmadi 2006).

“Traditional celebrity endorsements are as well established as the concept of celebrity itself.”(Anonymous, 2007).Celebrities influence on consumers appears to be larger than ever before. (Alperstein 1991). When used effectively celebrity endorsers have the potential of serving a valuable role in enhancing a brand’s competitive position and developing brand equity. (Till 1998).Schikel (1985) highlights the subtle yet intense impact of celebrities on everyday thinking and living. Defined as ‘intimacy at a distance’, it is seen that individuals have a tendency to form illusions of an interpersonal relationship with celebrities. (Horton &Wohl 1956).

A person who enjoys public recognition from a large share of a certain group of people and uses this recognition on behalf of a consumer good by appearing with it in advertisements is known as a celebrity. (McCraken 1989). They are usually known to the public for their accomplishments in areas other than the product endorsed by them. Friedman &Friedman 1979). This stands true for classic forms of celebrities such as actors like Shah Rukh Khan, models like Milan Somen, Sports athletes like Sachin Tendulkar and entertainers like MaliakaArora Khan but also for less obvious groups such as businessmen like the Ambani’s or politicians like Rahul Gandhi.(Schlecht 2003).

In India especially, it is not difficult to find motives for the increasing use if celebrities in advertisements as Indians have always been in awe of the stars of the celluloid world. Unlike the foreign counterparts they have always consecrated them and placed a halo behind their heads implying that their celebrities could do no wrong. (Anonymous, 2001). Indeed, some people are seen to admire, imitate, and become besotted with their favorite celebrities, which forms the crux for the celebrity endorsement being quite a sought after advertisement technique.(McCutcheon et.al 2003)



Today celebrity endorsement is being seen more and more as an integral part in an integrated marketing communication strategy. Hamish and Pringle (2004) suggest 3 macro factors present in the market today that in principal justifies the validity of celebrity endorsement as a promotional strategy. The first factors the increasing opportunity for interactivity between brands and their consumers. Second is the “era of consent” situation present today where consumers have more control over the messages they receive. And lastly is the increasing media fragmentation and commercial communication clutter.(Temperley and Tangen, 2006). Pappas (1999) examined the value of star power in an endorsement and pointed towards how a well-designed advertising helped celebrities convert their star power into brand equity.

2. CELEBRITIES AS A FORM OF ASPIRATIONAL REFERENCE GROUP

From a theoretical perspective, celebrities are considered to be effective endorsers as because of the presence of their symbolic desirable reference group alliance. (Soloman and Assael, 1987).Assael (1984) suggests that the effectiveness of the celebrity endorsement is present because of its ability to tap into the consumer’s symbolic union with its aspirational reference group.(Menon)

Reference groups among consumers are viewed as being a critical source of brand meanings as it helps them to evaluate their believe about the world particularly with others who share the same beliefs or are similar on relevant dimensions. Consumers form associations between reference groups and the brands they use and transfer this meaning from brand to self and one of the most reliable form of reference group is Celebrity Endorsers.(Escalas and Bettman 2005)

Celebrities are deemed to be referents by consumers, which refers to imaginary or actual individuals envisioned to have significant bearing on the consumer’s evaluations, aspirations and behaviour. The power of the celebrities lies in these influences that they exert on consumers, even though they themselves are physically and socially distant from an average consumer.(Choi & Rifon, 2007)

Consumers have a tendency to form an attachment to any object that reinforces one’s self identity or desired image, renders feelings of connectedness to a group or to any object that elicit nostalgia, and perhaps the most vivid example of this form of attachment maybe found in the consumers preoccupation with the celebrities. (O’Mahony and Meenaghan, 1998).

3. PROS OF CELEBRITY ADVERTISEMENT

Academic researchers have conducted sufficient empirical research to express the benefits of product endorsement, in addition to the intuitive arguments that rationalize this practice.(Till and Shimp, 1998). It is



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observed that the presence of a renowned persona helps in solving the problem of over communication that is becoming more and more prevalent these days.(Kulkarni & Gaulankar, 2005)

The increased consumer power over programmed advertisement has made advertising more challenging. To ease this threat and to help create and maintain consumer attention to advertisements celebrity endorsement strategy is seen to be advantageous. Celebrities have the potential of helping the advertisements stand out from the surrounding clutter, guiding towards a improved communicative ability by cutting through excess noise in a communication process(Sherman 1985). Also one probable solution in the face of tarnished company image is the hiring of a celebrity to restore it. Celebrity Endorsement assists in the image polishing of the company's image.(Erdogan, 1999)

A stream of studies identifies the attributes such trustworthiness, similarity, likableness, expertise that cause a celebrity to stand as a persuasive source which in turn creates a sense of certainty.(Mustafa 2005). It is shown by research and experience that consumers are highly ready to spend and more comfortable , when products that relate to their desired image is endorsed by celebrities. (Internet World 2001) as it helps them to take more notice of celebrity endorsements and improve their level of product recall. (Bowman 2002)

Another reason for the use of celebrity endorsement is because it has a strong impact on the learning style and memory which is critical to marketing communication success. This is because most consumers are not in a purchasing situation when they come into contact with the brand message. Marketers make use of celebrity endorsements as they lead to better information storage in the minds of the consumers which can be readily retrieved when the purchasing situation dose arise.

All these lead to the conclusion that celebrity endorsements is likely to have a positive effect on product choice behaviour.(Goldsmith, Lafferty and Newell 2000; Mathur, Mathur & Rangan 1997)



Potential Advantages	Potential Hazards
Increased attention	Overshadow the brand
Image polishing	Public controversy
Brand introduction	Image change and overexposure
Brand repositioning	Image change and loss of public recognition
Underpin global campaigns	Expensive

SOURCE: Erdogan 1999, p. 295

4. CONS OF CELEBRITY ENDORSEMENT

The very first downside of celebrity endorsement is the term 'Lazy Advertising' used to address the extreme usage of celebrities to endorse products, which poses a question on the validation of success of celebrity endorsement as a prevalent marketing communication activity. (Kulkarni and Gaulankar, 2005). It is believed that using celebrities can turn out to be an unnecessary risk, unless there appears to be a very logical relation between the endorser and the product. (Beverage Industry 1989, USA Today, 1995)

Celebrity endorsers may now and then become a liability to the brand they endorse (Till and Shimp, 1998). Negative information and publicity regarding the celebrity is one risk associated with the use of celebrity endorsers. If the celebrity is strongly associated with the brand then the impact of the negative publicity will brim over to the product. Many companies have been badly affected by the negative publicity accruing from the celebrity's misdeeds. One very prominent example is Pepsi which suffered with three tarnished celebrities - Mike Tyson, Madonna, and Michael Jackson. (Katyal, 2007). Furthermore, those who chooses to use celebrities have no control over the celebrity's future behaviour. (Till & Shimp, 1998)

Clutter in brand endorsement is very high up these days. (Kulkarni and Gaulankar, 2005). This is due to celebrity greed which leads to a celebrity endorsing many diverse products. (Erdogan, 1999) Overexposure is a common occurrence between highly recognized and well-liked endorsers and highly competing brands and leads to making the consumer confused and unable to recall correctly which brand the celebrity stands for. (Tripp et.al., 1994). This not only compromises the value of the celebrity in the eyes of the star's fans but also brings to the customers notice the true nature of endorsements which is more compensation inclined and not so brand or product



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inclined. (Cooper, 1984, Tripp et al. 1994, Graham 1989). This has been referred to by Solomon et al. (2002) as the “hired gun” problem, where the spokesperson is perceived as endorsing the product only for the motive of money. A review by King (1989) found that especially among young people the perceived credibility of celebrity endorsers has fallen drastically, with 64% believing that celebrities appeared in the ads only for money.

As Cooper (1984) articulates “the product, not the celebrity, must be the star.”Overshadowing or better known as the ‘*vampire effect*’ occurs “when the celebrity endorser occurs in the presence of multiple other stimuli which all competes to form a link with the celebrity endorser.”. It is a fairly familiar problem that tends to ‘water out’ the image and association present between the celebrity and the brand being endorsed and one that leads to lack of clarity for the consumer. (Evans, 1998) . A universal concern here is that consumers will fail to notice the brand being promoted because they are focusing their attention on the celebrity. (Erdogan, 1999)

Two new shortcomings can be seen these days what marketers call Celebrity Trap and Celebrity Credibility. Celebrity trap is when the task to find substitutes becomes more and more difficult and thus celebrity becomes an addiction for the marketing team leading to surfeit of celebrities. Celebrity credibility refers to scepticism by the consumers regarding the celebrities, because of which brand is bound to be affected, especially when there is anything negative regarding the celebrity associated with the brand in the news. (Kulkarni and Gaulankar, 2005).

Agrawal and Kamakura (1995) recommend that there are decreasing returns associated with celebrities in advertising. Also some consumers have termed celebrities to be a ‘puppet’ used by companies implying that they perceive the celebrities to be lying, when endorsing certain products. (Temperley & Tangen, 2006)

ponses to emotional appeals in advertising is well documented in the behavioural literature”.(Moore, Harris & Chen, 1995).McCraken (1989) goes on to describe a consumer as a ‘self’ that constantly detracts into their lives the symbolic properties from consumer products in order to construct aspects of themselves and the world. The results of the study conducted by O’Mahony and Meenaghan (1998) designate that a consumer holds by and large a positive attitude towards celebrity endorsements. Research confirms that the celebrity endorsement can have an impact on the consumers recall evaluations, attention and purchase intentions. At the same time it needs to be taken into consideration that although consumers might have a favourable disposition towards celebrities, this does not necessarily always translates into purchase intentions.(O’Mahony and Meenaghan, 1998).

Consumer’s perception begins with their self-image and lifestyle.(Busler, 2003).Daneshwar and Schwer (2000) formulated an estimated equation on the purchase intention of the consumers which is based on the literature that points to the fact that purchase intention in an environment of endorsements depends on consumers identifying with the association and its consequent purpose on their socioeconomic profile. The equation goes as follows:



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PURCHASE INTENTION = f (often, income, gender, occupation, age, education)

It is often seen that the understanding of the bond between the endorsed product and the product itself is difficult for the consumer to judge and thus this is critical to understand while discussing celerity endorsement. (Hsu & Donald, 2002). Using the internationalization process, Friedman & Friedman (1979) posited that consumers were more likely to purchase expensive and/or complex products which were endorsed by expert celebrities rather than typical customers. Using the same theory, Lafferty and Goldsmith (1999) that consumers are more likely to purchase a product when the perception of corporate credibility is high and when the purchase intention when endorser credibility which maybe a celebrity, is again perceived to be high. But it is seen that once the consumer has the product in his or her hands, however, the design, quality, and price of the product are what consummates the sale, not the association with a celebrity, which enlighten us with the verity that celebrities get consumers to try products, not to necessarily buy products." (Anonymous, 2007)

Daneshvary and Schwer (2000) refer to individuals with higher levels of education might be less influenced by any form of advertising than those with less education, because education provides individuals with analytical skills allowing them to decipher information from several sources prior to making a purchasing decision, making them less likely to purchase a product based on one source.

The celebrities are often looked upon by the young as their role model. (Choi & Rifon, 2007). It is seen that celebrity endorsement specially encourages the young to embrace their individuality by celebrating their contemporary icons and heroes. (Temperley, Tangen, 2006).

5. COUNTRY CONTEXT: INDIA

Brand endorsements by celebrities are a widespread phenomenon in India and worldwide. For decades, the celebrities present in the Indian films have provided lifestyle cues to youth. Given the popularity, size and reach of the celebrities present in the film industry have the power to influence the attitude and behavior of millions of people, particularly the youth in India. The result of several discussions between strategic media work and WHO, after consulting with media experts, sociologists, films and television professionals and academics as well as scanned media reports, determines the impact of films and its consequent impact of celebrities on the youth. (Anonymous, 2003)

The country observed for the first time aggressive competition between new players and big established businesses with the opening of the new Indian economy in 1991. (Malhotra 2005). Consumer's expectations and demands are continuously rising in today's dynamic and competitive environment forcing marketers to adopt more creative advertising efforts such as celebrity endorsements to influence consumer brand choice and behaviour.



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(Alsmadi 2006). Hence, there was an novelty of the celebrity brand endorsement which has proliferated to have become a multi-million dollar industry in India today.(Malhotra 2005)

Further more the celebrities in India live a very public life, hence several aspects of their lives are exposed to the general public such as where they shop, where they holiday, their favorite food and so on and thus receives extensive coverage from the media. The best example to support this is the South Indian actor Rajnikanth who has temples dedicated to his glory.(Dixit 2005)

However, a few of the brands have, no doubt, been established without celebrity endorsement (Kulkarni and Gaulkar, 2005). Procter & Gamble promoted its 'Rejoice' brand in India with an ordinary woman in their advertising which worked well. They do not believe in celebrity endorsement and think that consumers, especially housewives, are more prone to identify with a lay person than a celebrity. A few more examples that can be given are Lifebuoy, Close Up, Fevicol etc.

Katyal (2007) asserts that there is the presence of great potential for celebrity endorsement in India to be seen as truly relevant, thereby inducing customer to purchase the product. He also states that star power in India can be identified by the successful endorsements done by Shah Rukh Khan for three brands namely Santro, Clinic Al-clear and Pepsi.

6. ADVERTISING IN THE INDIAN TELECOM SECTOR

Advertising spends in India saw a 32 per cent surge in the first quarter of 2010 according to a Nielsen study and telecom sector had major contribution to make to this growth in advertising.

The Indian telecom services sector is a booming industry. The Indian telecom market is highly competitive with all the players trying to increase their subscriber base with all kinds of schemes and offers. Telecom service providers keep adding subscribers by millions every month. Promotion has a major role to play and that's where advertising kicks in.

The telecom service providers are leaving no stone unturned to attract potential subscribers and retain the existing ones. Advertising serves a number of purposes; the most important being connecting with the customers and developing a bond and the most common being keeping people updated about new schemes and offers that companies keep churning out almost every day.

The telecom companies have been among the leading ones when it comes to advertising spends across almost all media be it the print media or TV or outdoor. In 2009, the telecom sector's ad spends across TV, press and radio was around Rs 1,200 crore. With the onset of 3G, the advertising in telecom is about to go up with companies coming up with new campaigns and strategies to promote their 3G services. Advertising in the telecom



space is expected to see a spike of almost 50 per cent in the next six months, because of the onset of 3G, against an average annual growth expected to be around 30-32 per cent.

The point to be noted is that even when all the telecom majors have flooded all kinds of media with their commercials they have somehow been able to differentiate their telecom strategies. For example, Vodafone has always used non human characters like the pug or the ZooZos in its advertisements, whereas Airtel focuses on human relationships. Idea on the other hand has been giving out social messages through its ads and Tata Docomo appeals to the youth with ideas for their ads coming from customers themselves.

List of Celebrities Endorsed Indian Telecom Brands

Celebrity	Telecom Brand
Anushka Sharma	Reliance Communication
Idea	Abhishek Bachchan
Preity Zinta	BSNL
Aircel	Surya
Vodafone	The ZooZoo characters(Created spokesperson)

7. RESEARCH OBJECTIVES:

- To analysis the impact of the Celebrity Endorsement on consumer buying behavior
- To study the impact of attitude of the consumers towards celebrity endorsement of Telecom Brands purchasing
- To examine that is there any relation between Brand Recognition and Celebrity who endorses that Brand

8. RESEARCH HYPOTHESES:

As following the research aim the below research hypothesis was framed and tested with test statistics.

Null Hypotheses (H0): Consumers Age and the impact of celebrity endorsement on their purchase Decision is Independent.

Alternative Hypotheses (H1): There could be a significant relationship between Attitude of the consumers towards celebrity and purchase Decision

Alternative Hypotheses (H2): There could be an impact of celebrity endorsement on consumer buying behavior

Alternative Hypotheses (H3): There is a significant relationship between Brand Recognition and celebrity Endorsement



9. RELIABILITY TEST

With the take off of a pilot interview, performed with the help of a short listed students from the reputed engineering Institutions who were selected randomly as a count of 50 which is a good enough as per the eminent research guidelines, the cronbach's coefficient alpha is 0.69 which is nearer to 0.7 the standard value that the whole world of research fellows will accept (Churchill 1979). Since all measures were based upon prior relevant literature and were often used or adapted in research, evidence of content validity was provided.

10. SAMPLE AND DATA

The sampling frame consisted of under graduate student consumers who are from top reputed engineering Institutions in Andhra Pradesh a newly bifurcated state in South India. The sample respondents were recruited using random sampling. The method for sample selection was Systematic random Type Selected every tenth name from the lottery Dip. A self-completion questionnaire was administered to respondents for their responses towards the quarries. A total of 218 questionnaires were distributed in three Districts: Chittoor, Nellore, Kadapa. All these students were represented as the sources of data collection for the research. Survey brands included four product brands produced by Indian Telecom service Providers namely Vodafone, Aircel, Reliance Communication and Idea. The famous celebrities been endorsing these brands are Abishek bachan, Surya from film casting and spokespersons created by the companies had chosen for the survey.

11. RESULTS AND DISCUSSIONS

Coming to the research results after analyzing the data by using test statistics, it has a sort of interpretations and understandings about consumers buying behaviour towards Celebrity endorsement in telecom brands are presented as following given below table and analysis.

According to the research Hypotheses built it had been examined at different stages

Null hypotheses (H0): Consumers age and the impact of celebrity endorsement on their purchase Decision are Independent.

Table-1
One Way ANOVA
Age Vs Celebrity Endorsement impact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.871	3	.624	4.524	.004
Within Groups	29.505	214	.138		
Total	31.376	217			



Table-1 shows that there is a dependency between consumer's Age factor and the impact of celebrity Endorsement on their Purchase decision. Through this representation it can be concluded that Null hypotheses is rejected or in other side it can be said that there is dependency of the impact of celebrity endorsement on consumer's age factor. Thus it got proved through statistically i.e significance of the P value is less than 0.05 in One Way ANOVA test which showed in the above table.

Alternative Hypotheses (H1): There could be a significant relationship between Attitude of the consumers towards celebrity and purchase Decision.

Table-2
One Way ANOVA
Attitude Vs Purchas Decision

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.410	3	1.137	6.928	.000
Within Groups	35.109	214	.164		
Total	38.518	217			

It was proved that there is a significant relationship between attitude of the consumers towards celebrity and their purchase decision in table 2 consist statistically significant P value is exactly 0.000 less than 0.05 confirms us attitude of the consumers matters when ever they made a purchasing decision of telecom brands.

Alternative hypotheses (H2): Testing about most importantly whether is there any impact of using celebrity Endorsed advertisement on young student consumers buying behavior had been set back the assumed assumption that is there is an effect of Celebrity Endorsement strategy on purchase decision making by the young consumers. This had exposed by using One Sample T- test and result executed in table -4. Where significant (2-tailed) test contains p value (0.000) < 0.05 for the two factors i.e Trustworthy and Likability

Table-3
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Trustworthy	218	1.3119	.46435	.03145
Likability	218	1.8257	.38025	.02575



Table-4
One-Sample Test

	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Trustworthy	41.715	217	.000	1.3119	1.2499	1.3739
Likability	70.890	217	.000	1.8257	1.7749	1.8764

Alternative Hypotheses (H3): There is a significant relationship between Brand Recognition and celebrity Endorsement

Table-5
ANOVA

Brand Vs Celebrity Endorsement

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.439	2	.219	4.564	.011
Within Groups	10.336	215	.048		
Total	10.775	217			

At the outset of the research aim we also tested about Brand Recognition and celebrity Endorsement advertisement hence it find out definitely recognition of a brand obviously depends on endorsed celebrity if they are not familiar about brand that they want to buy. Statistically it showed in the table-5 where significant value is 0.011 which is less than 0.05.



We have also done a Chi square test to test to test do the factors called trustworthy and likability particularly influence the consumers to recognize brand a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 109.0.

Table-6
Chi-Square Test

	Chi-Square(a)	df	Asymp.Sig
Trustworthy	30.844	1	0.000
Likability	92.495	1	0.000

Table 6 shows that there is a significant impact of the factors of celebrity who could do better with great trustworthy and likability on consumers mind setup while they were on purchase trip and also it insist them to go with celebrity based value recognition by associating themselves with celebrity who may be in the form of visible or non visible on ad campaign completely. Results in above table prove statistically important with values of Asymp.sig 0.000 i.e $P < 0.05$ for both Trustworthy and Likability at Degrees of Freedom is 1.

12. RESEARCH FINDINGS AND IMPLICATIONS

Find outs

The most important finding of the study is that celebrity endorsement is effective for marketing communication. This was already examined and proved through previous studies since again it was confirmed celebrity endorsement is an effective tool for capturing and attracting market and consumers. This was in general but in particular aiming on research gap and objectives it found interestingly young consumers (students) the potential market share holders in high population country like India were get impact more by celebrity endorsement strategy on their purchase decision. Age of the respondents plays a key role supposing to host a positive or negative attitude towards celebrity endorsement. This was tested out and showed with witness of one way ANOVA results P value ($P = 0.04 < 0.05$) followed by Attitude about a endorsed celebrity or celebrity endorsement technique relation assumed and tested ($P = 0.000 < 0.05$) significantly congruence.

More Importantly it had thrived an objective hopefully there could be relation between Brand Identity and Celebrity Endorsement Strategy and shooted out its confirmation through $P = 0.11 < 0.05$ accepted alternative Hypotheses (H3) and declared a result that consumer would prefer celebrity based advertisement sources when they really don't know about the brand.

Implications



Though the study was limited to a certain area only but it got its own image by investigating on Market driven consumer segmentations which had categorized based on the age factor, young consumers are ready to invite celebrities to speak about a brand particularly in telecom industry it become most fast durable and converted from want position to need must in 21st century. Brand who is in telecom industry may take this report to consideration to adopt an effective ad campaign and go on with great trusted celebrity and also likable one by the target group. Because they had aggressive and positive opinion on their favorite stars might be in their respective fields and irrespective of age And Gender.

13. CONCLUSION

Conclusion implies that consumers have developed wider prospective in terms of celebrity endorsed products. The scope of the study could be an interesting extension where future generation is incredible sources for corporate to grab and the way they reach to their consumers along with brand is a smart game. Celebrity endorsement impact would be particularly important in the Indian context since different age groups have different levels of perceptions on their trustful and likeable celebrities. Overall the findings from this study explores that there is a impact of celebrities in advertisements on consumers (young) to Identify a Brand in India Telecom industry and have given the practitioners a new way of rethinking the practice on great impact.

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