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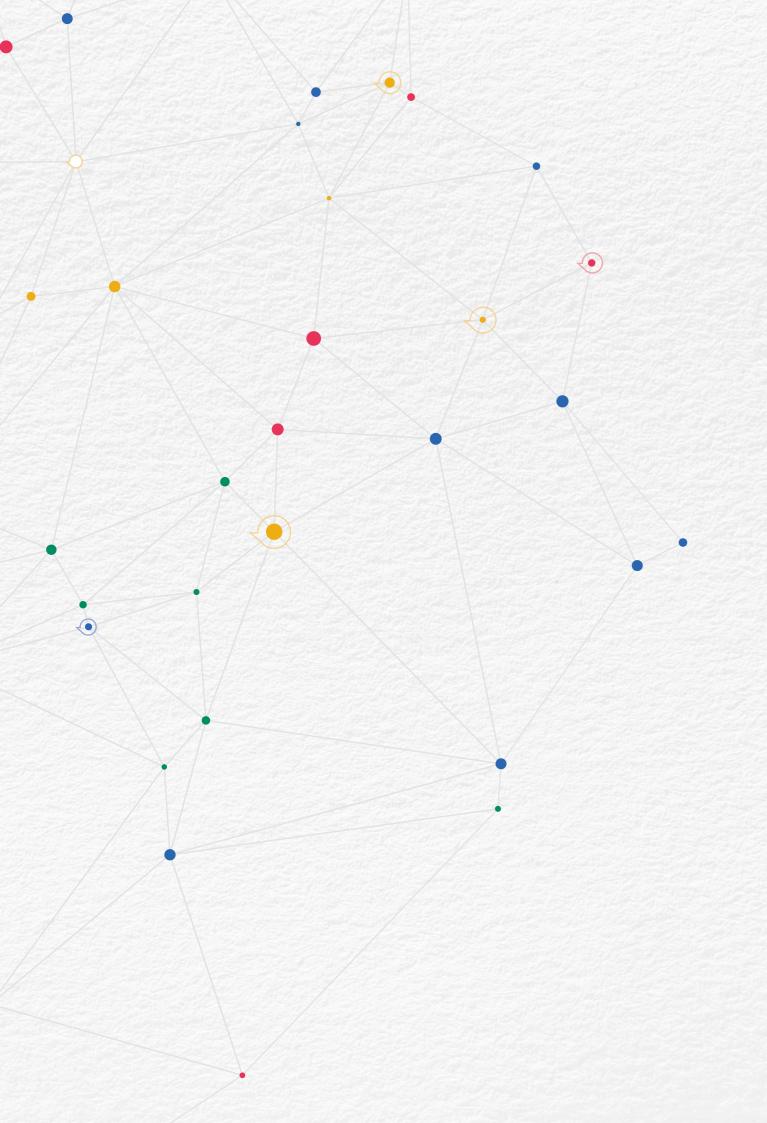
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Dear Readers,

Welcome to the September 2025 edition of **CONNECT**, your quarterly research newsletter on insights that shape the future of business. At Jaipuria Institute of Management, we are committed to bridging the gap between academic research and industry practice, turning rigorous scholarship into actionable strategies for the corporate world.

Starting this edition, we are pleased to introduce contributions from both academia and industry, offering a balanced perspective that blends conceptual depth with practical application. The first three articles are authored by our faculty, while the last two come from corporate leaders, reinforcing our mission of connecting classroom learning with real-world practice.

This issue explores the theme "Reshaping the Modern Marketplace: From Smartphones to Machine Learning." The articles highlight how immersive technologies, consumer trust in digital healthcare, and Al-enabled banking are transforming customer experiences and organizational strategies. They also showcase industry perspectives on autonomous farming and machine learning in commerce—demonstrating how innovation is redefining value creation across sectors.

The First article explores how immersive

technologies like AR, VR, MR, and the metaverse are reshaping customer experiences across industries. Drawing on a review of 124 studies from 2005-2024, it highlights innovations in retail, tourism, healthcare, and education that transform customers into active participants. The findings reveal both opportunities—stronger engagement, trust, and sustainability-and challenges around cost, privacy, accessibility, and ethics. For businesses, the study underscores that immersive tools are not just add-ons but powerful drivers of memorable, meaningful service experiences.

The second article examines the role of consumer trust in driving the adoption of mobile healthcare apps in India. Based on a survey of 238 users across major cities, the study finds that trust outweighs traditional predictors like usefulness, time, and price in shaping willingness to purchase e-healthcare products. Despite affordability and convenience, skepticism persists unless platforms ensure transparency, security, and credibility. The findings call on businesses, policymakers, and providers to prioritize trustbuilding measures as the foundation for digital healthcare growth

The third article investigates why customers continue using Al-enabled digital banking, drawing on survey data from 390 Indian users.



Published in the Journal of Enterprise Information Management, the study integrates AI features with Expectation Confirmation Theory, emphasizing perceived intelligence and anthropomorphism as key drivers. These attributes enhance interaction quality, boost customer experience, and reinforce loyalty. The findings urge banks to design AI that is not only efficient and reliable but also empathetic and human-like, positioning AI as a true partner in customer relationships.

The fourth article explores how autonomous tractors are reshaping agriculture in ways that mirror the smartphone revolution. Moving beyond operator-driven machines, these Al-powered systems leverage sensors, cloud platforms, and computer vision to optimize farming, reduce chemical use, and ease labour shortages. A case study of John Deere illustrates how autonomy transforms not only field operations but also supply chains, dealerships, and business models through data-driven ecosystems. The findings highlight that the future of farming lies in connected, intelligent machines that

redefine workflows, partnerships, and value creation.

The fifth article examines how the marketplace is evolving from smartphones to machine learning, redefining speed, trust, and growth. Smartphones transformed consumer journeys into seconds, while ML now powers discovery, pricing, forecasting, and fraud prevention at scale. Case studies reveal how checkout optimization, fit recommendations, and delivery-promise engines boost both revenue and trust. The article underscores that the future of commerce lies in removing every micro-friction, scaling ML as a core capability, and building ecosystems that are fast, intelligent, and responsible.

We hope you find these articles insightful and valuable for your academic and professional pursuits. We welcome your feedback, questions, or suggestions, and look forward to hearing your thoughts on the topics covered in this edition.

> Best regards Editorial Team Connect Newsletter Jaipuria Institute of Management



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THE IMMERSIVE SERVICE REVOLUTION: WHY BUSINESSES CAN'T AFFORD TO STAY OUT

Technology has always changed the way businesses serve customers, but immersive technologies like augmented reality (AR), virtual reality (VR), mixed reality (MR), and the metaverse are pushing this transformation to a new level. These tools are no longer science fiction they are shaping real experiences in retail, tourism, healthcare, education, and entertainment. Instead of simply consuming services, customers are now able to step inside them: trying on clothes through virtual mirrors, taking a digital walk through a holiday destination before booking, or even consulting doctors in a virtual clinic. Despite this fast growth in practice, research on immersive technologies has been fragmented and scattered across industries and technologies. Our research published in Journal of Service Theory and Practice, set out to bring together all that knowledge in one place, offering businesses and scholars a clearer picture of how immersive technologies are reshaping services. We reviewed studies

published between 2005 and 2024 and analyzed 124 high-quality articles that focused on immersive technologies in service contexts. Our research explored which industries are adopting these tools, the kinds of customer experiences being created, and the benefits and risks involved. What we found is both exciting and thought-provoking. Augmented reality and metaverse applications dominate research and practice, while mixed reality despite its huge potential remains relatively underexplored. The study reveals that retail, tourism, and healthcare are the top industries using these technologies, with innovations ranging from AR shopping apps and beauty "magic mirrors" to VR-based travel previews and virtual surgical procedures. Across the board, immersive tools were shown to turn customers from passive viewers into active participants. This not only improves brand recall and trust but also increases purchase intention and emotional attachment.



At the same time, the study highlights several paradoxes and challenges. While immersive technologies make services more engaging and personalized, they also raise concerns about cost, accessibility, privacy, and even side effects such as cybersickness. There is also the risk of blurring the line between real and virtual, which raises ethical and psychological questions. These issues mean that while the opportunities are huge, companies must adopt immersive technologies carefully and responsibly. For businesses, the implications are clear. Immersive technologies are not just flashy add-ons but powerful tools for creating deeper connections with customers, reducing costs by replacing physical events with virtual ones, and even supporting sustainability goals by cutting travel and physical infrastructure needs. Educational sectors, too, can utilize this technology to educate their students through interactive and fun examples, thereby using multiple senses to increase students' memorability.

Data privacy and ethical concerns are other prominent factors influencing consumers' experiences and engagement with immersive technologies. For society, they hold the promise of democratizing access to healthcare, education, and cultural experiences but only if they are made inclusive and secure. The real opportunity lies in moving services away from being simple transactions and turning them into memorable, immersive journeys. For companies ready to take the leap, the message is simple: the future of service is about immersing customers in experiences that feel real, meaningful, and personal.

The full research paper can be accessed here

Sama, R. R., Pande, T., Sharma, K., & Das, K. (2025). Plugged into the future: how immersive technologies are changing service experiences?. Journal of Service Theory and Practice.

https://doi.org/10.1108/JSTP-12-2024-0465



Dr. Ramzan Sama is Ph.D. and UGC-NET qualified with over 16 years of experience in teaching and research at eminent management institutes. He is currently Dean Research and Associate Professor (Marketing) at Jaipuria Institute of Management, Jaipur. Earlier, he taught at NMIMS Indore and has published widely in reputed journals (ABDC/Scopus), including Journal of Consumer Behaviour, Journal of Service Theory and Practice, and Journal of Internet Commerce.

His paper on media advertisements is among the most read in Journal of Creative Communications (MICA) with over 3.6 lakh downloads, while his work on influencer marketing has 490+citations. Dr. Sama also serves as reviewer for leading international journals and has organized multiple international conferences. He has received research grants from institutions like Nottingham University (UK) and awards including Best Paper (Chandigarh University & Arkansas University, USA) and Inspiring Leaders Award (Ascendum KPS, Ahmedabad). Prior to academics, he worked with corporates such as HDFC Bank, Sun Pharma, and Cadila Pharma.

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TRUST AS THE PRESCRIPTION IN E-HEALTHCARE

The healthcare industry has been undergoing rapid digital transformation, with mobile applications emerging as a key enabler of healthcare service delivery. The COVID-19 pandemic further accelerated this trend, as consumers sought contactless ways to access consultations, medicines, diagnostics, and other health-related products. Mobile healthcare apps, by offering affordability, convenience, and accessibility, gained prominence, particularly in emerging economies like India. Despite these advantages, consumer hesitation remains, largely due to concerns about privacy, security, and trust. While earlier studies highlighted perceived usefulness, time, and price as important drivers of adoption, this study emphasizes the critical role of consumer trust in shaping willingness to purchase e-healthcare products via mobile apps. Rationale of the study: Although digital healthcare services are expanding at a significant pace—India's digital healthcare market was valued at ₹116.6 billion in 2018 and is projected to reach ₹485.4 billion by 2024—adoption is not uniform. Many

consumers remain skeptical despite clear benefits. Existing literature has discussed functional factors like ease of use, affordability, and time efficiency, but limited attention has been given to the psychological factor of trust, especially in emerging markets. This study aims to fill that gap by analyzing whether consumer trust outweighs other predictors such as perceived usefulness, time consumption, and price in driving willingness to purchase. Method: The study adopted a quantitative approach, using non-probability judgmental and snowball sampling methods. Data were collected from five major Indian cities, with a final sample size of 238 valid responses after data cleaning. The respondents were largely young adults aged 20-45, reflecting the dominant demographic of mobile app users. To validate the constructs, confirmatory factor analysis (CFA) was applied, followed by hierarchical regression to test the relationships between trust, perceived usefulness, time, price, and willingness to purchase. Main Findings: The results revealed that consumer trust is the single most important predictor of willingness



to purchase e-healthcare products through mobile apps, surpassing perceived usefulness, time, and price. While these functional factors showed positive effects, their influence was significantly weaker compared to trust. This finding underscores a paradox: even when mobile apps are affordable, convenient, and useful, consumers remain hesitant unless they perceive the platform as trustworthy. From a corporate perspective, this indicates that technological efficiency and affordability are not sufficient—security, transparency, and trust-building mechanisms must be prioritized. Implications for Industry: The study provides several actionable insights. the focus should be on building trust through robust security features, transparent data policies, and consistent service quality. For healthcare professionals and providers, integrating credible endorsements and ensuring reliable consultations can reduce consumer skepticism. From a policy perspective, lawmakers should create clear regulatory frameworks for digital healthcare platforms, particularly regarding data privacy and consumer rights, to enhance trust. For

society at large, increasing consumer awareness about safe digital healthcare usage can foster confidence in adopting such services..

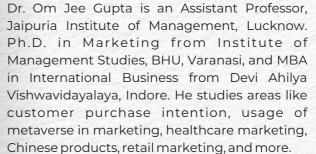
The full research paper can be accessed here

Gupta, O. J., Srivastava, M. K., Darda, P., Yadav, S., & Mishra, V. (2024). How consumer trust affects the adoption of e-healtheare products on mobile apps: An analysis of perceived usefulness, time, and price. International Journal of Pharmaceutical and Healthcare Marketing, 1-26.

https://doi.org/10.1108/IJPHM-03-2023-0027











Dr. Pooja Darda is an Assistant Professor at Jaipura Institute of Management, Indore, and has over 16 years of experience in the fields of Marketing and Advertising in the Banking and Retail sectors. She lectures throughout the MBA program and offers academic counseling in the areas of advertising management, public relations, marketing, and branding.

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AI IN DIGITAL BANKING: HOW INTELLIGENCE AND HUMAN-LIKE DESIGN DRIVE CUSTOMER LOYALTY

Artificial intelligence is rapidly reshaping the way banks engage with their customers yet understanding what drives customers to continue using Al-enabled digital banking remains a challenge. Our recent study published in journal of Enterprise Information Management addresses this gap by integrating features of AI with the wellestablished Expectation Confirmation Theory (ECT) to explain how users form lasting intentions toward digital banking services. Drawing on responses from 390 customers in India and applying advanced structural equation modelling, the research highlights the pivotal role of two AI features: perceived intelligence (PIN) and perceived anthropomorphism (PAN). Perceived intelligence refers to the extent to which users see Al systems as efficient, autonomous, and capable of providing accurate, contextually relevant responses. When customers perceive Al as intelligent, they feel more confident in its ability to manage banking interactions effectively. Anthropomorphism, on the other

hand, reflects the degree to which AI is designed to communicate in a human-like manner. By fostering empathy and creating the sense of a social bond, anthropomorphic features allow AI to deliver not only transactions but also experiences that feel personal and engaging.

The study finds that these two Al attributes significantly influence interaction quality, which becomes the foundation for further outcomes. High-quality interactions increase customers' confirmation of expectations, elevate their overall service experience, and most importantly, strengthen their continued intention to use digital banking services powered by Al. For banks, this means that successful AI design cannot rely on technical competence alone; it must combine intelligence with human-like qualities to create trust, reliability, and emotional connection. For industry leaders, the implication is clear: the future of digital banking loyalty will be defined by AI systems that are not only user-friendly and efficient

but also empathetic and socially attuned, making Al a true partner in customer experience.

The full research paper can be accessed here Bhatnagr, P., Rajesh, A., & Misra, R. (2024). Continuous intention usage of artificial intelligence enabled digital banks: a review of expectation confirmation model. Journal of Enterprise Information Management, 37(6), 1763-1787.

https://doi.org/10.1108/JEIM-11-2023-0617



Prof. Richa Misra is an accomplished academician with over 21 years of teaching experience in general management, research methods, and Decision Science. She holds a Doctorate in Management from Amity University and has made significant contributions to research in consumer behaviour and Information Systems. She has a publication record of 82 research papers, including 62 Scopus-indexed publications and an h-index of 20. She has also presented her research and case studies at prestigious international conferences and academic forums. Beyond academia, Prof. Misra has conducted corporate training programs in leading organizations, specializing in: IT Security, Qualitative & Quantitative Research Methods, Data Analysis & Decision Making, and Quantitative Techniques for HR & Marketing.



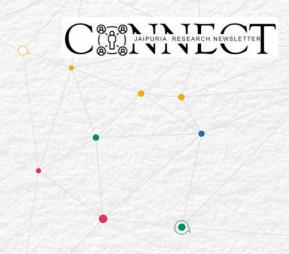


WHAT AUTONOMOUS TRACTORS MEAN FOR OPERATIONS AND SUPPLY CHAINS

Reshaping the Modern Marketplace: From Smartphones to Machine Learning The Rise of Autonomous Tractors Over the last two decades, smartphones have transformed our daily lives by combining connectivity, applications, and data-driven personalization into a single device. A parallel transformation is now underway in agriculture, where tractors—long seen as the mechanical backbone of farming—are evolving into intelligent, connected systems powered by artificial intelligence, sensors, and cloudbased platforms. This shift from traditional to autonomous tractors is not just a technological milestone; it represents a profound change in operations and supply chain management that mirrors the smartphone revolution. Traditional tractors have always depended on operator skill, with productivity constrained by fatigue, daylight, and human judgment. Precision tools like GPS guidance brought incremental gains, but decision-making largely remained in the driver's seat. By contrast, autonomous tractors

embed vision sensors, machine learning models, and on-board computing that allow them to operate with minimal supervision. John Deere's latest autonomous platforms, for instance, use multiple cameras and neural networks to classify their environment in milliseconds, with tasks supervised via a mobile application through the Operations Centre cloud. The leap is akin to the shift from feature phones to smartphones: the value now grows continuously through software updates, data integration, and network effects. The operational impact on farms is significant. Autonomy unlocks extended work windows, reduces downtime, and enables one supervisor to oversee multiple machines—a critical advantage as farm labour shortages intensify. Computer vision ensures more consistent and optimized field passes, reducing chemical usage and environmental impact. Moreover, cloud-based platforms integrate planning, dispatch, and analytics, effectively transforming tractors into nodes within a digital supply chain. Safety and

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quality improve as perception systems detect obstacles, enforce precision, and automate error reduction. These changes ripple beyond the farm gate. For equipment manufacturers, supply chains are shifting toward electronics and compute-intensive components such as cameras, GPUs, and sensor arrays, while dealerships increasingly serve as digital service hubs managing remote diagnostics and software updates. For input suppliers, targeted spraying technologies like John Deere's See & Spray alter procurement and storage patterns by reducing chemical volumes. Even harvest logistics are being redefined as autonomous grain carts and combines coordinate seamlessly to reduce idle time and improve flow. A case study from John Deere illustrates the scale of this transformation. The company's acquisition of Blue River Technology in 2017 brought advanced computer vision into its portfolio,

enabling selective spraying that dramatically reduces herbicide use. Its autonomous 8R tractor, unveiled at CES 2022, showcased a complete autonomy stack—from 360-degree cameras to neural networks and mobile supervision. These innovations have redefined Deere's business model, generating recurring revenue through software subscriptions, improving sustainability reporting, and embedding autonomy across multiple industries. Ultimately, autonomous tractors mark a decisive evolution in agriculture and operations strategy. Much like smartphones, their true power lies not only in the hardware but in the ecosystems of data, software, and connected services they enable. For operations and supply chain leaders, the lesson is clear: this is not just about machines in fields, but about reimagining entire workflows, partnerships, and value chains in the digital age.



Abhijeet Sharan is a Structural and Hydraulic Engineer (Mechanical) with extensive experience in the design, development, and production of off-highway vehicles, with a specialization in Specialised Trucks and Tractors. He also works as a consultant and trainer in the field. An alumnus of Jaipuria Institute of Management, Noida (Online), batch 2023-2025, he was awarded the Gold Medal for his academic excellence during his management program.

Passionate about operations and supply chain challenges in manufacturing, Abhijeet combines his technical expertise with managerial insight to deliver practical solutions. Beyond his professional pursuits, he enjoys traveling and reading, which broaden his perspective and fuel his innovative thinking.

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FROM SMARTPHONES TO MACHINE LEARNING

The modern marketplace is amid a historic transformation. Smartphones first made commerce accessible to every individual, turning the device in our pocket into the mall, the advisor, and the checkout counter. Over 90% of customers today prefer mobile apps to identify products and services, with categories like fashion and electronics witnessing nearly 80% of traffic from smartphones. During sales, an Indian fashion marketplace recorded search-to-purchase journeys dropping to under 90 seconds. Even small frictions matter—when a leading home appliance brand enabled one-tap UPI checkout, cart abandonment reduced by 17% in a month.

Every additional OTP or form field is not just poor UX but a direct revenue leak, which makes mobile optimization central to business profitability. If smartphones defined the last decade of growth, machine learning (ML) is shaping the next. What once required manual merchandising—what to display, how to price, how to prevent fraud—is now

orchestrated by intelligent algorithms. In fashion, shifting from keyword-based search to semantic, ML-driven ranking improved product discovery by 5% and boosted conversions. For appliances, SKU-by-city demand forecasting reduced stockouts by 33%, freeing working capital and improving satisfaction. In apparel, ML-driven fit recommendations lowered return rates by 12%. These shifts underline a clear truth: ML is no longer an experimental add-on; it is the new growth engine.

As marketplaces scale, however, trust becomes the currency. Customers demand accurate delivery promises, transparent return policies, and secure payments, while sellers seek fairness in ranking and visibility. A consumer electronics marketplace using a delivery promise engine—predicting ETAs through courier and traffic data—cut cancellations by 1.3 percentage points and lifted NPS by 6. Similarly, an apparel platform that published seller performance metrics

strengthened both seller accountability and buyer trust. Transparent ecosystems will increasingly define competitive advantage.

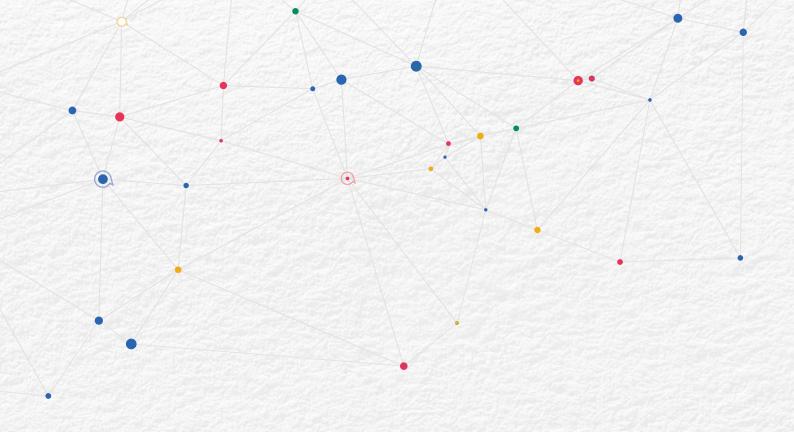
The road ahead brings challenges as well as opportunities. For practitioners, the complexity of managing millions of SKUs and dark stores in quick-commerce, as seen with Blinkit's 1,500+ dark stores, requires ML systems that can scale beyond pilots into production-grade forecasting, pricing, and fraud management. Policymakers face rising concerns around returns, waste, and data misuse. Creating standardized return codes or mandating data-use disclosures could reduce inefficiencies and safeguard consumers. Marketers, meanwhile, are confronting ad fatigue and distrust of traditional campaigns. The emergence of retail media and creator-led commerce provides a more authentic alternative—one beauty marketplace saw creator-led live streams eliver 20% higher engagement and 12% higher conversions than static ads. These changes also carry societal implications. Sustainability demands a rethink of blanket free-returns models, which drive emissions and waste; ML-enabled fit tools and "returnrisk" labels, as now seen on Amazon, can address this. Inclusion is another dimension, as AI tools like automated cataloging and price benchmarkng empower even microntrepreneurs to compete fairly. Above all, the responsible use of customer data has become central to brand reputation and regulatory compliance. The way forward is clear. Practitioners must treat ML as a core business capability and remove every micro-friction from mobile journeys. Policymakers should enforce transparent returns, fair data-use, and green fulfilment frameworks. Marketers need to pivot from mass advertising to contextual commerce powered by creators and retail media

From smartphones to machine learning, the marketplace has evolved into a dynamic ecosystem where speed, fairness, and trust define success. The future will belong to those who can deliver commerce that is not just fast and intelligent, but also responsible.





Karan Arora is an eCommerce leader with 12+ years of experience, currently heading the eCommerce division at Singer India Ltd. He has previously driven digital growth at IFB Appliances, Panasonic Life Solutions India, and Times Internet. Passionate about digital transformation and customer experience, he credits meditation for keeping him focused and energized in the fast-paced world of eCommerce.



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