ISSN : 0974-1879
R.N.I. : UPBIL/2008/28938
www.cbsjournal.in

COMMERCE & BUSINESS STUDIES

(A Peer Reviewed Refereed Biannual-Bilingual Research Journal of Economics, Commerce & Management)

Vol. : 18 Issue : 36 July, 2025

A Publication of

AVADH COMMERCE & MANAGEMENT ASSOCIATION

A C M A

Regn. No. : 1869 / 2007-08

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Editorial

It is with immense pride and a deep sense of responsibility that I present to you the 36th issue of the Journal of Commerce and Business Studies. As we navigate the ever-evolving landscape of global business, it is imperative that we pause, reflect, and draw insights not only from contemporary models but also from age-old wisdom, behavioral sciences, and grassroots-level economic phenomena. This issue brings together a remarkable confluence of diverse yet interconnected themes. The first article, **"Exploring Behavioral Biases in Retail Investors' Decision-Making: A Focus on Fundamental Analysis"** takes us into the complex psyche of retail investors, highlighting the interplay between cognitive biases and rational analysis**."Ancient Indian Wisdom for Modern Entrepreneurs: Resilience Lessons from ChanakyaNeeti"** blends historical wisdom with modern entrepreneurial needs, illustrating how ancient Indian philosophy offers actionable strategies for resilience, agility, and ethical governance in start-up ecosystems. Customer retention remains a cornerstone of business success, and **"The Role of CRM in Developing Customer Loyalty: A Theoretical Perspective"** revisits the foundational theories of Customer Relationship Management. **"Leadership Lessons from Ramayana & Mahabharata: Applications in Commerce & Management"**delves into India's timeless epics to extract management principles that remain relevant even today. In an era where digital payments are reshaping the financial ecosystem, **"Evaluating Trust Factors in Digital Payment Fintech Services: Comparative Analysis Between Gen Y and Gen Z Users,"**offers critical insights into how trust is built and maintained, and how it differs across generational cohorts. **"Banking Merger: Its Benefits and Consequences"** examines the structural and financial implications of banking mergers, offering valuable perspectives on their long-term impact on the Indian economy.

As we confront the urgent need for sustainable economic practices, **"Green Finance and its Significance in the Sustainable Development of Indian Economy"** provides a well-researched and timely evaluation of how green finance mechanisms are essential to India's environmental and economic trajectory. **भारतीय अर्थव्यवस्था में दस्तकारिता की भूमिका (एक विश्लेषणात्मक अध्ययन)** draws attention to the crucial but often underrepresented role of artisans and craftspeople in India's economic fabric.This issue is a testament to our journal's commitment to fostering multidimensional scholarship that bridges traditional wisdom, modern business thought, empirical research, and cultural economy. I extend my sincere gratitude to all the authors, reviewers, and editorial board members for their scholarly contributions and dedicated efforts.

We hope this issue not only stimulates academic discussions but also provides actionable insights for practitioners, researchers, and policymakers alike.

(Dr. B. K. Jha)
Editor

Regn. No. : 1869 / 2007-08

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Exploring Behavioral Biases in Retail Investors' Decision-Making: A Focus on Fundamental Analysis

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Abstract

This investigation evaluates behavioral biases as they affect retail investing choices specifically during fundamental analysis operations. Behavioral finance experts identify fundamental analysis as a rational method to assess investments yet they explain that judgment errors occur because investors combine cognitive and emotional factors. This research identifies significant retail investor biases that affect how they handle financial information through earnings reports and stock valuation assessments. The research combines different research methods to study both the behavioral outcomes of these biases throughout practical investment choices and their impact on investment success. Basic investment strategies used by retail investors are substandard because they let fundamental analysis ignite biases that control their investment choices. The research ends with recommended methods for controlling biases along with strategies to strengthen investor choices while improving investment return outcomes for retail individuals.

Key Words : Behavioral Biases, Retail Investors, Decision-Making, Fundamental Analysis, Behavioral Finance.

Introduction :

The decision-making process regarding finance involves combining objective data with owner-specific judgment thus fundamental analysis serves retail investors as a key method for security valuation based on financial information and market data. Investment processes require more than statistical metrics for decision-making although these numbers are applied. Financial markets exhibit irrational choices because behavioral finance demonstrates that psychological biases disrupt the judgment decisions of investors thus producing less-than-desirable results. Retail investors interpret financial data through cognitive biases that primarily include overconfidence biases and anchoring effects and loss aversion biases that have strong influence on their interpretation processes. People who are overly confident tend to misjudge their capacity for market prediction according to Odean (1998) leading them to take serious risks which produce bad investment choices despite contradicting evidence. Retail investors maintain losing assets

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because loss aversion theory states that people perceive losses more acutely than they appreciate gains according to Kahneman and Tversky (1979). The investment phenomenon of anchoring effects people to focus heavily on previous points of reference rather than using current relevant data for decision-making this was identified by Tversky and Kahneman (1974). Common cognitive biases create three damaging investment behaviors by causing stockholders to trade overly frequently, fail at proper diversification and maintain weak-performing stocks contrary to fundamental principles. This investigation examines how much cognitive biases affect retail investors who use financial data to make their investment choices. The biases affecting retail investors cause them to misinterpret financial metrics thus producing investment decisions that erode their investment plans. The performance metrics of retail investors suffer substantial impacts because they may both fall behind market returns and lose investment opportunities or create unnecessary losses. The resolution of investor biases requires three key elements: raising investor intelligence levels and popularizing mental distortion knowledge and the adoption of analytical investment tools. When investors stray from a logical investment path automated system prompts may reduce their psychological biases. Retail investors who learn to establish stop-loss orders alongside portfolio diversification will experience diminished loss aversion and overconfidence impacts. The study analyzes psychological elements that shape how retail investors utilize fundamental analysis through investigation to obtain viable solutions for enhancing their decision-making ability and developing better investment strategies. Identifying and dealing with these biases supports both the individual investor's success and improves financial market efficiency as well as stability.

Review of Literature :

The investing decisions of retail investors form an essential component of financial market operations while they base their choices upon multiple factors. Fundamental analysis which involves examining financial data provides investors with a structured method for decision making but retail investors tend to make choices through distorted behavioral biases. According to traditional financial theories financial markets should only contain rational investors so all market information becomes reflected in the market. The notion of rational investors gets opposed by behavioral finance when it sees psychological factors play a role in financial decisions (Alamnsour, 2023). Evidence demonstrates retail investors make decisions that differ from rationality since they experience both cognitive and emotional biases. Investors who demonstrate overconfidence tend to believe their expertise and forecasting abilities are significantly greater than they actually are thus leading them to engage in aggressive trading which produces subpar results.

Doing fundamental analysis investors who are overconfident tend to prioritize specific financial indicators above other financial data points. Individuals in investment markets follow the decisions made by others without evaluating moves independently (Kahneman and Tversky, 1979). Most retail investors react to market trends that stem from the shared feelings of trading participants as opposed to core financial elements. The human tendency to confirm preconceived beliefs distorts investors' information search by having them look exclusively for validating evidence while discounting opposing facts. Selective interpretation of financial statements during fundamental analysis leads to reduced objectivity because investors confirm only their expected information (Shefrin and Statman, 1985). According to loss aversion theory stockmarket participants feel and perceive losses at a stronger level than equivalent gains that result in unreasonably strained decision processes. Retail stock market investors often maintain losing stocks overextended periods of time without observing fundamental indicators for sale. Investors develop anchoring biases by heavily depending on their very first reference point like previous stock prices and original valuations. The presence of this cognitive bias adjusts fundamental analysis assessments to produce faulty investment decisions by investors (Lichtenstein &Beisswanger, 2006). Fundamental analysis receives detailed financial information yet retail investors incorporate their personal biases when conducting fundamental analysis. Behavioral biases affect investor understanding of financial data through the fundamental analysis process even though this method establishes systematic evaluation procedures (Barberis and Thaler, 2003).

Thus, this literature indicates that retail investors are prone to behavioral biases, which influence their decision-making even when using fundamental analysis. While fundamental analysis is designed to provide an objective assessment of a company's value, cognitive and emotional biases can lead to deviations from rational investment behavior. Future research could explore strategies to mitigate these biases through investor education and technological advancements, such as AI-driven financial analytics.

Research Methodology :

This study employs a systematic research methodology to examine the impact of behavioral biases on retail investors' decision-making, particularly in the context of fundamental analysis. A qualitative research technique is used to gain deeper insights into how cognitive biases influence investors' financial interpretations and decision-making processes.

To achieve this, the study follows a descriptive and explanatory research design, which facilitates an in-depth understanding of the relationship between behavioral biases and investment decisions. The research focuses on identifying key biases-such as overconfidence, loss aversion, anchoring, endowment bias, and framing bias-and assessing their influence on how retail investors evaluate financial data and market trends.

Data Collection Methods :

To ensure a comprehensive analysis, the study relies on secondary data sources, secondary data sources, including:

Academic Research and Journals : Literature from behavioral finance, cognitive psychology, and investment analysis to establish theoretical frameworks.

Stock Market Performance Reports : Historical data analyzing investor trading patterns, overtrading behaviors, and investment losses.

Financial Statements & Market Trends : Case studies from corporate financial reports, assessing the role of behavioral biases in stock valuation decisions.

Ethical Considerations :

The study adheres to strict ethical guidelines to ensure the integrity and credibility of the research. Informed consent is obtained from all participants, who are fully informed about the study's objectives and their voluntary participation. Confidentiality is maintained, with personal information anonymized and used solely for research purposes. Additionally, the study prioritizes neutrality and objectivity, ensuring that findings are analyzed without bias or manipulation.

By employing a robust methodology, this research aims to provide valuable insights into the psychological influences affecting retail investors and offers potential strategies for mitigating biases in fundamental analysis.

Data Analysis :

A qualitative content analysis method is applied to extract patterns and insights from existing literature. This allows the study to understand how investor behavior shifts in different market situations, especially when influenced by psychological factors.

Behavioral Biases and their Impact on Investment Decisions :

Behavioral finance as an economic-psychological combination opposes traditional beliefs about investor rationality in all decisions. Behavioral finance demonstrates that retail investor financial data interpretation along with their investment choices gets influenced tremendously by emotional factors that include overconfidence and loss avoidance together with anchoring effects. Overconfidence Bias Essential to behavioral finance research is the behavior known as overconfidence. Investors who demonstrate overconfidence according to Odean (1998) make incorrect assumptions about both market movement prediction and stock valuation assessment. All behaviors towards trading become excessive when investors feel too confident since they consistently think they can achieve better market performance. Under fundamental analysis investors commonly misunderstand financial information which leads them to be excessively positive about stock market performance even when company fundamentals do not support such expectation. Investors face excessive exposure to risk while retaining losing positions because they have faith, they can correctly anticipate market improvement. Loss Aversion According to Kahneman and Tversky (1979) investors feel stronger pain when they lose money than they experience pleasure from gaining equivalent amounts. The human psychological bias makes retail investors prioritize keeping their losing investments longer than logic suggests since they wait for stock recovery. The experience of loss aversion leads investors to discount fundamental assessment recommendations that would suggest divestment of a underperforming stock since selling brings emotional discomfort. Investors maintain their position because accepting loss-related feelings brings them distress and this approach often generates unproductive results in the long run. Anchoring Bias Investors develop anchoring by keeping their attention on a particular point of reference which typically begins with the original purchase price that leads them to base subsequent decisions on this anchor instead of industrial company data or market environments. According to Tversky and Kahneman (1974) investors resist updating their information since they stick to previous data points although modern evidence demonstrates the original assumptions become irrelevant. When shareholders acquire stocks at $100 they develop an anchor point to their original purchase price which prevents them from selling the securities at reduced prices even though the organization's core metrics demonstrate negative changes. Retail investors tend to use outdated information from past market data instead of present market conditions which leads them to maintain losing stocks or postpone important portfolio changes.

Impact on Fundamental Analysis :

Fundamental analysis is intended to provide rational, data-driven investment decisions using financial metrics like P/E ratios, ROE, and market trends. However, behavioral biases often distort the interpretation of these metrics. Overconfident investors may ignore macroeconomic indicators, while anchored investors rely on outdated benchmarks. Endowment and framing biases skew stock evaluations by favoring familiar assets or misinterpreting performance data based on presentation style. Loss aversion, meanwhile, impairs timely divestment and risk management.

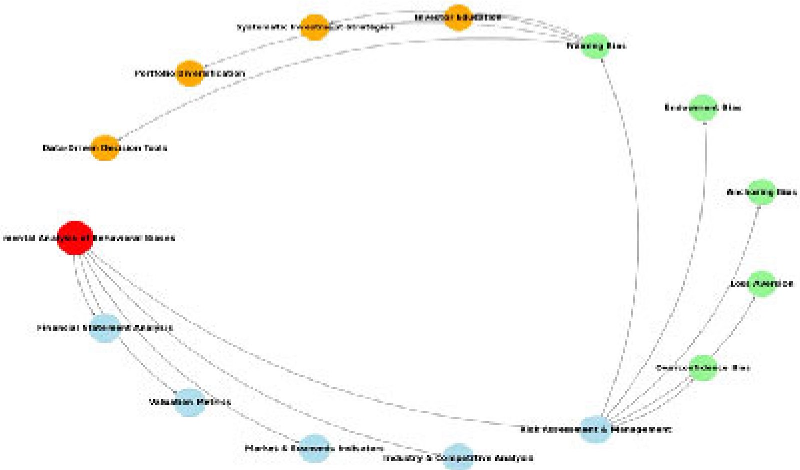

Figure1. *Flow Chart of Fundamental Analysis and Behavioral Biases*

Strategies to Mitigate Biases :

1. Investor Education : Teaching retail investors about behavioral finance can help them recognize and counteract biases.

2. Systematic Decision-Making : Employing rule-based strategies, such as stop-loss mechanisms and scheduled portfolio reviews, can limit emotional influence.

3. Diversification and Rebalancing : Regular portfolio adjustments help avoid overexposure to underperforming assets.

4. Data-Driven Tools : Leveraging analytics and financial software encourages objectivity and reduces reliance on intuition.

Results and Discussion:

This study explored how behavioral biases influence retail investors, particularly when they engage in fundamental analysis. The survey findings suggest that although many investors claim to rely on fundamental indicators, their actual decision-making often reflects underlying psychological distortions.

One of the most prominent biases observed was confirmation bias. Many investors tended to give more importance to data that reinforced their existing views-such as focusing on favorable earnings reports-while disregarding signals that indicated potential risks or weaknesses in the fundamentals. This selective attention can limit objectivity and impair the ability to make well-rounded investment judgments.

Overconfidence was another frequent tendency. A considerable number of participants admitted to placing excessive trust in their personal evaluation skills. In many cases, this led them to bypass professional analysis or ignore broader market signals, suggesting a tendency to overestimate their knowledge and predictive ability.

Loss aversion stood out as a particularly impactful bias. Nearly half of the respondents reported holding onto underperforming stocks in the hope that prices would rebound, despite deteriorating fundamentals. This aligns with the well-documented disposition effect, where the fear of realizing a loss outweighs logical assessment. Investors often found it psychologically difficult to accept losses, leading to delayed action and missed opportunities for portfolio adjustment.

The study also uncovered anchoring bias, where investors clung to initial price estimates or previous stock values, even when fresh data suggested the need for reassessment. In a related trend, some respondents showed signs of recency bias, placing too much importance on recent stock movements while neglecting long-term performance indicators.

While social media and financial news channels influenced some investment behavior, it was encouraging to see that a substantial number of participants still preferred conducting their own fundamental analysis before making decisions. This points to a growing level of self-awareness and a desire to counteract emotional biases through informed evaluation.

Other notable biases included familiarity bias, where investors favored domestic or well-known stocks, and mental accounting, which led them to treat inherited assets or windfall gains differently from their regular investment pool. Such mental compartmentalization often encouraged riskier behavior with funds perceived as "extra" or "separate."

The influence of media framing was also evident. The way information was presented-whether optimistic or cautionary-had a marked effect on how investors perceived risks and opportunities, revealing how narrative framing can shape investment responses more than actual numbers.

Despite the prevalence of these biases, many respondents demonstrated disciplined behaviors, such as reassessing stock fundamentals regularly and maintaining diversified portfolios. This suggests that while behavioral biases remain influential, a segment of investors is actively adopting more systematic and rational strategies.

Overall, the findings emphasize the need to enhance financial literacy and promote structured decision-making frameworks. Educational interventions, awareness campaigns, and practical tools like stop-loss orders, periodic portfolio reviews, and diversified asset allocation can help reduce the sway of psychological errors. As retail investors become more conscious of these biases and adopt more analytical approaches, they can better navigate market complexities and work towards more consistent long-term financial success.

Conclusion :

This research highlights how behavioral biases-particularly overconfidence, loss aversion, anchoring, endowment bias, and framing-undermine the effectiveness of fundamental analysis among retail investors. Although this analytical method is designed to support rational decision-making, cognitive and emotional distortions frequently override its application.

These biases lead to excessive risk-taking, reluctance to sell underperforming assets, and flawed valuation judgments. Emotional attachment, poor perception of risk, and susceptibility to market framing further hinder rational portfolio management. As a result, retail investors often make suboptimal decisions that weaken long-term financial returns.

To counter these effects, investors must become more self-aware of their biases and adopt behavioral finance-informed practices. Financial education, external advisory support, and investment tools can help mitigate psychological distortions. Establishing rules-based strategies, diversifying across sectors, and continuously reassessing portfolios based on updated data are essential steps.

Future research should explore targeted interventions-such as digital tools, behavioral coaching, and bias-specific training modules-to reduce the impact of these cognitive flaws. A deeper understanding of how biases interact will also contribute to designing more effective investment models.

Ultimately, addressing behavioral biases is not only key to improving individual outcomes but also vital for promoting healthier, more efficient financial markets.

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Ancient Indian Wisdom for Modern Entrepreneurs: Resilience Lessons from ChanakyaNeeti

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E.M. Harish Babu***

Abstract

Entrepreneurship serves as a critical driver of economic development, fostering innovation, employment, and wealth creation. In today's fast-paced, technology-driven global economy, entrepreneurs face multifaceted challenges, including financial instability, strategic ambiguity, leadership deficits, and ethical dilemmas. ChanakyaNeeti, an ancient Indian treatise on governance, economics, and leadership, offers enduring wisdom that holds significant relevance for addressing these contemporary entrepreneurial challenges.

This study explores the applicability of Chanakya's principles in modern entrepreneurship, with particular emphasis on strategic decision-making, financial management, ethical leadership, and governance. Relying on secondary data from credible sources such as the Global Entrepreneurship Monitor (GEM) Report (2023), Harvard Business Review (2022), IBM Institute for Business Value (2017), and the World Economic Forum (2023), the research identifies critical success factors for sustainable business growth. Findings indicate that entrepreneurs who prioritize strategic foresight, financial discipline, and ethical governance enjoy higher survival rates and stronger investor confidence. Notably, the GEM Report highlights the positive correlation between strategic planning and startup longevity, while IBM's findings reveal that nearly 90% of startups fail due to poor financial management. Furthermore, ethical and CSR-oriented enterprises are shown to foster customer loyalty and long-term credibility.

The study concludes that Chanakya's insights on resource optimization, long-term vision, calculated risk-taking, and disciplined leadership resonate with modern entrepreneurial needs. His emphasis on wealth protection, reinvestment, and ethical conduct offers a timeless framework for building resilient and socially responsible ventures. Integrating these ancient principles with contemporary business

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practices can significantly enhance entrepreneurial success in volatile economic conditions. Future research should focus on empirical validation through case studies and practical applications to further establish the impact of ChanakyaNeeti on modern business performance.

Keywords : ChanakyaNeeti, Entrepreneurship, Ethical Leadership, Financial Discipline Strategic Management.

Introduction :

Entrepreneurship has become a cornerstone of global economic transformation, driving innovation, employment, and sustainable development. However, despite the rapid growth of India's startup ecosystem-with over 1,12,000startups recognized as of 2024-a significant 90% fail within five years (IBM Institute for Business Value, 2017; 2023). This alarming trend is attributed to poor financial planning, lack of strategic direction, and weak governance frameworks. A growing body of literature (Sharma &Verma, 2018; Kapoor, 2020; Mehta & Kapoor, 2023) now explores the relevance of ancient Indian texts-especially ChanakyaNeeti and Arthashastra-in modern entrepreneurial contexts.

Studies highlight that Chanakya's teachings on ethical leadership, financial discipline, strategic foresight, and resilience align well with contemporary business demands. Concepts such as Arthashakti (economic power), Mantrashakti (intelligence and counsel), and Utsahashakti (perseverance) offer a comprehensive framework to navigate entrepreneurial risks and uncertainties. Moreover, Chanakya's emphasis on structured governance, adaptability, and ethical conduct addresses key gaps in current entrepreneurial practices.

Against this backdrop, the present study aims to (1) analyze the relevance of ChanakyaNeeti in modern entrepreneurship, and (2) examine the impact of Chanakya's leadership and economic strategies on business sustainability and growth-offering a fusion of ancient wisdom with present-day entrepreneurial needs.

Review of Literature :

IBM Institute for Business Value (2017) in its report Entrepreneurial India revealed that nearly 90% of startups in India fail within five years. It attributes this primarily to poor financial planning, lack of innovation, and absence of strategic frameworks. This underscores the urgent need for structured guidance such as that proposed by ChanakyaNeeti, which emphasizes disciplined economic strategies and structured thinking.

Sharma &Verma (2018) examined ancient Indian leadership models in the context of corporate governance. Their study emphasized qualities like foresight, ethical conduct, and accountability found in

ChanakyaNeeti, aligning these with the expectations from today's corporate leaders.

Iyer (2019) evaluated the relevance of diplomacy and negotiation in Indian business environments. The study found that principles like political tact and strategic communication from ChanakyaNeeti are increasingly applicable to international trade and conflict resolution.

Sharma (2020) emphasized that structured risk management-central to Chanakya's policy framework-is lacking in many Indian entrepreneurial setups. The study provides a strategic entry point for applying ancient governance models.

Mishra (2021) provided a thematic analysis of Arthashastra's economic tenets and argued that many of Chanakya's ideas can shape financial prudence in startups, including taxation, budgeting, and contingency planning.

Gupta & Sharma (2022) explored the application of ChanakyaNeeti in leadership, business ethics, and strategic planning. They demonstrated how these principles can enhance entrepreneurial decision-making and resilience.

Mehta & Kapoor (2023) discussed how Indian startups blend tradition with innovation. The paper supports the argument that ancient wisdom can coexist with cutting-edge business models, reinforcing Chanakya's relevance.

Research Gap :

Despite extensive literature on entrepreneurial strategies, there is a significant gap in terms of integrating ancient wisdom, particularly ChanakyaNeeti, with modern entrepreneurial practices. While previous studies have exploredfactors of successful entrepreneurship, financial management, decision making and strategic leadership, only few have examined how historical economic philosophiescan provide sustainable solutions for contemporary business contexts.

1. Lack of Empirical Analysis: Most studies on ChanakyaNeeti gave significance to historical and philosophical aspects rather than its practical application in modern business.There is a need for empirical research that measures its impact on entrepreneurial decision-making, financial planning, success rate and leadership.

2. Limited Comparative Studies: Existing studies often discuss Western business strategies but lack comparative analysis between Ancient Indian economic wisdom and modern entrepreneurial frameworks. An in depth exploration on how ChanakyaNeeti aligns with or differs from global best practices is required.

3. Sector-Specific Application : There is limited research on customization of ChanakyaNeetifor different firms, such as startups, MSMEs, or corporate enterprises. A sector-specific approach could help entrepreneurs apply these principles effectively in their respective area of businesses.

4. Impact on Ethical and Sustainable Entrepreneurship: While many studies emphasize strategic and financial aspects of business, fewer paid attentionto the ethical and governance principles preferred by Chanakya and their influence on modern CSR-driven business models.

Research Objectives of the Study :

1. To analyze the relevance of ChanakyaNeeti in modern entrepreneurial practices.
2. To examine the impact of Chanakya's leadership and economic strategies on business sustainability and growth.

Research Methodology :

This study adopts a descriptive and analytical research design to explore the relevance of ChanakyaNeeti in modern entrepreneurship. It focuses on Chanakya's strategic insights in decision-making, leadership, financial discipline, and ethical governance, and how these principles can inform contemporary business practices.

A qualitative approach is employed, relying on secondary data from scholarly articles, government reports, historical texts, and case studies that bridge ancient wisdom with current entrepreneurial needs. While secondary sources provide valuable context, they may not fully capture the philosophical depth of ChanakyaNeeti. Hence, the study recommends future research to incorporate insights from Vedic scholars and institutions through field visits or academic collaboration.

To ensure comprehensive analysis, a multidisciplinary perspective integrating economics, philosophy, ethics, and management is proposed. This approach enhances the study's analytical rigor and lays a foundation for future empirical and cross-cultural validation of indigenous knowledge systems in entrepreneurship.

Scope of the study :

The research scopeextends to identifying thetimeless applicability of ChanakyaNeetiin modern entrepreneurial practicesand bridging the gap between ancient Indian economic principles and contemporary business strategies, providing valuable insights for entrepreneurs, researchers, policymakers, and administrators. The findings can also act as a theoretical foundation for future empirical studies on integrating ancient Indian wisdom into modern business practices.

However, the study faces certain limitations. Since it is based entirely on secondary data, there is a lack of empirical validation through primary data collection such as surveys or interviews. Additionally, the applicability of ChanakyaNeeti may not be uniform across industries, business models, and cultural contexts, creating aneed for future research to explore sector-specific applications. Furthermore, while the study providescomparative insights, it does not provide an extensive analysis of how these principles translate into practical business implementation.

Analysis And Discussion :

1. Relevance of Chanakya Neeti in Modern Entrepreneurial Practices

1.1 Strategic Wisdom from ChanakyaNeeti in Entrepreneurship

In today's dynamic business landscape, characterized by constant innovation, intense competition, and risk exposure, entrepreneurs require strategic frameworks that are both time-tested and adaptable. ChanakyaNeeti, rooted in ancient Indian philosophy, offers profound insights into governance, strategic planning, and leadership that align remarkably well with modern entrepreneurial needs. Chanakya (Kautilya), a renowned economist and political thinker, in his works like Arthashastra, emphasized calculated decision-making, moral integrity, and adaptive leadership (Gupta & Sharma, 2022) .

One of the foundational strategies from ChanakyaNeeti-"Saam, Daam, Dand, Bhed"-is directly relevant to negotiations, stakeholder management, and competitive positioning. These approaches offer a multidimensional toolkit for entrepreneurs navigating challenges in today's volatile markets (Singh & Raj, 2021).

1.2 The Need for Strategic Entrepreneurship in a Competitive Market

The Global Entrepreneurship Monitor (GEM) 2023-24 indicates that while 14.7% of adults globally are engaged in early-stage entrepreneurial activities, a large segment continues to face significant challenges-such as fear of failure, funding difficulties, and lack of long-term vision (Acs et al., 2023) . Chanakya's emphasis on planning, preparedness, and adaptability is critical in this context. Entrepreneurs must:

- Develop diversified investment strategies;
- Prepare for adverse business conditions through contingency planning;
- Continuously update their knowledge base to remain agile in a fast-changing environment

These strategic insights are vital today, especially given the alarming statistic that 90% of startups fail within five years due to strategic, financial, and managerial inadequacies (IBM Institute for Business Value, 2017) .

1.3 Financial Management and Wealth Creation in Entrepreneurship

Chanakya's financial doctrines-emphasizing discipline, sustainability, and resourcefulness-hold immense relevance in today's startup ecosystem.

His assertion that "Wealth, if not managed well, leads to destruction" is validated by modern startup failures caused by overdependence on external funding and erratic cash flow management (Kumar & Mehta, 2020).

Entrepreneurs are encouraged to:

- Establish multiple revenue channels to ensure income security;
- Maintain strict cash flow discipline and reduce operational debt;
- Focus on reinvestment for scalable and long-term growth (Rao &Iyer, 2023).

Indian startups like Flipkart, Zerodha, and Paytm exemplify these values by opting for sustainable growth models and prudent reinvestment strategies in their early stages.

2. Impact of Chanakya's Leadership and Economic Strategies on Business Sustainability

2.1 The Role of Leadership in Entrepreneurial Success

Chanakya envisioned an ideal leader as one who is visionary, ethically grounded, and strategically adaptable. His leadership model insists on long-term vision over short-term gains, flexibility in changing circumstances, and strict adherence to ethical standards

Modern leadership research supports this view. A Harvard Business Review (2022) study confirms that 76% of successful leaders attribute their achievements to ethical grounding and adaptability-precisely the traits Chanakya endorsed. Entrepreneurs with these traits exhibit higher resilience and greater success longevity (Sharma, 2021) .

2.2 Importance of Strategic Alliances and Networking

Chanakya emphasized the power of alliances and collective action as vital for economic prosperity. Today, this principle is reflected in startup ecosystems leveraging venture capital, mentorship networks, and institutional support for growth (Rao &Iyer, 2023) .

For example:

- Over 100 Indian unicorns emerged in the last decade, supported by collaborative platforms and strategic funding (Economic Survey, 2023)
- Partnerships like Tata-SIA and Reliance-Facebook illustrate how joint ventures strengthen market reach and operational efficiency.

Strategic collaboration, as advocated by Chanakya, enables entrepreneurs to harness shared resources and manage uncertainty effectively.

2.3 Financial Discipline and Resource Utilization :

Effective financial management is a cornerstone of entrepreneurial sustainability. As per IBM (2017), lack of fiscal control is a leading cause of startup collapse. Chanakya's teachings advocate for:

- Maintaining emergency reserves to navigate economic downturns;

- Reinvesting profits in core business operations instead of luxury;
- Prioritizing long-term financial returns over instant gratification.

Modern practices like bootstrapping, lean startup methodologies, and revenue reinvestment mirror these principles and are integral to firms aiming for scalable and sustainable growth.

2.4 Ethical Business Practices and Corporate Social Responsibility (CSR)

Chanakya championed ethical behavior and good governance. In the modern corporate world, ethical conduct and CSR are seen not only as moral imperatives but also as business advantages (Singh & Raj, 2021) . According to the World Economic Forum (2023) :

- Ethical firms enjoy 15% higher customer loyalty;
- They attract 25% more investors;
- They face 30% lower employee attrition.

Integrating Chanakya Neeti's moral guidelines into modern business ethics can significantly enhance a firm's brand image, stakeholder trust, and long-term viability. aiming to build ethical, efficient, and enduring businesses.

Conclusion and Research Implications :

The research establishes that integrating ancient strategic insights with modern business models can produce innovative entrepreneurial frameworks. The study not only bridges historical knowledge with contemporary practices but also encourages entrepreneurs to internalize ethical, strategic, and financial discipline for sustained growth.

This intersection of ancient Indian economic thought and modern business strategies can open new research pathways in interdisciplinary areas such as:

- Indigenous management systems,
- Vedic economics,
- Ethical entrepreneurship.

The findings advocate for in-depth qualitative explorations, including fieldwork, case studies, and intervie ws with experts in Vedic and economic philosophy.

Recommendations :

Based on the findings, the following recommendations are proposed to apply Chanakya Neeti for sustainable and ethical entrepreneurship:

1. Strategic Business Planning Inspired by Chanakya

Entrepreneurs should follow long-term planning with flexibility to adapt. Chanakya emphasized foresight:

"Yatha chhatram yatha chhaya yatha nidhir grihe grihe |
Tatha vidya vivekascha na sarvatra pradrushyate"

(Just as an umbrella, shadow, and wealth are not found everywhere, so too is wisdom and discretion.)Business incubators and MSME support agencies should conduct workshops on ancient strategic thinking.

2.Financial Discipline and Wealth Management

Businesses fail due to poor financial habits. Entrepreneurs must control expenses and safeguard wealth. "Dhanam shatruhu mitram cha yadi naasti vinashyati" (Lack of wealth destroys even friends and makes enemies.) Financial literacy programs should include ancient ideas like saving during prosperity and cautious investment.

3. Ethical Leadership and Governance

Chanakya believed in integrity and responsibility in leadership:"Naasti shreshthataram mitram naasti shreshthataram balam Naasti shreshthataram dharmam naasti shreshthataram sukham" (There is no better friend than strength, no greater power than ethics.)

Training in ethics and responsible governance must be part of all entrepreneurship development initiatives.

4.Building Resilience and Crisis Management

Chanakya valued readiness and adaptability:"Apatsu mitram jnatavyam" (A true friend-or strategy-is known in times of crisis.) Startups should be trained to manage stress, change, and market uncertainty through ancient crisis models.

5. Sector-wise Application of ChanakyaNeeti

Chanakya's principles can be adapted to specific industries-agriculture, healthcare, tech, and MSMEs.Encourage academic institutions and think tanks to conduct sector-specific studies for practical application of Chanakya's wisdom.

6. Incorporating ChanakyaNeeti in Education

Entrepreneurship education should include Chanakya's teachings on leadership, economics, and strategy."Vidya dadati vinayam" (Education gives humility, which leads to success.)Business schools should offer modules, projects, and case studies on ancient Indian economic thought.

7. Policy Frameworks Based on Ancient Wisdom

Government schemes for startups and MSMEs should draw from Chanakya's principles of governance and economy."Rashtram kutumba kam chaiva raja cha pitrivat sadaa" (The kingdom is like family, and the ruler should act like a father.) Policy makers should explore integrating ethical governance and inclusive wealth management practices.

8. Empirical Research and Case-Based Validation

Future research should collect real data (surveys, interviews) from entrepreneurs applying Chanakya Neeti.This will help validate the actual impact of ancient wisdom on growth, resilience, and ethics in business.

By following these recommendations, modern entrepreneurs can blend ancient strategic intelligence with contemporary business tools, fostering ventures that are ethical, resilient, and sustainable.

Limitations of the Study :

This study, while conceptually rich, is constrained by a few notable limitations that highlight the need for further empirical and contextual exploration.

Firstly, the study's reliance on secondary data limits its ability to capture real-life experiences of entrepreneurs applying ChanakyaNeeti, making the findings largely theoretical. Secondly, it lacks sector-specific analysis, offering a generalized view without considering how Chanakya's principles may vary across industries or cultural contexts. Lastly, the research does not explore how these ancient strategies align with modern technological disruptions like digital innovation, AI, or global entrepreneurship-an area that warrants further investigation.

Despite these limitations, the study provides a meaningful starting point for integrating classical Indian thought into contemporary entrepreneurship. Future research can address these gaps through empirical validation, sector-specific analysis, and the exploration of technological and cultural adaptability of ChanakyaNeeti.

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The Role of CRM in Developing Customer Loyalty : A Theoretical Perspective

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Abstract

In today's highly competitive market, Customer Relationship Management (CRM) has become a crucial strategy for fostering and maintaining customer loyalty. This conceptual study examinesthe complexconnection betweenCRMinitiativesandcustomerloyaltyby integrating key perspectives from marketing and strategic management theories. Grounded in frameworks such as Commitment-Trust Theory, Relationship Marketing Theory, Customer Equity Theory, the Resource-Based View (RBV), and Service-Dominant Logic (SDL), the research demonstrates how CRM enhances loyalty through emotional connections, tailored value propositions, efficient resource allocation, and collaborative customer interactions. Each theoretical approach reveals unique yet interconnected pathways-from establishing trust and emotional bonds to optimizing digital engagement and targeted customer segmentation. The study argues that successful CRM extends beyond technology, representing a holistic business mindset that aligns customer-focused principles with organizational objectives. The discussion also explores theoretical insights and actionable recommendations for using CRM to drive loyalty-centric growth in the digital age.

Keywords : Customer Relationship Management (CRM), Customer Loyalty, Value Co-Creation, Digital Engagement .

Introduction :

In today's highly competitive business environment, organizations increasingly recognize long-term customer relationships as strategic assets (Kumar & Reinartz, 2018). Customer Relationship Management (CRM) has evolved into a critical business philosophy that enables firms to acquire, understand, and retain profitable customers (Payne & Frow, 2020). Contemporary research suggests that CRM transcends mere technology, representing instead an integrated strategy combining people, processes, and systems to deliver personalized customer experiences (Lemon & Verhoef, 2016). A fundamental objective of modern CRM systems is enhancing customer loyalty, widely acknowledged as a crucial factor in sustainable competitive advantage (Rust et al., 2020).

Academic literature positions customer loyalty, satisfaction, and retention as central constructs in relationship marketing theory (Morgan & Hunt, 1994). The efficacy of CRM initiatives depends significantly on

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organizational capabilities to transform customer data into value-generating interactions that foster trust and commitment (Palmatier et al., 2006). Theoretical frameworks including Relationship Marketing Theory (Gronroos, 1994), Commitment-Trust Theory (Morgan & Hunt, 1994), and Customer Equity Theory (Rust et al., 2000) collectively explain how CRM strategies influence loyalty outcomes. These theories highlight critical success factors such as personalized engagement, service quality, and emotional connection in building enduring customer relationships (Brodie et al., 2011).

This conceptual paper examines theoretical models explaining the CRM-loyalty relationship through synthesis of existing literature. The study contributes to academic discourse by demonstrating how CRM strategies can enhance both customer satisfaction and deeper psychological commitment (Gummesson, 2017). The analysis provides valuable insights into CRM's role as a strategic driver of loyalty-based growth in contemporary markets (Payne & Frow, 2020)."

Literature Review :

The role of Customer Relationship Management (CRM) in fostering customer loyalty has been extensively explored in the marketing and business literature. Several theoretical models underscore the mechanisms through which CRM initiatives enhance loyalty by nurturing satisfaction and retention.

Reinartz, Krafft, and Hoyer (2004) conducted a seminal study that challenged the assumption that CRM directly improves financial performance. Instead, they argued that effective CRM enhances customer loyalty through relationship maintenance mechanisms, thereby indirectly contributing to firm profitability. Their conceptual framework underscores the strategic use of CRM to develop loyalty via individualized service, personalization, and relationship-specific investments.

Morgan and Hunt (1994) introduced the Commitment-Trust Theory of Relationship Marketing, which posits that trust and commitment are central to building successful relationships. According to their model, CRM initiatives that foster open communication, shared values, and mutual respect are more likely to cultivate trust and commitment, leading to stronger customer loyalty. Their theory has become a foundational pillar for understanding how CRM strategies translate into loyal behavior.

Verhoef (2003) proposed a conceptual model linking CRM and customer loyalty via relationship quality. He emphasized that relationship quality¡Xcomprising satisfaction, trust, and commitmentXis the mediating factor between CRM efforts and loyalty outcomes. His empirical analysis in the financial services sector confirmed that relational efforts such as customer-centric services and personalized interactions significantly enhance relationship quality and, consequently, customer loyalty.

A study by Sin, Tse, and Yim (2005) developed and tested a multidimensional model of CRM comprising key constructs such as key customer focus, CRM organization, technology-based CRM, and knowledge management. Their findings revealed that these CRM dimensions significantly influence
customer satisfaction and loyalty, reinforcing the theoretical view that CRM is a multidimensional construct affecting multiple loyalty-related outcomes.

Nguyen and Mutum (2012) conducted a comprehensive review of CRM literature and concluded that CRM strategies are increasingly aligned with customer-centric business models that prioritize loyalty as a key performance indicator. They argued that successful CRM strategies integrate both transactional and relational perspectives to maximize lifetime customer value and retention.

Furthermore, **Payne and Frow (2005)** conceptualized CRM as a strategic process that involves crossfunctional integration of internal and external processes. They suggested that this integrated approach enhances customer insight and responsiveness, ultimately strengthening loyalty. Their framework presents CRM as not merely a technology, but a holistic strategy for achieving competitive advantage through superior customer relationships.

Recent theoretical advancements have also emphasized the role of digital CRM in loyalty development.

Sigala (2018) explored the impact of social CRM on customer loyalty and found that digital engagement and co-creation of value through social media platforms enhance relational bonds, suggesting an evolution in CRM theory to encompass interactive and digital dimensions.

Buttle (2009) provided a comprehensive conceptual foundation for CRM by proposing that loyalty is driven by customer-perceived value, trust, and commitment. He emphasized that CRM should be understood as a strategy to identify, attract, and retain the most valuable customers by managing relationships through a value exchange framework. His work integrates marketing theory with customer lifecycle management and highlights the necessity of aligning CRM strategies with customer loyalty goals.

Plakoyiannaki and Tzokas (2002) explored the organizational implementation of CRM from a theoretical lens and concluded that customer loyalty is significantly influenced by internal CRM alignment¡Xparticularly the synchronization of front-line employee behavior with customer-centric values. Their study reinforced the idea that loyalty does not result from technology alone but from cultural and structural alignment across the firm.

Chen and Popovich (2003) presented an integrative framework that connects CRM success to organizational factors, customer-focused processes, and technological infrastructure. Their theoretical model suggested that when all three dimensions align, firms are better able to respond to customer needs and build lasting loyalty. The authors stressed that CRM must evolve into an enterprise-wide philosophy rooted in customer intimacy to achieve loyalty-driven outcomes.

Kumar and Reinartz (2006) emphasized the link between CRM and customer lifetime value (CLV), proposing that CRM efforts should focus on enhancing the profitability of loyal customers over time.

Their work underscores the economic rationale for CRM and provides a theoretical basis for customer segmentation and differentiated relationship strategies aimed at maximizing loyalty-related returns.

Theoretical Framework :

Based on the review of existing literature, a theoretical framework can be constructed by integrating multiple well-established theories:

Commitment-Trust Theory (Morgan & Hunt, 1994)

Overview :

The Commitment-Trust Theory proposed by Morgan and Hunt (1994), basically says that to keep customers loyal, a business must first earn their trust and build a strong commitment with them. Trust means the customer feels confident that the company will do what it promises¡Xbe honest, reliable, and fair. Commitment means that the customer actually wants to stay with the company because they feel its worth their time and loyalty. When people trust a company and feel a sense of commitment, they¡¦re more likely to keep coming back and not look for other options. The theory also explains that this loyalty doesn¡¦t come from just selling good products. It¡¦s about treating customers with respect, communicating openly, sharing values, and genuinely caring about their needs. In simple terms, customers stick around when they believe in the business and feel connected
to it.

Key Constructs:

- Trust -V Belief that the company is reliable and honest.
- Commitment- V A desire to maintain a valued relationship.
- Shared Values- V Common principles between customer and company.
- Cooperation- V Willingness to work together toward mutual benefit.

Application to CRM :

CRM systems that support transparency, personalized communication, and consistent service quality foster trust and emotional commitment, leading to loyalty.

Relationship Marketing Theory :

Overview :

As defined by Berry (1983, 1995), Relationship Marketing is all about keeping customers happy over the long run¡Xnot just getting them to buy once. It means building a real connection with customers, much like a good friendship. Instead of just pushing products, businesses that follow this theory try to get to know their customers, talk to them regularly, and solve their problems. They focus on treating customers well, understanding what they need, and making them feel valued. This makes people want to stay loyal to the brand. It¡¦s like having a shop where the owner knows your name, remembers your last order, and genuinely cares that you come back. That kind of relationship keeps customers around for a long time.

Key Elements :

- Long-term orientation
- Emotional bonding
- Customer engagement
- Mutual value creation

Application to CRM :

CRM strategies enable relationship marketing by offering personalized engagement, loyalty programs, and real-time communication across touchpoints.

Customer Equity Theory (Kumar & Reinartz, 2006)

Overview :

Customer Equity Theory as introduced by Kumar and Reinartz (2006), says that not all customers are equal Xsome are more valuable to a company in the long run. This theory explains that customers stick with a company when they see real value, emotional connection, and extra benefits. For example :

- A customer sees value equity when they feel like they¡¦re getting good quality at a fair price.
- Brand equity happens when they feel proud or happy to be associated with the brand.
- Relationship equity is when they enjoy perks like discounts, loyalty points, or being treated as a special customer.

When businesses invest in making sure customers feel all three of these things, those customers are much more likely to stick around¡Xand spend more over time.

Key Elements :

- Value Equity-V The customer¡¦s objective assessment of value (price/ quality).
- Brand Equity -V Emotional connection to the brand.
- Relationship Equity-V Perceived benefits from staying in the relationship (e.g., loyaltyprograms, personalized service).

Application to CRM:

CRM tools help businesses track, analyze, and improve all three forms of equity, thereby increasing customer loyalty.

Resource-Based View (RBV)

Overview :

The Resource-Based View, first introduced by Barney (1991), says that what makes a company stand out from the competition is what it owns and how it uses its special resources. In terms of CRM, this could mean having a strong customer database, great software, or a team that really knows how to treat customers well. If a company¡¦s way of handling customer relationships is unique, hard to copy, and adds real value, then it can build long-term customer loyalty. It's like a restaurant that not only serves good food but also remembers your favorite dish, greets you by name, and makes you feel special¡Xno other place can do it quite the same way, so you keep going back.

Key CRM Resources :

- Customer knowledge base
- Skilled personnel
- Integrated IT systems
- Relationship-building culture

Application to CRM :

Firms with distinctive CRM capabilities can develop long-lasting customer loyalty because these capabilities are valuable, rare, and hard to imitate.

Service-Dominant Logic (Vargo & Lusch, 2004)

Overview :

Service-Dominant Logic, proposed by Vargo and Lusch (2004), is a fancy way of saying that customers don¡¦t just want to buy things¡Xthey want to be part of the experience and feel involved. In this view, the most successful companies are the ones that work with their customers, not just sell to them. Think of a brand that lets you customize your product, gives you a platform to share feedback, or responds quickly on social media. That¡¦s what CRM helps with¡Xit becomes the tool that companies use to talk to customers, learn from them, and build relationships that go beyond just selling stuff. It¡¦s all about creating value together, not just handing it over.

Core Principles :

- Value is co-created through use and interaction.
- Customer is always a co-creator of value.
- All economies are service economies.

Application to CRM:

CRM technologies provide platforms (e.g., chatbots, social CRM, customer portals) where firms and customers co-create experiences that lead to deeper loyalty.

Summary of theoretical framework

Theory	Main Focus	Key Constructs	Role in CRM	Effect on Customer Loyalty
Commitment-Trust Theory	Trust and emotional commitment	Trust, Commitment, Shared Values, Cooperation	Builds dependable and lasting customer relationships	High retention, reduced churn, stronger emotional bond
Relationship Marketing Theory	Long-term engagement & mutual value	Emotional bonds, Two-way communication, Retention	Sustains customer loyalty through ongoing personalized efforts	Loyalty built on personal connection and satisfaction
Customer Equity Theory	Value from customers over time	Value Equity, Brand Equity, Relationship Equity	Enhances different types of value to retain high-value customers	Increases lifetime value and long-term profitability
Resource-Based View (RBV)	Unique organizational resources	VRIN (Valuable, Rare, Inimitable, Non-substitutable)	CRM becomes a competitive asset if integrated strategically	Loyalty results from superior, hard-to-replicate CRM
Service-Dominant Logic (SDL)	Co-creation of value through interaction	Interactive platforms, Customer participation, Experience	CRM facilitates customer engagement in creating personalized value	Customer loyalty emerges from active involvement

Discussion :

The integration of multiple theoretical perspectives provides a multidime- nsional understanding of how Customer Relationship Management (CRM) contributes to the development of customer loyalty. Each theory presents a distinct mechanism through which CRM enhances customer engagement, satisfaction, and long-term retention.

1. Synergizing Trust and Commitment with Technology :

The Commitment-Trust Theory (Morgan & Hunt, 1994) emphasizes the emotional foundation of loyalty, built through trust and commitment. CRM systems enable businesses to implement consistent, transparent, and responsive communication strategies—essential conditions for cultivating trust. The personalized features of CRM software, such as automated follow-ups, customer history tracking, and real-time support, support the development of commitment by creating a perception of care and dependability. Thus, CRM acts as a practical enabler of abstract relational constructs.

2. Sustaining Emotional Bonds through Relationship Marketing :

Through the lens of Relationship Marketing Theory (Berry, 1995; Grönroos, 1994), CRM is not just a technological tool but a relationship facilitator. Loyalty is nurtured over time through value co-creation, emotional engagement, and customer-centric service design. CRM tools facilitate two-way interactions via email marketing, feedback systems, and social media

integration, aligning with the theory's emphasis on sustained emotional connection and mutual benefit. Long-term customer loyalty is sustained not through transactional interactions, but through continuous value delivery and meaningful customer engagement.

3. Driving Value through Customer Equity Management :

Customer Equity Theory (Kumar & Reinartz, 2006) shifts the discussion toward the financial implications of CRM. CRM enables firms to segment customers based on their value contribution and to tailor loyalty strategies accordingly. By enhancing value equity (through price and service quality), brand equity (through personalized experiences), and relationship equity (via loyalty programs and exclusive perks), CRM supports long-term retention of highvalue customers. This theory provides a quantitative rationale for investing in CRM: increasing customer equity leads to sustained profitability.

4. CRM as a Strategic Asset: Resource-Based View :

The Resource-Based View (RBV) (Barney, 1991) positions CRM capabilities as unique strategic resources that drive competitive advantage and customer loyalty. Companies that successfully embed CRM into their organizational culture and operations—developing distinctive knowledge bases, skilled personnel, and relationship-building capabilities—create loyalty that is difficult for competitors to imitate. Here, CRM is more than a tool; it is a resource that embodies valuable, rare, inimitable, and non-substitutable (VRIN) characteristics.

5. Interactive Loyalty through Service-Dominant Logic :

The Service-Dominant Logic (SDL) (Vargo & Lusch, 2004) underscores the importance of customer participation in co-creating value. CRM enables companies to invite customers into the service creation process—through digital platforms, chatbots, feedback forms, and codesign experiences. This interactive participation fosters psychological ownership and deeper emotional connections, resulting in stronger loyalty. Loyalty in this view is not a static outcome but a dynamic co-constructed relationship.

6. Converging Theories for Practical Insight :

The convergence of these theories illustrates that CRM must be understood as both a technological system and a strategic philosophy. While some theories (like Commitment-Trust and Relationship Marketing) focus on emotional engagement, others (like RBV and Customer Equity Theory) emphasize strategic value and firm-level outcomes. Together, they show that successful CRM implementations are holistic—requiring cultural alignment, strategic investment, emotional intelligence, and technological integration.

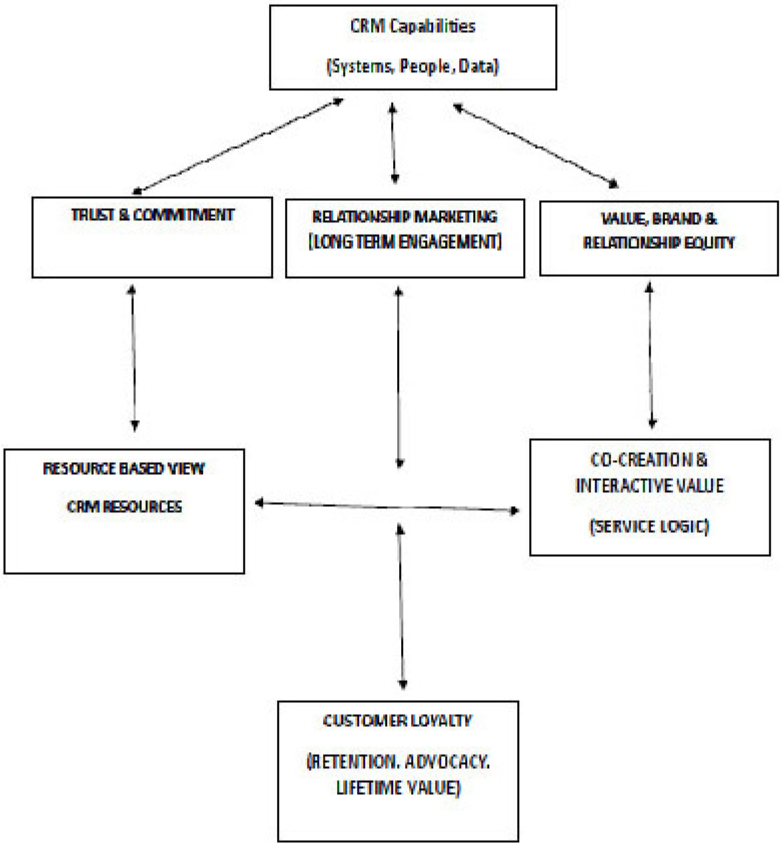
7. Emerging Implications in the Digital Age

Recent research (e.g., Sigala, 2018) highlights how digital CRM and social media tools extend traditional CRM theory into interactive and real-time environments. Customers now expect immediate responses, personalization, and multichannel consistency. In this evolving context, CRM must adapt by leveraging artificial intelligence, predictive analytics, and omnichannel communication strategies to maintain customer loyalty.

Conceptual Framework Diagram Description :

Title: Conceptual Model Linking CRM to Customer Loyalty

Figure: Author's Own Creation



Key Notes:

- CRM Capabilities are central and influence multiple constructs across different theories.
- The framework integrates emotional (trust, commitment), behavioral (engagement,retention), and economic (equity, CLV) dimensions.
- VRIN resources and co-creation represent strategic and participatory drivers of loyalty.
- All pathways lead to the ultimate outcome: Customer Loyalty.

Conclusion And Implications :

Conclusion :

This theoretical inquiry into the role of Customer Relationship Management (CRM) in developing customer loyalty reveals that CRM is far more than a technological system¡Xit is a multidimensional strategic approach that draws on a variety of theoretical foundations. The paper synthesized key frameworks, including the Commitment-Trust Theory, Relationship Marketing Theory, Customer Equity Theory, Resource-Based View (RBV), and Service- Dominant Logic (SDL), to build a robust understanding of how CRM initiatives contribute to customer loyalty.

Each theory offers a unique lens: while some emphasize emotional constructs such as trust, commitment, and relational bonding, others underscore strategic resource deployment, financial value optimization, and interactive co-creation. Collectively, they illustrate that customer loyalty emerges not only from efficient service delivery but also from deep-seated relational value, emotional engagement, and mutual participation. A well-integrated CRM strategy, therefore, is one that aligns emotional, operational, and strategic efforts to foster bothattitudinal and behavioral loyalty.

As customer expectations evolve in the digital era, the role of CRM has expanded to include real-time personalization, data-driven insights, and omnichannel interactions. This calls for a continuous adaptation of CRM practices in light of theoretical advances and technological innovations. Companies that succeed in doing so are more likely to build sustainable competitive advantages and enjoy long-term customer retention.

Implications for Practice :

1. **Holistic CRM Design** Organizations should design CRM strategies that incorporate both emotional and transactional elements. Trust-building, commitment, and value perception must be embedded into CRM processes and technologies.
2. **Strategic Resource Investment** Firms must treat CRM as a strategic resource under the RBV framework¡Xinvesting in training, data infrastructure, and culture alignment to create inimitable customer relationship capabilities.
3. **Customer Segmentation and Value Optimization** Applying Customer Equity Theory, businesses should segment customers based on lifetime value and tailor CRM strategies to enhance value, brand, and relationship equity accordingly.
4. **Customer Co-creation and Engagement** Encouraging customer interaction via feedback systems, social media platforms, and co-creation initiatives (aligned with SDL) helps build personalized experiences and emotional bonds.

5. **Digital CRM Adoption** Leveraging AI, automation, and predictive analytics within CRM can enhance personalization and responsiveness, key drivers of loyalty in today¡¦s digitally mediated customer environment.

Implications for Theory and Research

- There is a need for more integrative theoretical models that combine emotional, strategic, and digital dimensions of CRM.
- Future research can explore how emerging technologies like AI, machine learning, and blockchain influence the CRM-loyalty relationship.
- Cross-cultural and industry-specific studies may reveal how CRM effectiveness varies based on contextual and environmental factors.

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Leadership Lessons from Ramayana & Mahabharata : Applications in Commerce & Management

Neha Nag*, Dr. Arpit Shailesh**

Abstract

In an era defined by rapid technological advancement, ethical turbulence and complex stakeholder dynamics, the search for holistic and time-tested leadership models has become more urgent than ever. The Ramayana and Mahabharata.two monumental epics of Indian literature.offer not only rich narrative traditions but also profound philosophical and managerial insights that remain remarkably relevant for contemporary leaders. These texts chronicle diverse leadership archetypes: from Rama's integrity-based, emotionally intelligent leadership in Ramayana to Krishna•fs context-aware, strategic mentorship in the Mahabharata. They also explore psychological resilience, team dynamics, moral dilemmas and long-term vision.all core competencies in modern business leadership.

This paper undertakes a comparative and interpretative analysis of leadership themes from both epics and draws parallels with contemporary leadership practices in global business, governance, and social enterprise. By mapping ancient principles onto modern theories such as transformational leadership, servant leadership, stakeholder capitalism and strategic diplomacy, this research not only bridges tradition with innovation but also humanizes leadership by re-centering values and purpose.

Through detailed case studies of modern CEOs, organizational strategies and cross-cultural management practices, this study provides actionable frameworks for ethical decision-making, conflict resolution, employee development and corporate social responsibility. The integration of Indian Knowledge Systems (IKS) with contemporary commerce underscores the timeless relevance of these epics as living leadership manuals. Ultimately, this work aims to inspire a new generation of leaders.grounded in ancient wisdom, yet equipped to navigate 21st-century complexity with moral clarity, empathy and strategic foresight.

Keywords: CSR, Conflict Mnagement, Dharma, Ethics, Indian Knowledge Systems, Leadership, Mentorship.

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Introduction :

The Ramayana and Mahabharata are not merely mythological epics, they are enduring treatises on governance, decision-making, duty and leadership. These texts have shaped the moral and philosophical framework of Indian society for millennia. Each story arc, character and dilemma is a lesson in human behavior, strategic thinking and ethical responsibility.

In today•fs volatile business landscape.shaped by global crises, technological disruption and increasing demands for ethical accountability. leaders often seek timeless principles to guide contemporary challenges. Whether it's navigating corporate restructuring, managing cross-cultural teams or resolving ethical conflicts, leaders face a continuous test of their values and adaptability. The teachings of the Ramayana and Mahabharata offer nuanced perspectives on these very themes.

By interpreting the conduct of figures like Rama, Krishna, Yudhishthira and Arjuna through the lens of modern leadership theories.such as servant leadership, transformational leadership and ethical leadership.this paper draws parallels that are both insightful and actionable.

Furthermore, the growing global interest in Indian Knowledge Systems (IKS) as part of interdisciplinary learning and holistic development adds renewed relevance to these ancient texts. Business schools and leadership institutes including Harvard, INSEAD and IIMs, are increasingly including case studies from Indian epics in their curriculum to explore leadership under uncertainty, moral ambiguity and strategic foresight.

This paper seeks to go beyond theoretical abstraction by combining ancient insights with real-world case studies and empirical evidence.thereby offering a rich, cross-cultural framework for responsible and effective leadership in commerce and management.

Leadership Principles from the Ramayana :

The Ramayana is more than an epic of devotion and duty, it is also a profound narrative on leadership under pressure, managing diverse teams, ethical governance and the consequences of choices. Rama•fs leadership stands as a blueprint for modern executives seeking to balance strategic action with human values.

a. Rama's Leadership Qualities :

Rama•fs leadership was rooted in dharma (righteousness) but it was also distinguished by compassion, resilience and humility. He didn•ft rule by decree or charisma alone.he ruled through moral authority and emotional intelligence. Rama was always attuned to the needs of his people, listening more than speaking, leading more by action than by command.

One striking instance of this is his calm and composed reaction to the announcement of his exile. Instead of reacting with anger or blame, Rama accepted the decree with serenity, setting an example of detachment and discipline. In organizational settings, such equanimity under pressure is rare but powerful.

A modern-day comparison can be drawn to Satya Nadella, who transformed Microsoft•fs internal culture not with aggressive restructuring but with emotional intelligence, empathy and a 2 commitment to continuous learning. His shift from a •gknow-it-all•h to a glearn-it-all•h culture parallels Rama•fs own leadership style.adaptive, human-centered and purpose-driven.

Moreover, Rama•fs leadership aligns with Robert Greenleaf•fs concept of servant leadership, which focuses on the growth and well-being of people and the communities to which they belong. In a time when employees expect more empathy and authenticity from their leaders, Rama•fs style offers enduring relevance.

b. Rama's Dharma and Ethical Conduct :

Rama's acceptance of 14 years of exile highlights his ethical integrity and adherence to dharma, even when faced with personal loss. This lesson is crucial in modern leadership, where CEOs must often balance shareholder expectations with ethical responsibilities. Paul Polman, during his tenure at Unilever, made sustainability the company•fs core strategy, resisting investor pressure for short-term gains (Harvard Business Review, 2016). His commitment to ethical conduct, akin to Rama•fs, illustrates how prioritizing long-term values can lead to sustainable business practices.

Rama's decision to honor his father•fs promise, even when it stripped him of his kingship, reinforces the ideal of moral obligation over convenience. His moral compass was not swayed even by Sita•fs abduction or the pressures of war.

Modern leaders encounter similar ethical crossroads. Consider Ratan Tata•fs handling of the Nano car project. Despite market failure, he maintained transparency with stakeholders and defended the company•fs ethical conduct during internal conflicts with Cyrus Mistry. Ethics in business, as framed by the Institute of Business Ethics (IBE), has become a board-level issue in companies globally.

c. Leadership through Adversity :

Rama's exile and the challenges he faced demonstrate resilience and adaptability.qualities essential for leaders today. In 2020, IBMfs CEO Arvind Krishna responded to pandemic-induced challenges by pivoting towards AI and hybrid work solutions, ensuring business continuity while prioritizing employee well-being (McKinsey, 2021). This adaptability reflects Rama•fs ability to form alliances and maintain resolve in adversity, showcasing how ancient wisdom can inform modern leadership strategies.

Rama's exile placed him in unfamiliar territories with limited resources. Yet, he turned adversity into an opportunity for alliance-building and leadership development. His ability to inspire devotion in Hanuman or to trust Sugriva despite initial betrayal shows strategic trust and emotional resilience.

This aligns with the 2020.21 global crisis when leaders like Jacinda Ardern (former PM of New Zealand) led with compassion, clarity and action. She maintained high public trust during COVID-19 through transparency and empathy.essentially practicing Rama-like leadership in modern governance.

d. Team Building and Delegation :

Rama's greatest strategic asset wasn•ft his own strength.it was the strength of the team he built. Hanuman, Sugriva, Jambavan, Vibhishana.each was empowered, each was honored and each operated autonomously within a shared mission.

Rama didn't micromanage. He listened, trusted and delegated authority. His leadership was decentralized, allowing his lieutenants to take initiative, solve problems and grow. This practice is increasingly embraced in agile organizations where autonomy and purpose are key motivators.

At Pepsi Co, Indra Nooyifs Performance with Purpose strategy emphasized inclusive decision-making and talent development. She believed that giving people the freedom to lead while aligning them with a common vision creates not just results but legacy. Rama•fs Vanara Sena functioned much like a modern agile task force.diverse, autonomous and mission-aligned.

Leadership Styles from the Mahabharata :

The Mahabharata is arguably the most complex leadership manual ever written. It doesn•ft offer one singular model of leadership.it presents multiple, often contradictory styles that reflect the gray zones of human decision-making. These narratives help leaders understand that effective leadership is not just about ideals but also about navigating ethical ambiguity, emotional conflict and political constraints.

a. Krishna's Strategic and Diplomatic Leadership :

Krishna is the quintessential strategist.a leader who influences not by authority but by vision, diplomacy and deep understanding of human psychology. He never sits on the throne, never fights with weapons in the war, yet he is the most powerful force on the battlefield. His guidance to Arjuna through the Bhagavad Gita transforms the latter from a hesitant warrior to a focused, purpose-driven leader.

Krishna leadership aligns closely with transformational leadership theory, which emphasizes inspiring change, elevating followers values and aligning them with a higher mission.

In modern diplomacy, figures like Kofi Annan and Nelson Mandela embodied Krishna-like qualities.non-violent, persuasive, morally centered and masterful in negotiation. In business, Satya Nadella•fs redefinition of Microsoft, again, is Krishnaesque in nature.not driven by control but by coaching, vision and influence.

Krishna also displays contextual intelligence, knowing when to speak, when to remain silent and when to act indirectly. This is vital for today's CEOs navigating stakeholder capitalism, media scrutiny and multi-generational workforces.

b. Arjuna's Inner Conflict and Self-Development :

Arjuna begins the Bhagavad Gita in a moment of paralysis.anxiety, guilt and doubt cloud his judgment. This is the internal battlefield that every conscious leader faces. His transformation is not just strategic.it is emotional and spiritual.

Krishna does not command Arjuna; he coaches him. This is an early model of executive coaching.helping a leader uncover their true purpose (svadharma) and align it with action.

This transformation mirrors leaders like Howard Schultz of Starbucks. When Schultz returned to a struggling Starbucks in 2008, he had to confront not just business decline but also the erosion of company values. Through introspection, renewal of core values and employee engagement, he reawakened the organization soul.

Arjuna shows us that leaders must conquer their inner chaos before they can lead others. It fs about emotional mastery, clarity of purpose and aligning personal ethics with professional action.

c. Yudhishthira's Ethical Dilemmas

Yudhishthira is often called the gconscience of the Mahabharata. His leadership is shaped by his unwavering commitment to truth, justice and non-violence. However, this adherence to ethics often places him in conflict with pragmatism. His gambling episode, for instance, shows how even moral leaders can falter when they ignore political reality.

What sets Yudhishthira apart is his willingness to admit mistakes, seek counsel and strive for rectification.a core element of authentic leadership.

His modern-day counterparts include leaders like Ratan Tata, who is admired not just for his business acumen but for upholding trust and ethics even in difficult times. When Tata took back the Nano car from Singur due to land acquisition protests, he acted not out of profit but public sentiment.earning long-term credibility.

Yudhishthira teaches us that ethical leadership is not about perfection.it•fs about accountability, humility, and moral courage.

d. Karna's Strengths and Weaknesses :

Karna is a tragic hero.a man of immense talent and generosity whose fate is sealed by loyalty to a morally flawed cause. His leadership shines in his valor, loyalty and generosity but dims in his lack of strategic judgment and self-awareness.

Karna's fatal flaw is emotional loyalty over ethical alignment. He remains loyal to Duryodhana even when he knows the cause is unjust, driven by gratitude and wounded pride. This highlights the danger of misplaced allegiance in leadership.

A modern example is Elizabeth Holmes of Theranos. Brilliant and visionary, Holmes had the charisma and intellect to change healthcare.but her refusal to acknowledge errors and over-identification with her mission led to deception, scandal and collapse.

Karna teaches that brilliance without alignment to truth leads to downfall. Leaders must regularly audit their values, choose their battles wisely and surround themselves with advisors who challenge them.not flatter them.

Comparative Analysis: Ramayana vs. Mahabharata :

The Ramayana and the Mahabharata are both foundational texts in Indian culture, yet they differ dramatically in tone, complexity and the models of leadership they present. Together, they represent a yin-yang balance.Ramayana offering clarity and idealism while Mahabharata delves into ambiguity and realism.

This duality is vital for modern leaders, who must operate in environments that require both principled decision-making and situational adaptability.

4. Contrasting Leadership Approaches :

The leadership in the Ramayana is largely idealistic and dharma-driven. Rama, the central figure, is often seen as a maryada purushottam (the ideal man), who abides by truth, morality and discipline regardless of personal loss. His leadership is a demonstration of steadfastness, sacrifice and unwavering ethics.

In contrast, the Mahabharata presents leadership as a strategic and adaptive pursuit. Krishna, for instance, believes in the ends justifying the means if the goal serves a higher good (e.g., dharma). His leadership is situational, context-aware and nuanced.more Machiavellian than idealistic.

In the corporate world, these leadership archetypes represent different approaches:

Ramayana-like leaders : Tim Cook (Apple), Paul Polman (Unilever), who prioritize principles and transparency.

Mahabharata-like leaders : Elon Musk or Steve Jobs, whose unconven tional and high- risk strategies disrupt industries and challenge norms.

Executives must choose which model suits their context. A startup founder in a fast-moving market may need Krishna's flexibility. A public sector leader in regulatory policy may require Rama's stability.

b. Similarities in Ethical Frameworks :

Despite these contrasts, both epics emphasize the concept of dharma.a moral compass that guides the actions of leaders in service to the greater good. Whether through Rama's stoic virtue or Krishna's strategic counsel, the aim remains social harmony, justice and the protection of truth.

This reflects modern concepts like corporate governance, stakeholder capitalism and ESG (Environmental, Social, and Governance) standards. These metrics are now central to investment decisions, as seen in BlackRock•fs 2023 directive to companies: "Sustainability is our new standard for investing" (BlackRock, 2023).

This alignment indicates that the ethical teachings of both epics are not archaic.they are in sync with current trends in responsible capitalism.

c. Lessons for Modern Management :

Together, the Ramayana and Mahabharata provide a comprehensive leadership toolkit :

- Rama teaches us about discipline, emotional regulation, inclusive leadership and leading by example.
- Krishna teaches us about strategic insight, persuasive communication, stakeholder alignment and navigating ethical ambiguity.
- Yudhishthira reinforces the importance of integrity and self-correction.
- Arjuna shows that purpose and clarity are prerequisites to courageous action.
- Karna warns us of ego, emotional dependence and ethical blindness.

These insights map directly onto Harvard's leadership competency framework, which includes:

- ● Leading with integrity
- ● Communicating a vision
- ● Managing through influence
- ● Navigating complexity
- ● Developing others

Ultimately, modern management does not require a one-size-fits-all approach. The real skill lies in knowing when to lead like Rama and when to think like Krishna. The balance between principle and pragmatism is what separates good leaders from great ones.

Applications in Commerce and Management :

The intersection of ancient wisdom and modern business is no longer a novelty it a necessity. Leaders are increasingly turning to interdisciplinary knowledge systems to develop ethical frameworks, make complex decisions and build cohesive teams. The Ramayana and Mahabharata offer a vast repository of strategies that align remarkably well with modern management needs.

a. Ethical Decision-Making in Business :

Both epics center on ethical dilemmas.choices between conflicting rights rather than clear-cut right and wrong. Rama chooses exile over disobedience, Yudhishthira gambles away his kingdom in a bid to preserve honor and Krishna chooses war to restore balance.

These narratives offer frameworks for value-based leadership, where decisions are guided by long-term societal good rather than short-term personal or shareholder gains.

In today context, leaders must respond to rising consumer expectations around ethics. The 2023 Edelman Trust Barometer revealed that:

- 79% of global respondents expect CEOs to act on societal issues such as climate change and income inequality.
- 63% believe businesses that prioritize ethics will outlast their profit-only competitors.

Companies like Unilever and Patagonia lead the way in this domain. Their leadership decisions.such as refusing to test on animals, investing in sustainable packaging or donating 100% of profits to environmental causes.are not just PR moves. They create resilient brands backed by trust and integrity, much like the enduring respect characters like Rama and Yudhishthira command.

b. Strategic Planning and Conflict Resolution :

Krishna's role in the Mahabharata is a textbook in strategic conflict management. His ability to foresee outcomes, align alliances and neutralize threats without brute force mirrors modern principles of stakeholder management and negotiation theory.

In business, strategic planning is no longer just about data.it•fs about navigating ambiguity and building consensus across diverse stakeholders. Leaders today must manage:

- Regulatory challenges
- Shareholder expectations
- Internal resistance to change
- Global socio-political pressures

Consider how Apple managed global privacy concerns by launching features like App Tracking Transparency (ATT). This was not only a user-first decision but a strategic stance to differentiate on trust.a Krishna-like move balancing ethics, competitive advantage and regulatory foresight.

Organizations also employ scenario planning, crisis simulations and multi-level decision modeling.all approaches that echo Krishna•fs layered strategies during the Kurukshetra war.

c. Teamwork, Motivation, and Employee Development :

Arjuna's transformation and Hanuman•fs devotion showcase how leaders like Krishna and Rama cultivated talent by offering purpose, trust and growth. Neither used fear or compulsion.they used belief, empowerment and moral anchoring.

In contemporary management, this maps to transformational leadership, servant leadership, and coaching-based development. According to Google•fs Project Aristotle (2017), psychological safety.the belief that one can speak up without risk.was the single most critical factor in high-performing teams.

Companies like Salesforce, Google, and Zappos invest in:

- Leadership coaching
- DEI (Diversity, Equity, Inclusion) programs
- Internal mentorship schemes
- Wellness initiatives

These practices are echoes of Rama's trust in his team and Krishna's mentorship of Arjuna. Development is not a "perk" but a leadership responsibility.

d. Corporate Social Responsibility (CSR)

Rama's governance is often invoked in India as the ideal welfare state, "Ram Rajya". CSR initiatives echo this vision, with Indian conglomerates like the TATA Group building their brands around philanthropy, funding hospitals, schools and livelihood projects (Tata Trusts, 2023). CSR is no longer ancillary, it defines reputation and long-term viability, aligning with the ethical teachings of the Ramayana and Mahabharata.

In both epics, the idea of serving society is embedded into governance. Rama's rule is the archetype of "Ram Rajya".a utopia of justice, fairness and prosperity. Krishna, too, champions the collective good over individual preference.

CSR today is moving from philanthropy to a core business strategy. The TATA Group, for example, allocates two-thirds of its profits to social causes through Tata Trusts.investing in healthcare, rural upliftment and education. This isn't charity, it's a belief that business exists to uplift the community.

Globally, CSR is shaping:

- Climate action frameworks (Net Zero policies)
- ESG ratings for investment
- Community-focused innovation (e.g., Jio's rural digital inclusion in

India)

The epics underscore that true leadership transcends profit. It's about legacy, responsibility and positive societal transformation.

Conclusion :

The Ramayana and Mahabharata are more than ancient epics, they are living texts.repositories of enduring leadership wisdom that continue to inspire, instruct and challenge even in the age of artificial intelligence, global capitalism and digital disruption.

From Rama's calm, ethical steadiness to Krishna's strategic agility; from Yudhishthira's moral struggles to Arjuna's transformation through self-awareness.their journeys mirror the dilemmas of today's business leaders who must navigate markets, manage people, respond to crises and uphold values simultaneously.

These texts teach us that leadership is not just about charisma or capability but character. It is about:

- Leading with empathy, even when under pressure
- Making difficult choices for the greater good
- Aligning vision with values
- Inspiring loyalty through fairness and inclusion
- Building teams based not only on skills, but on shared purpose

In the modern context, as organizations shift toward stakeholder capitalism, triple-bottom-line accountability and purpose-led strategies, the insights from the Ramayana and Mahabharata are more relevant than ever.[9]

Academic institutions and corporate think tanks around the world are already integrating Indian Knowledge Systems (IKS) into leadership development programs. For instance:

- The Indian Institute of Management (IIM) Bangalore includes epics in its leadership curriculum
- Global conferences on Conscious Capitalism often cite Indian philosophy
- Leadership coaches draw on Bhagavad Gita to teach decision-making under uncertainty

In conclusion, blending the idealism of the Ramayana with the pragmatism of the Mahabharata equips leaders with a rare dual lens.the moral compass to do what is right, and the strategic wisdom to do it effectively.

By embracing this integrated model, today leaders can not only improve their organizations but also contribute meaningfully to society. In doing so, they do not merely lead.they elevate.

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Evaluating Trust Factors In Digital Payment Fintech Services: Comparative Analysis Between Gen Y And Gen Z Users

Dr. Chandrakant Kushwaha*, Vishal Trivedi**

Abstract

Purpose of the study: *This study looks at trust factors that affect how Millennials (Generation Y) and Gen Z adopt digital payment services. seeks to understand how these two groups perceive issues such as privacy concerns, brand reputation, trust, and payment platform dependability.*

Methodology: *A survey was given to 60 people in Lucknow, Uttar Pradesh. This group included both Millennials & Gen Z. To make sure both generations were fairly represented, the technique of stratified random sampling was applied.*

Findings: *The findings indicate that the two generations' perspectives on trust issues differ and are similar in significant ways. Security and user experience are key for both groups when choosing digital payments. However, they differ in their views on areas like brand reputation and privacy concerns.*

Limitations of the study: *The study is limited by its geographic scope (Lucknow, Uttar Pradesh), reliance on self-reported data, and disregard for other economic variables that could affect confidence in digital payments.*

Originality:*This study provides fresh perspectives on the trust concerns influencing Gen Z and Millennials' selection of digital payment services. The results offer helpful suggestions for fintech businesses. These can assist them in modifying their strategies to foster involvement and establish trust between these two generational groups.*

Keywords: Digital Payment Services, Trust Factors, Fintech, User Experience, Brand Reputation.

Introduction :

The fast growth of financial technology, or fintech, has changed the way we see financial services. This change is mostly due to payment platforms. These allow smooth transactions, make it easier for users, & meet the changing needs of people in a world where cash is becoming less common (Zhao et al., 2020). As digital payments become more popular, it's important to grasp what affects user trust. Trust is key in financial transactions-especially online-where users might not interact directly with the service providers (Kumar & Sharma, 2021).The use of technology to

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deliver a range of financial services is known as financial technology, or fintech (Baber, H 2020). Fintech firms are creative financial intermediaries that use technology to facilitate new business models, modifications to operational processes, and the delivery of improved products and services(Zhang et al., 2021).

Generational differences have a big impact on how people behave and view technology & financial services. Generation Y, also known as Millennials, were born roughly between 1981 & 1996. They saw traditional banking move towards digital solutions. This makes them flexible but also careful users of fintech. On the other hand, Generation Z (born around 1997 to 2012) is known for their natural comfort with technology & their heightened concerns about privacy & security (Francis & Hoefel, 2018). Because of these differences, the trust factors that matter to each generation may be quite different. This suggests a need to compare them.

Research so far has pointed out important aspects of trust in fintech: perceived security, user experience, brand reputation, & social influence (Liu et al., 2021; Wang et al., 2019). Yet, there's still a noticeable gap in research about how these trust factors compare between Generation Y & Generation Z users specifically for digital payment services. Although some studies have looked at user trust in fintech in general, few have zeroed in on comparing different generations. This leaves room for better understanding how these groups use digital payment platforms.

This study aims to close this gap by examining the trust variables associated with digital payment fintech services through a side-by-side analysis of Generation Z and Y users. This study will uncover the nuances of trust perceptions among these generations by utilizing both qualitative and quantitative methodologies. For fintech companies looking to increase user engagement and build trusting relationships with their clients, it will deliver insightful information. Ultimately, comprehending these processes will contribute to the broader discussion regarding fintech trust and direct strategies for enhancing user confidence in a dynamic digital economy.

Literature Review :

Recent Advances in Digital Payment Trust Factors

The adoption of blockchain technology and DeFi platforms has transformed digital payment systems, providing enhanced security, transparency, and user control over financial transactions (Patel & Singh, 2023).AI-driven risk assessment and fraud detection mechanisms have significantly improved trust in digital payment services, reducing cyber threats and enhancing consumer confidence (Chen & Zhao, 2023).Machine learning algorithms now enable personalized financial recommendations and security enhancements, further building trust among Gen Z users (Nguyen et al., 2023).The expansion of super apps integrating multiple financial services in a single platform (e.g., WeChat Pay, Google Pay) has increased consumer trust and engagement in digital payments (Hwang & Kim, 2023).Strengthening regulations such as GDPR and India's Data Protection Act have influenced trust by ensuring greater user data protection and compliance requirements (Sharma et al., 2022).Online reviews, influencer endorsements, and community-based fintech discussions play a crucial role in shaping trust perceptions, particularly among Gen Z (Chen & Wang, 2023).Reward-based engagement, loyalty programs, and interactive financial literacy tools have been shown to enhance trust and user retention in digital payment platforms (Li et al., 2022).Comparative studies highlight the variation in trust factors across different regions, emphasizing the need for localized trust-building strategies in fintech services (Liu et al., 2020).

Foundational Research in Trust and Consumer Behavior :

Sweeney & Soutar (2001) developed a detailed scale measuring consumer value perception, including emotional, social, quality/ performance, and price/value dimensions, influencing purchasing behavior.McKnight, Chervany, & Kacmar (2002) emphasized the importance of initial trust in online transactions, showing how vendor reputation and structural assurances shape long-term trust.Gefen (2002) examined key elements of trust-ability, integrity, and benevolence-and their roles in fostering consumer confidence in e-commerce settings.Bennett & Maton (2010) challenged the uniformity of digital nativity, arguing that not all young users possess equal technological expertise.Williams & Page (2011) analyzed generational behaviors, providing insights into effective marketing strategies tailored to Baby Boomers, Gen X, Millennials, and Gen Z.Seemiller & Grace (2016) identified Gen Z's preference for experiential learning and technology-based collaboration, offering insights for engagement strategies.Francis & Hoefel (2018) examined Gen Z's digital proficiency and demand for authenticity and ethical business practices, influencing brand trust.Kumar & Gupta (2020) investigated trust factors in Indian digital payment systems, emphasizing security, ease of use, customer support, and brand reputation. Liu, Wang, & Zhang (2020) conducted a comprehensive review identifying technology quality, user experience, and regulatory compliance as trust determinants in fintech.Zhou, Lu, & Wang (2021) explored trust's impact on mobile payment adoption, emphasizing perceived security and service quality as crucial factors.

Research Objectives :

- To identify and define the key factors that contribute to trust in digital payment fintech services among Generation Y and Generation Z users.
- To compare and contrast the trust perceptions of Generation Y and

Generation Z regarding digital payment fintech services, focusing on their unique attitudes and behaviors.

- To evaluate the factors influencing trust in digital payment platforms among Generation Y and Generation Z, including security concerns, user experience, brand reputation, and social influences, and to develop actionable recommendations for fintech providers to enhance trust and user engagement tailored to the preferences of both generational cohorts.

Research Hypothesis :

- **H1:** There is a significant difference in the importance of data security between Generation Y and Generation Z when choosing digital payment services.
- **H2:** Generation Y and Generation Z differ significantly in their confidence in the security measures provided by digital payment services.
- **H3:** The ease of use of digital payment services significantly impacts the adoption of these services by Generation Y and Generation Z differently.
- **H4:** Brand reputation plays a significantly different role in influencing trust in digital payment services between Generation Y and Generation Z.
- **H5:** There is a significant difference between Generation Y and Generation Z in terms of their concern about privacy when using digital payment services.
- **H6:** The reliability and trustworthiness of digital payment services are perceived differently by Generation Y and Generation Z.

Research Model :

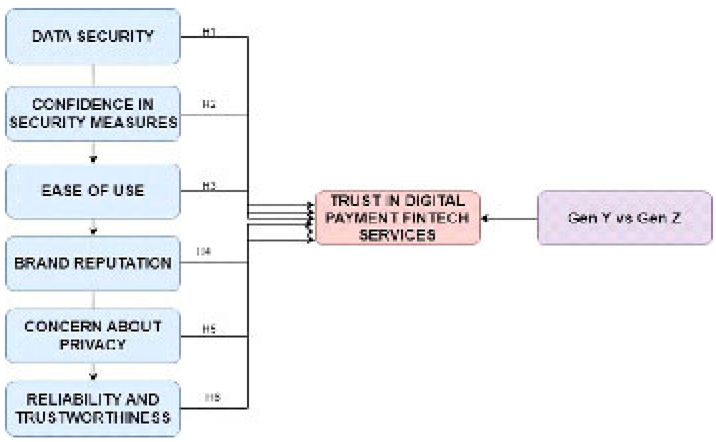


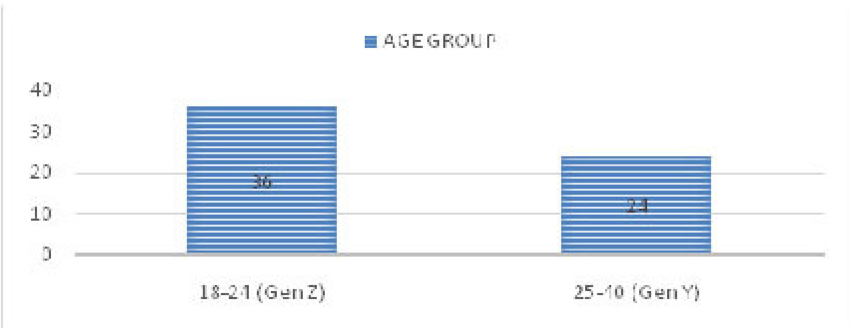
Figure 1: *Research Framework*

Research Methodology :

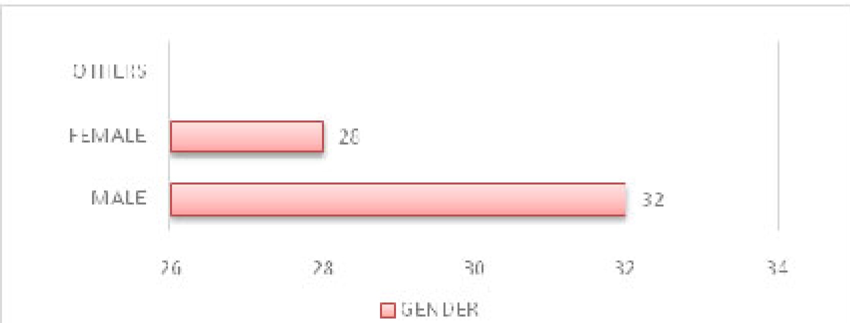
In order to fully comprehend the trust elements driving Gen Y and Gen Z users' adoption of digital payments, this study uses a mixed-method research methodology. A stratified random selection technique was used to guarantee representative participation in the survey of 60 respondents, 36 of whom were from Gen Z and 24 of whom were from Gen Y, conducted in Lucknow, Uttar Pradesh.Both quantitative and qualitative methods were used in the data collection process. A structured questionnaire that collected answers on trust-related topics such security, privacy, user experience, and brand reputation was part of the quantitative component. In the meantime, two focus groups with Gen Y and Gen Z were held as part of the qualitative component to learn more about how people perceive trust. Thematic analysis and statistical tests were used to analyze the data. Significant differences between the two age groups were found using a chi-square test, and qualitative patterns in trust perceptions from the focus group talks were interpreted using theme analysis. A more comprehensive and nuanced knowledge of the elements affecting young users' trust in digital payments is made possible by this mixed-method approach.

Data Analysis :

Demographic Informations:

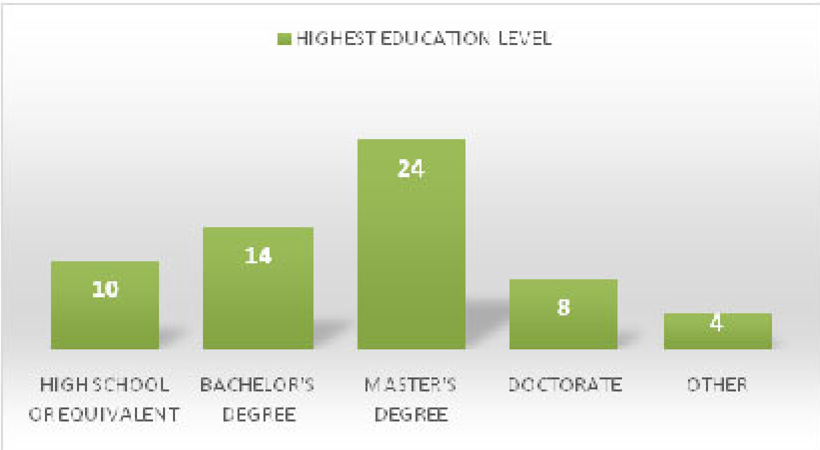


(Fig-2) comparing age of Gen Z and Gen Y

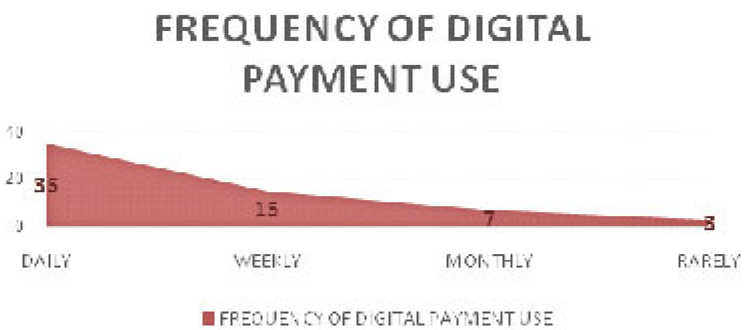


(Fig-3) Gender comparison

(Fig-4) Comparing different occupations



(Fig-5) Comparing educational qualification of the data



(Fig-6) Showing frequency of digital payment use by the users

Trust Factors Evaluation :

Security :

Importance of data security :

H0: Generation Y and Generation Z do not significantly differ in how important data security is.

H1: Generation Z and Generation Y differ significantly in how important data security is.

How important is data security when choosing a digital payment service?

	Gen Y	Gen Z
VERY IMPORTANT	14	22
IMPORTANT	8	10
NEUTRAL	1	4
NOT IMPORTANT	1	0

Results :

- Chi-Square Value: 2.60000
- p-value: Approximately 0.458
- Degree of Freedom: 3

Analysis:

We are unable to reject the null hypothesis (H0) since the p-value is 0.458, which is more than the significance criterion of 0.05. This indicates that there is no statistically significant difference between Generation Z and Generation Y in terms of how important data security is, according to the statistics.

Confidence in the security measures :

H0: There is no significant difference in confidence levels between Generation Y and Generation Z regarding security measures provided by digital payment services.

H1: There is a significant difference in confidence levels between Generation Y and Generation Z regarding security measures provided by digital payment services.

How confident are you in the security measures provided by your current digital payment service?

	Gen Y	Gen Z
VERY CONFIDENT	8	12
CONFIDENT	9	16
NEUTRAL	5	5
NOT CONFIDENT	2	2
VERY UNCONFIDENT	0	1

Results :

- Chi-Square Value:0.5668
- p-value:Approximately > 0.9
- Degree of Freedom: 4

Analysis:

Since the p-value is approximately greater than 0.9, which is much higher than the significance level of 0.05, we fail to reject the null hypothesis (H0). This indicates that there is no statistically significant difference in confidence levels between Generation Y and Generation Z regarding the security measures provided by digital payment services.

User Experience :

Ease of use :

H0: There is no significant difference in the perception of ease of use of digital payment services between Generation Y and Generation Z. (The ease of use does not impact adoption differently.)

H1: There is a significant difference in the perception of ease of use of digital payment services between Generation Y and Generation Z. (The ease-of-use impacts adoption differently.)

How easy is it to use your preferred digital payment service?

	Gen Y	Gen Z
VERY EASY	11	17
EASY	9	16
NEUTRAL	3	2
DIFFICULT	0	1
VERY DIFFICULT	1	0

Results :

- Chi-Square Value:Approximately 3.773
- p-value:Approximately 0.529365
- Degree of Freedom:4

Analysis:

We are unable to reject the null hypothesis (H0) since the p-value is roughly 0.529365, which is significantly larger than the usual significance limit of 0.05. This implies that there isn't a statistically significant difference between Generation Z and Y in terms of how easy they think digital payment services are to use. Therefore, based on the data presented, it does not seem that the simplicity of use has a difference effect on the adoption of digital payment systems across these two generations.

Brand Reputation :

Influence of Brand Reputation :

H0: There is no significant difference in the influence of brand reputation on trust in digital payment services between Generation Y and Generation Z.

H1: There is a significant difference in the influence of brand reputation on trust in digital payment services between Generation Y and Generation Z.

How much does the brand reputation of a digital payment service influence your trust in it?

	Gen Y	Gen Z
A GREAT DEAL	8	12
A LOT	8	17
SOMEWHAT	5	5
A LITTLE	1	2
NOT AT ALL	2	0

Results :

- Chi-Square Value:1.656
- p-value: 0.7987
- Degree of Freedom: 4

Analysis:

Given that the p-value is 0.7987, which is much higher than the typical significance level of 0.05, we fail to reject the null hypothesis (H0). This means that there is no statistically significant difference in the influence of brand reputation on trust in digital payment services between Generation Y and Generation Z based on the data provided.

Privacy Concern :

Concern about Privacy :

H0: Concerns about privacy when utilizing digital payment systems are not significantly different between Generation Z and Generation Y.

H1: Concerns regarding privacy when utilizing digital payment systems differ significantly between Generation Z and Generation Y.

How concerned are you about your privacy when using digital payment services?

	Gen Y	Gen Z
VERY CONCERNED	6	9
CONCERNED	12	18
NEUTRAL	4	6
NOT CONCERNED	2	2
NOT CONCERNED AT ALL	0	1

Results :

- Chi-Square Value:0.83334
- p-value:Approximately 0.93
- Degree of Freedom: 4

Analysis :

We are unable to reject the null hypothesis (H0) since the p-value is roughly 0.93, which is significantly greater than the standard significance level of 0.05. Based on the statistics presented, this suggests that there is no statistically significant difference between Generation Z and Y with regard to their privacy concerns when utilizing digital payment services.

Reliability And Trustwothiness :

Reliability of Service :

H0: There is no difference in the perception of reliability and trustworthiness of digital payment services between Generation Y and Generation Z.

H1: There is a difference in the perception of reliability and trustworthiness of digital payment services between Generation Y and Generation Z.

How reliable is your preferred digital payment service in processing?

	Gen Y	Gen Z
VERY RELIABLE	10	15
RELIABLE	12	18
NEUTRAL	1	3
UNRELIABLE	1	0
VERY UNRELIABLE	0	0

Results :

- Chi-Square Value:4.50
- p-value:Approximately 0.34
- Degree of Freedom: 4

Analysis :

Since the p-value is approximately 0.34, which is greater than the typical significance level of 0.05, we fail to reject the null hypothesis (H0). This suggests that there is no statistically significant difference in the perception of reliability and trustworthiness of digital payment services between Generation Y and Generation Z based on the data provided.

Conclusion :

After analyzing the tests conducted, we can conclude several key points regarding how Generation Y (Gen Y) and Generation Z (Gen Z) perceive trust in digital payment fintech services. First, there are no significant differences in trust factors between the two generations. When examining aspects such as data security, confidence in security measures, ease of use, brand reputation, privacy concerns, and reliability, both Gen Y and Gen Z demonstrate similar trust levels. The high p-values from the statistical tests indicate that any observed differences are likely due to chance rather than a fundamental variation in trust perceptions between the generations.

The shared trust perspectives between Gen Y and Gen Z suggest that both groups view digital payment fintech services in a similar light. While their technology usage habits may differ in some ways, their primary concerns regarding security, usability, brand reputation, and reliability remain aligned. This insight implies that fintech companies do not need drastically different trust-building approaches for each generation. Instead, a comprehensive strategy that focuses on universally important trust factors can effectively engage both groups.

Given these findings, fintech service providers should prioritize key elements that strengthen user trust. Enhancing security measures and clearly communicating data protection efforts are crucial, as both generations place high importance on privacy and safety. Improving the user experience through intuitive design and seamless navigation can further reinforce trust. Additionally, investing in brand reputation-through positive user reviews and consistent messaging-can help fintech companies establish credibility. A uniform approach to trust-building, ensuring that core factors are well communicated to all users, will likely be effective across generational lines.

Actionable Recommendations :

- **Enhance Security Measures :** Continuously improve security features and transparently communicate these efforts to users.
- **Improve User Experience:** Focus on making digital payment platforms easy to use and navigate.
- **Strengthen Brand Reputation :** Invest in strategies that position the brand as reliable and trustworthy, leveraging positive customer feedback.
- **Consistent Messaging :** Maintain clear and uniform communication of trust-related factors across all user groups.

The comparative analysis between Gen Y and Gen Z in terms of trust factors in digital payment fintech services highlights more similarities than differences. Fintech providers should leverage this knowledge to develop trust-building strategies that broadly enhance user engagement across both generational cohorts, ensuring that key factors are consistently addressed.

Limitation/Suggestions For Future Study :

A more thorough grasp of trust dynamics in digital payment systems could be achieved by future study that looks at trust factors across a wider range of age groups and cultural backgrounds, going beyond Generation Y and Generation Z. It would also be advantageous to carry out longitudinal research, since monitoring changes over time may show how trust factors alter in response to changes in user experiences and technology improvements.Furthermore, investigating the effects of cutting-edge technologies like blockchain and artificial intelligence may provide insightful information about how these developments affect user trust. Comparing cultures would also assist separate culturally unique trust drivers from universal ones, enabling more specialized fintech tactics. Additionally, using qualitative research techniques like focus groups and interviews could offer a more thorough investigation of users' reasons for using fintech services as well as their worries about trust.

Notwithstanding these prospects for further investigation, the present study includes a number of drawbacks. The findings may not be as generalizable to bigger and more diverse populations due to the sample size of 60 respondents, all of whom were from Lucknow, Uttar Pradesh. Furthermore, because the study only looks at Gen Y and Gen Z, it ignores the opinions of other generational cohorts, such Baby Boomers and Gen X, which could lead to the loss of important viewpoints. The use of self-reported information from questionnaires, which can introduce biases since participants may not always precisely reflect their genuine perceptions or activities, is another drawback.Last but not least, even if the study finds important trust indicators, it leaves out other potential effects that might have a big impact on how users see digital payment services, like emotional or psychological components of trust. Future studies that address these constraints may offer a more comprehensive and nuanced picture of fintech trust.

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Banking Merger Its Benefits and Consequences

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Abstract

For financial companies all over to boost market presence, gain economies of scale, and move with the times concerning regulatory criteria, banking mergers have evolved into a strategic technique. This research attempts to evaluate, by means of a thorough investigation of their effects on financial performance, competitiveness, and customer experience, the advantages and disadvantages of banking mergers. Beginning with technical innovations, regulatory restrictions, economic uncertainty, which motivates banks to pool their resources, the study investigates the main causes of banking mergers. We go somewhat deeply on the advantages of banking mergers-cost control, larger market share, better technological capacity, and more financial stability. The paper also underlines the likely negative consequences on the systemically important economic stability including employment losses, less market competitiveness, and the hazards of building institutions that can prove to be "too big to fail," so compromising the systemically important economic stability. By means of the analysis of significant case studies, both national and international, this study examines real results of significant banking mergers thereby offering knowledge of the achievements and obstacles experienced. Examining policy and legal systems, the study also addresses how central banks and financial authorities could assist to guarantee that mergers do not undermine consumer interests or market fairness. The study results lead to policy recommendations meant to restrict the negative consequences of mergers and yet support their benefits. This article offers a credible assessment of their possibilities to change the financial environment, so addressing their prospects and risks as well as so aiding the continuous discussion on banking mergers. It underlines how rigorously authorities and lawmakers should check mergers to guarantee a fair and competitive market and maintain economic stability.

Keywords : Banking mergers, Economies of scale, Financial stability, Market competition, Regulatory frameworks, Technological advancements, Systemic risk, Cost reduction, Job losses

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Introduction :

Driven by operational efficiency, market expansion, and regulatory compliance with evolving standards, banking mergers have grown to be a key event in the financial sector. Whether by mergers or acquisitions, bank consolidation is essentially aimed to generate stronger financial institutions able to withstand economic turmoil, expand market share, and use economies of scale to increase profitability. Driven by elements including the need for capital sufficiency, technology developments, and the aim to reduce running expenses, several major banking mergers have lately happened worldwide. Especially in view of digital transformation in the banking industry, acquisitions are also considered as a strategic response to growing fintech business competitiveness and changing customer expectations. While the advantages of banking mergers-such as better financial performance, access to bigger client bases, and more product offerings-the disadvantages can also be fairly notable. For instance, occasionally the elimination of duplicate responsibilities in mergers causes staff reductions that could impair employee morale and increase unemployment rates in the affected locations. From a consumer perspective, fewer innovation in banking goods, less customer service, and more expenses could all follow from lowered competitiveness in the banking company. Furthermore, as banks grow by means of consolidation runs run the danger of generating "too big to fail" companies, therefore endangering the entire economy as proven by the global financial crisis of 2008. Regulators include central banks and financial authorities constantly monitor mergers to ensure the banking sector is competitive and consistent and that the benefits outweigh the expected negative consequences. With an eye towards the economic, operational, and social effects principally, this study seeks to investigate the twin-sided character of banking mergers by means of analysis of both their advantages and disadvantages. This paper will show a fair image of how banking mergers influence the financial environment by means of a study of modern literature, case studies, and regulatory evaluations, so underlining the strategies banks employ to prosper post-merger and the challenges they face. This study at last aims to contribute to the more general discussion on how bank mergers support the development of a stable and competitive financial environment.The recent bank mergers in Indian banking sector are as follows:

Sr. No.	Acquiring Bank	Merged Banks	Year of Merger
1	Indian Bank	Allahabad Bank	April 1, 2020
2	Union Bank of India	Andhra Bank & Corporation Bank	April 1, 2020
3	Punjab National Bank	Oriental Bank of Commerce & United Bank of India	April 1, 2020
4	Canara Bank	Syndicate Bank	April 1, 2020
5	Bank of Baroda	Dena Bank & Vijaya Bank	April 1, 2019
6	State Bank of India	State Bank of Bikaner & Jaipur, State Bank of Mysore, State Bank of Patiala,Bharatiya Mahila Bank, State Bank of Travancore, State Bank of Hyderabad	April 1, 2017
7	HDFC Bank	HDFC Ltd.	July 1, 2023

(Source: moneycontrol.com)

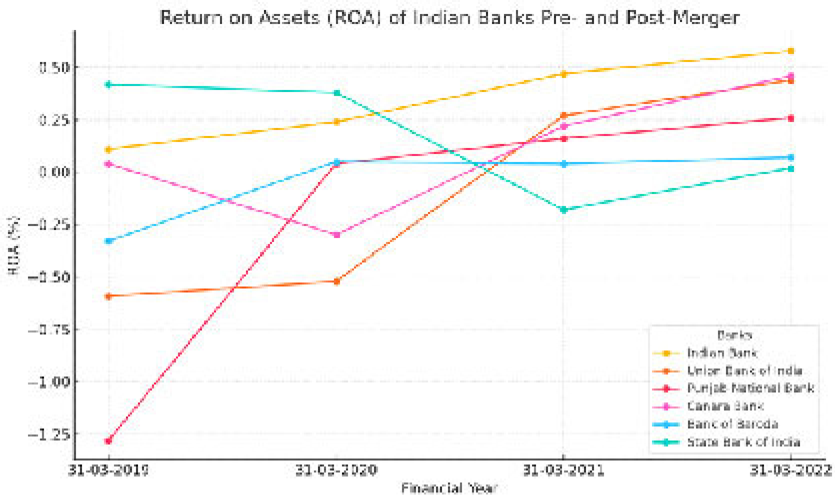
Importance of Study :

For many stakeholders, including political leaders, financial institutions, legislators, and the general people, research on banking mergers is fairly vital. Understanding the benefits and probably negative effects of banking mergers helps legislators to design laws that inhibit systematic risks or monopolistic behaviours, therefore fostering good competition. Economically, mergers can offer big benefits like enhanced financial stability, risk diversification, and improved capital adequacy. Still, it's also important to control the negative consequences-job losses, inadequate customer service, and market concentration-which could damage consumers and employees both. This paper provides critical study of the long-term and short-term effects of mergers on several areas of the banking industry, thereby helping politicians to ensure that mergers preserve a stable and competitive financial environment. Moreover, by means of current case studies, the study offers direction for banks preparing future mergers on significant success criteria and concerns affecting post-merger integration and performance.

Impact on the Banking Sector :

Different effects of banking mergers on the banking industry affect everything including operational efficiency and market dynamics. By reducing duplicates in branch networks, manpower, and administrative tasks, mergers enable banks reach economies of scale, therefore saving money. This improved efficiency helps merging banks run with less expenses, therefore raising their profitability. By increasing the asset base, enhancing capital sufficiency, and diversifying risk exposure, mergers also help to create financial stability and hence enhance the resistance of bigger banks to economic shocks. From the standpoint of the market, mergers significantly affect the competitive scene. Consolidation runs the danger of lowering competition, hence perhaps resulting in greater costs and less options for consumers even while it helps banks expand their market share and enter new geographical areas. When mergers result in market monopolization-where a small number of powerful banks control the industry and smaller banks and fintech companies find it more and more difficult to compete-this is extremely alarming. Technologically, mergers usually lead to major developments since the combined resources of both companies are used to enhance digital platforms, increase cybersecurity, and develop service delivery, so improving client experiences.

Sr. No.	Bank Name	Year of Merger	Pre-Merger ROA (%)	Post-Merger ROA (%)	31-03-2019	31-03-2020	31-03-2021	31-03-2022
1	Indian Bank	April 1, 2020	0.11	0.24	0.11	0.24	0.47	0.58
2	Union Bank of India	April 1, 2020	-0.59	-0.52	-0.59	-0.52	0.27	0.44
3	Punjab National Bank	April 1, 2020	-1.28	0.04	-1.28	0.04	0.16	0.26
4	Canara Bank	April 1, 2020	0.04	-0.3	0.04	-0.3	0.22	0.46
5	Bank of Baroda	April 1, 2019	-0.33	0.05	-0.33	0.05	0.04	0.07
6	State Bank of India	April 1, 2017	0.42	0.38	0.42	0.38	-0.18	0.02



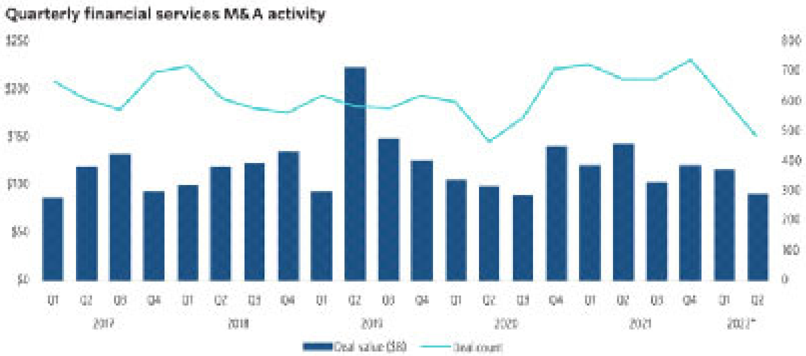
Source: Moneycontrol.com

These advantages, meanwhile, have certain drawbacks. Temporary service disruptions and inefficiencies could result from post-merger integration of several company cultures, IT systems, and operational processes. Furthermore, influencing general corporate culture and staff morale could be declining workforce. Thus, by enforcing capital limits, monitoring market concentration, and guaranteeing fair competition, authorities considerably help to ensure that mergers do not produce systematic hazards or injure consumers. Although mergers in banking serve to create a more stable and efficient banking sector, the process must be properly managed to prevent negative outcomes and guarantee that the advantages reach clients, staff, and the larger financial system.

Global Trends and Drivers of Mergers :

The quantity and extent of banking mergers in recent years have been much influenced by global trends and forces, therefore reflecting both strategic developments inside the financial sector and the changing economic environment. One of the key elements is regulatory pressure; institutions today have stronger capital and liquidity requirements, particularly in view of the worldwide financial crisis of 2008. To meet regulatory obligations dictated by better capital adequacy ratios imposed by Basel III, larger, more stable corporations have joined with smaller and medium-sized banks. Technical development is also rather important since banks aim to match quick changes in digital banking, fintech, and automation. Combining resources lets banks make investments in creative technology, thereby guaranteeing their competitiveness in a market gradually under control of digital services. Mergers since banks seek to be present all around and go outside their home markets have also been driven mostly by globalisation. Mergers allow opportunity for asset diversification, market expansion, and foreign knowledge application.

Low-interest rates and economic uncertainty have driven consolidation even more since banks wish to remain profitable by means of economies of scale by reducing costs. Moreover, rising competition from non-banking financial institutions (fintech companies) has prompted traditional banks to cooperate in order to keep market share and change with client needs for digital and creative banking solutions. Finding synergies is also rather important since merging banks can eliminate operational duplicates, improve branch networks, and blend complementary services to increase overall profitability. These worldwide tendencies motivate banks to merge but also bring questions on declining competitiveness, the expansion of monopolistic companies, and the possibility of systematic failures connected with significant financial organisations. These trends show that even if mergers in banking could have strategic benefits, they can create problems requiring rigorous regulatory control and strategic planning.



Source: Pitch-Book

Review of literature :

Dymski, 2002 studied "The Global Bank Merger Wave: Implications for Developing Countries" and said that rather than seeing global bank mergers through an efficiency lens, the article takes a stand, claiming that these deals are unique to the US and have arisen due to macrostructural forces and strategic motives. Offshore banks buying out local ones across borders may have mixed outcomes, so it's not always a good thing.

Cross-Border Mergers in European Banking and Bank Efficiency, 2003 studied Cross-border Mergers in European Banking and Bank Efficiency" and said thatA number of factors, including deregulation, disintermediation, technological advancement, and increasing competition, have caused the European banking industry to undergo a period of upheaval. This has led to an increase in the number of bank mergers and acquisitions. Foreign banks accounted for the vast majority of the 2,153 EU-based mergers and acquisitions recorded by the ECB. This goes against the predictions of widespread consolidation across the continent. This casts doubt on the usefulness of banking industry mergers and acquisitions.

Ayadi & Pujals, 2005 studied "Banking mergers and acquisitions in the EU: overview, assessment and prospects" and said thatThis article examines the impact of mergers and acquisitions on profitability and efficiency in the European banking industry throughout the 1990s. Domestic mergers reduced costs but did not significantly impact the market. International mergers took advantage of revenue synergies. There is a natural coexistence of business kinds, since the study found that larger scale is not necessarily predictive of profitability.

Ismail & Davidson, 2005 studied "Further analysis of mergers and shareholder wealth effects in European banking" and said thatin this post, we'll take a look at the impact of bank mergers in the US on shareholder wealth in European banks. Anomaly returns are higher in B2B transactions, target returns are lower, and overall, the company is less geographically variable. The advantages of regional variety in cross-border collaborations have been the subject of mixed findings, with some research providing weak support for the assertion. Researchers found that in a highly competitive industry, consumers may be reluctant to spend a lot of money.

Carletti et al., 2007 studied "The Economic Impact of Merger Control: What is Special about Banking?" and said thatDue to their unique qualities, banks are examined in regard to their influence on merger control. Stock prices of non-financial firms decline in a system that prioritises competition, while stock prices of banks rise, according to the report. Bank profitability is highly dependent on the transparency and openness of supervisory bank merger reviews. Improving banking competition policies may lead to positive financial system externalities, the study found.

Prompitak, 2009 studied "The impacts of bank mergers and acquisitions (M&As) on bank behaviour" and said thatThis thesis looks at the lending practices of big European commercial banks between 1997 and 2005, focussing on the years when these banks were undergoing mergers and acquisitions. The study concludes that mergers have a major impact on the supply of loans, interest margins, and reduced lending rates. By shifting their attention to other areas of business, merging banks can diversify their revenue streams, save costs in areas other than interest, and ultimately become less risk adverse than their non-merging counterparts.

Goyal & Joshi, 2012 studied "Merger and Acquisition in Banking Industry: A Case Study of ICICI Bank Ltd." and said thatThis article examines the history of ICICI Bank Ltd., India's largest private sector bank, and how it has expanded through a number of acquisitions and mergers. Theoretical foundations, historical context, literature review, and analytical technique are all parts of an in-depth analysis of mergers and acquisitions (M&A). The article states that before, during, and after a merger are the three phases that make up a company's strategy creation process.

Scherer, 2012 studied "Financial Mergers and their Consequences" and said thatthe article explores the subject of the "too big to fail" banks and how they came to be as a consequence of the massive wave of mergers that shook the US banking sector. It also highlights the rising share of corporate profits and employee remuneration held by financial institutions. The paper argues that, after considering competing interests and weighing potential trade-offs, antitrust authorities should crack down on mergers that increase concentration in specific local markets.

Bernad et al., 2013 studied "The consequences of mergers on the profitability of Spanish savings banks" and said thatMergers and acquisitions (M&A) have often been justified on the grounds that they create value and increase efficiency. There is, however, no proof that the participating businesses gained monetarily or in terms of their market worth. The current body of research is unique in that it fails to examine the combined companies' integration to its full potential because it only examines the consequences of mergers after the fact, rather than during the process itself. Using this methodology, the study's primary objective is to determine if and to what extent Spanish savings banks are able to weather mergers and acquisitions in the long run.

Molyneux et al., 2014 studied "'Too systemically important to fail' in banking - Evidence from bank mergers and acquisitions" and said thatExamining a cross-section of nine European Union economies, this study delves into the potential systemic risk posed by "Too-systemically-important-to-fail" (TSITF) financial institutions. There is no evidence of increased reliance, although safety net advantages increase the chances of rescue.

Oloye & Osuma, 2015 studied "Impacts of Mergers and Acquisition on the Performance of Nigerian Banks (A Case Study of Selected Banks)" and said thatThis study aims to examine the impact of bank mergers and acquisitions on the productivity and efficiency of commercial banks in Nigeria. The research uses shareholders' funds and earnings after taxes as metrics for financial efficiency. The findings show that mergers and acquisitions help stabilise and benefit the financial sector. Capital adequacy is improved by corporate reorganisation, and post-tax bank profits are significantly boosted by shareholder money. The main objective of merging banks is to attain synergy.

Hasan, 2022 studied "Bank Mergers and Acquisitions Trends Under Recent Crises" and said thatA financial crisis can have a significant impact on both the government's response and certain economic sectors. Banks have exhibited a broad variety of trends in their merger and acquisition activities since the financial crisis. An analysis of data from 1987, 1997, 2002, and 2009 revealed that countries hit hard by crises tend to witness a surge in merger and acquisition activity. Value declines, on the other hand, are believed to be due to nationalisation or liquidation of failed banks.

Benefits of Banking Mergers :

Economies of Scale :

Banking mergers save cost by allowing combined organisations to streamline operations and minimise duplication activities like overlapping branch networks, administrative tasks, and IT systems. Larger operational bases let banks distribute fixed costs throughout more wide range of services, hence lowering per-unit costs. Moreover, resource allocation gains since the combined company may maximise assets, capital, and labour, so increasing production and profitability. By means of resource pooling, banks also get extra financial capacity that might be reinvested into important initiatives and development projects.

Increased Market Share

Through combined customer bases and increased geographic reach, mergers help banks to grab a bigger market. Working together, banks can boost their market presence, open access to new areas, customer segments, and commercial prospects. Their competitiveness is improved by this enlarged reach, which also helps them to provide a larger range of financial products and services and gain from more brand recognition. More pricing power resulting from a bigger market share helps merged banks compete with other financial institutions and enhance general market positioning more easily.

Technological Advancements :

Since merged resources give more ability for investment in new technologies, mergers typically result in technological innovations. By pooling their finances, banks that merge can implement cybersecurity policies, modern digital platforms, and automation tools, thereby improving operations and customer-centricity of their activities. Mergers also let banks modernise their IT systems, boost data analytics capacity, and apply creative fintech ideas that can help operational effectiveness, risk control, and service delivery. Using technology can help merging institutions satisfy growing consumer expectations for flawless online services and fit the fast-changing digital banking scene

Customer Service and Product Offerings :

By letting the combined company mix and maximise their product lines, banking mergers sometimes improve customer service and product offers. More resources and a bigger clientele allow banks to provide a wider spectrum of financial products, including loans, mortgages, and investment services, catered to fit different client demands. Mergers also help banks modernise customer service by means of innovative digital platforms, enhanced response times, and increased availability of tailored services, so incorporating Furthermore resulting from the merging of best practices and knowledge from both organisations is more creative and effective service delivery.

Capital Adequacy and Financial Stability

By aggregating the financial resources of two banks, mergers improve capital adequacy and financial stability, hence building a stronger capital buffer. This helps the combined company to meet capital reserve regulations, control financial shocks, and weather economic downturns. Furthermore, the diversification of assets and liabilities arising from mergers lowers the whole risk profile, therefore increasing the financial stability. Greater access to capital markets made possible by larger, amalgamated banks has let them more readily raise money for expansion projects, therefore strengthening their financial situation and resistance against possible crises.

Consequences of Banking Mergers:

Job Losses and Employee Morale:

One of the most significant consequences of banking mergers is job losses brought on by the consolidation of overlapping departments and posts. Merged companies regularly reduce employees to cut duplicity in domains such administration, IT, and customer service. This downsizing might affect employee morale, which would reduce job satisfaction and output among the surviving workers who would be insecure about their positions. Organisational culture can also suffer since merging two different work environments and management techniques frequently produces conflict and leads in disengagement and maybe talent loss as staff members strive to suit new systems.

Customer Concerns :

Banking mergers' reduced competitiveness could have many consequences for customers in several domains. Given less competitors in the market, merged banks could be able to increase rates for services such account management, loans, and ATM use. Larger institutions focus on streamlining procedures and standardising offerings, so consumers may also suffer in individualised services. Local branches may vanish as banks migrate to digital platforms, therefore restricting access and customer service's ability to be customised. Consumers could feel generally that after a merger, the quality of their banking experience has decreased.

Market Monopolization :

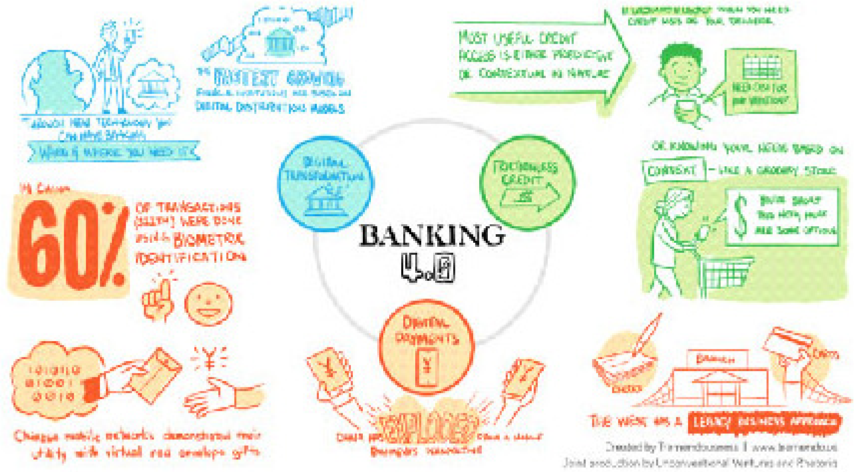
Big mergers in banks can reduce market competitiveness, which would raise doubts about probable monopolistic practices. Few large banks in charge of the market have more effect on interest rates, fees, and service conditions as well as pricing power. Smaller competitors striving to match the combined company's size and resources could deter innovation by this decreased competitiveness. The concentration of financial power in a few large corporations also increases the likelihood of systemic failure since the collapse of a significant bank might generally damage the financial system and economy.

Regulatory and Compliance Challenges :

Concerns about systematic hazards and reduced competitiveness lead to careful regulation of banking mergers. Negotiating challenging compliance systems spanning consumer protection rules, financial disclosures, and antitrust legislation falls to merged banks. Higher administrative and legal costs may follow from banks' need to ensure they meet regulatory standards in several nations. Combining compliance efforts from two banks with different policies and standards can also create challenges that demand significant policy, system, and reporting mechanism alignment to satisfy regulatory expectations.

Integration Risks :

Post-merger integration presents great operational and technological challenges for banks. Mixing several operating systems, financial systems, and IT tools can be challenging and costly. Inefficiencies, data leaks, and service outages brought on by integration failures will impact client experience as well as internal operations. Moreover, synchronising management styles, corporate cultures, and processes between two banks frequently produces conflict that reduces general output. Achieving complete integration can take years, and incorrect management of the process might contradict the strategic objectives of the merger, therefore lowering the predicted financial and operational synergies.



Source: The unintended consequences of digital banking

Case Studies of Banking Mergers :

National Example :

2017 saw notable financial activity as State Bank of India (SBI) combined with its five affiliated banks. SBI was already the largest public sector bank, hence the merger benefited it in terms of asset base, branch network, and market dominance. Following a merger, SBI changed its customer base, considerably increased its worldwide competitiveness capacity, and achieved additional economies of scale. The process did, however, also offer operational challenges like branch rationalisation, staff reductions, and post-merger integration issues that might reduce consumer satisfaction and service quality.

International Example :

The 2004 merger of JPMorgan Chase and Bank One is somewhat well-known as a sign of global banking concentration in the United States. Setting targets, JPMorgan Chase sought SBI's blend to boost market share and strengthen its competitive edge. Following mergers, JPMorgan Chase grew into a financial monster with higher capital efficiency and retail banking penetration. The U.S. regulatory structure did, however, impose more strict control than national patterns in order to lower systemic risk and stop monopolistic activity. Still, especially in relation to technical systems and matching corporate cultures, both acquisitions fell short.

Policy and Regulatory Considerations :

Role of Central Banks :

Monitoring and controlling banking mergers is mostly dependent on central banks and financial regulators, who also safeguard consumer interests by means of financial stability. They evaluate how mergers affect systematic risks, market competitiveness, and general state of the economy. To stop disturbances in the banking system, central banks may demand pre-approval for mergers and supervise post-merger integration. Many times, they set rules to make sure the resultant firm does not acquire too much market dominance, therefore limiting competition or perhaps resulting in unjust consumer pricing. They also track adherence to risk management and capital adequacy norms.

Impact of Basel Norms and Other Regulations :

Setting rigorous capital, liquidity, and leverage criteria, the Basel Accords-especially Basel III-have a significant impact on banking mergers. Merged banks have to follow these standards to guarantee they keep enough capital buffers and properly control risk. Mergers are sometimes driven by these rules since smaller banks may find it difficult to satisfy the high standards on their own and so merge with bigger companies. Furthermore, influencing the merger process are other international rules such anti-money laundering (AML) and anti-competitive laws, therefore imposing compliance requirements banks have to follow both during and following consolidation.

Recommendations for Policy Makers :

Stronger control systems should be used by legislators to strike a compromise between the advantages of banking mergers and worries about monopolies and lower competitiveness. Establishing clear rules on market concentration limitations will help to stop the development of monopolistic entities. Improved consumer protection policies are absolutely necessary to guarantee that consumers do not pay more costs or receive less quality of services. Furthermore, helping to minimise negative effects is encouraging post-merger openness and supporting competitiveness through legislative systems. To maintain the competitive and dynamic state of the financial scene, policymakers should also support innovation and market entrance of new participants, such fintech companies.

Conclusion :

Although they bring challenges such job losses, decreased competition, and integration issues, banking mergers offer main benefits including improved financial stability, more economies of scale, and technology improvements. Mostly depending on regulatory control, these mergers should not compromise market fairness or create systematic dangers. Analysing national and international case studies clearly shows that effective planning, complete regulatory compliance, and open communication are the foundations of good mergers. Policymakers must balance protecting consumer interests with encouraging efficiency by means of consolidation, so retaining competitive markets.

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Green Finance and its Significance In the Sustainable Development of Indian Economy

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Abstract

Finance is the lifeblood of business. So, blood should flow to make the business greener and healthier, and hence, the concept of Green finance evolves. With the Industrial Revolution, business became the primary cause of problems like Carbon emissions,the greenhouse effect, high pollution, etc. So, Green Finance isa positive attempt in the business world to fight these problems. Green Finance is the way to pay attention to these problems from the perspective of business society. The provision of funding for Investments while taking Social, Governance, and Environmentalfactors is called Green Finance.Green Finance is the broad term that can refer to financial investments flowing into sustainable development projects and initiatives,environmental products, and policies that encourage the development of a more sustainable economy(Hohne, 2012).

As Green Finance is in the nascent age in the present scenario, especially in the context of India it poses significant challenges and opportunities for the business world. RBI and financial regulators are promoting green financing and carbon markets to address climate risk.Annual Green Financing needs could be 2.5% of GDP to address infrastructure gaps caused by climate events.

This paper attempts to build acomprehensive understanding of Green Finance with various instruments like Green Bonds, Green Banks, Green Investment Funds, Carbon Pricing, etc., and to look at the opportunities and challenges it brings with itself along with the impact it provides in present as well as in future. This paper also emphasizes on the current scenario regarding the role and importance of Green Finance in the sustainability of the economy.

Introduction :

Production has expanded quickly since the onset of industrialization and the commercialization of natural resources. However, it has a major impact on climate, which has become one of the biggest issues of the twenty-first century. As a result, the battle against climate change now takes center stage in environmental history. Its effects are seen in many different industries due to rising temperatures, changing weather patterns, and an increase in the frequency of extreme weather events. Global warming has surpassed global climate change as the most pressing issue over the past few decades. Global climate change is seen as a grave threat to the survival

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of 21st-century flora and fauna. Our standard of living and the diversity of life on Earth cannot be preserved.According to (Day), the chairman of the Sustainable Development Commission in the UK, "Sustainability matters more than it ever has." Without embracing sustainability, we will not be able to maintain the planet's ecosystems, human standard of living, or diversity of life. This is the main, obvious reason that sustainability is required. According to the current situation, the approach should be to reduce the significant risk of pollution and environmental degradation; for this reason, sustainability is important and becomes more so with time.

The Concept Of Sustainability And Sustainable Development :

There are signals of every kind and size telling us that we must address sustainable development. There will be no more fossil fuels. There will be thousands, if not millions, of extinctions of animal species. Our lumber supply will eventually run out. If we don't change, the atmosphere will suffer irreversible harm. The groundwork for that change is laid by our awareness of and pursuit of sustainability in our communities, homes, ecosystems, and worldwide. Beyond particular industries, a major concern is sustainability.

Sustainable development refers to the efficient use of available natural resources while preserving ecological processes that are essential for the preservation of biodiversity and natural heritage. Respecting the socio-cultural authenticity of host communities, protecting their built and living cultural heritage, upholding traditional values, and encouraging tolerance and understanding among cultures are all parts of sustainable development. Maintaining long-term economic viability and fairly allocating socioeconomic benefits to all parties involved are key components of sustainable development.

The whole corporate value chain in the financial services sector is undergoing rapid change. The business is becoming increasingly complex, demanding, and unpredictable due to both internal and external issues. Banks are constantly under pressure from the constantly shifting economic landscape to adjust to outside pressures and disturbances, one of which is sustainable finance. Financial institutions have an excellent opportunity to realign their business models with the needs of their clientele, the shifting economic risks and challenges, and the most recent political and socially motivated environmental, social, and governance standards. Green finance makes this feasible. Allocating money to the most beneficial uses is the main duty of the financial system. The financial sector could take the lead in investing money in eco-friendly companies and projects, speeding up the transition to a low-carbon and more circular economy. The relationship between lending and investment and social, economic, and environmental challenges is examined by the field of sustainable finance.

Finance can assist in strategic decision-making regarding the trade-offs between sustainable goals when it comes to resource allocation. The corporations that investors invest in can also be impacted by their actions. This is one way that long-term investors can persuade companies to implement sustainable business practices. Lastly, because finance is so good at pricing risk for valuation purposes, it can help with the inherent uncertainty that surrounds environmental challenges. Finance and sustainability are future-oriented. The evolution of sustainable finance has gone through multiple stages over the last few decades, the primary one being the gradual shift from short-term profit to long-term value creation. Using the more than $300 trillion global financial system is essential for countries to make the transition as quickly and smoothlyto a prosperous, inclusive, and sustainable economy. Financial institutions have been working harder during the last ten years to align the financial system with long-term sustainable growth. Central banks, financial regulators, and market norm setters have also taken action in this regard. Growing recognition of the importance of sustainability elements for effective capital allocation to the real economy, risk-adjusted return delivery, developing threat management, and the fortification of economic governance are the driving forces behind this.

Reallocation : Efficient reallocation of money to vital goals, such as expanding access to green finance, funding infrastructure projects for sustainability, and funding important clean technology innovation sectors, will be necessary to finance a sustainable economy.

Risk: The financial realm is seeing a growing recognition of sustainability aspects as essential considerations for risk management. The breadth of experience in sustainable development concerns is expanding from project analysis to portfolio assessment to system-level stress tests.

Responsibility: A growing number of financial organizations are integrating environmental, social, and governance (ESG) considerations to form a responsibility towards them.

Green Finance and its Components :

Green Finance refers to a wide range of financial goods and services that encourage environmentally friendly activities and sustainable development. Allocation of funds for climate and environmental issues and its proper utilization by considering financial risk related to Climate and Environment is said to be Green Finance. Green Finance is an engine of development of projects for the creation of a system through which development and environmental protection can co-habitat and go hand in hand without conflicting with each other's areas.

According to the United Nations Environment Programme, green financing will boost the amount of money flowing to sustainable development priorities from the public, private, and nonprofit sectors. A foundational element of this involves effectively handling environmental and social hazards, capitalizing on prospects and advancing them through modifications to national regulatory structures, standardizing financing decisions for the public sector, fulfilling the environmental aspect of the Sustainable Development Goals by augmenting investments in eco-friendly technologies, funding sustainable natural resource development - grounded in green economies and climate-smart blue economies - utilizing green.

Some of the Green Finance Instruments are-

Green Investments:-

Green investments refer to financial investments made in companies, projects, or assets that are environmentally responsible and contribute to sustainability. Green investments can align with both financial and ethical goals, as they support initiatives that combat climate change, conserve natural resources, and promote a more sustainable future

Green Bonds: -

Green bonds are a popular instrument in Sustainable finance. These are debt securities issued by governments, companies, or other organizations to raise capital for environmentally friendly projects. The proceeds from green bonds are earmarked for specific green projects, ensuring transparency and accountability. Green Bond raise awareness for the challenges of climate change and demonstrates the potential for institutional investors to support climate smart investments through liquid instruments without giving up financial returns.

Sustainable Investment Fund: -

These are investment funds that allocate capital to companies and projects with strong environmental, social, and governance (ESG) performance. Investors in these funds seek to align their investments with their values and sustainability goals.

Green Loans: -

Financial institutions offer green loans to fund eco-friendly projects for businesses and individuals. These loans often come with favorable terms and lower interest rates to incentivize green investments.

Environmental, Social and Governance: -

Green finance often incorporates ESG criteria into investment decision-making. These criteria assess the environmental and social impact, as well as the governance practices of companies and projects.

Regulatory and Policy Support: -

Governments and regulatory bodies may create policies and regulations that encourage green finance, such as tax incentives for green investments or mandatory reporting on ESG factors.

Climate Risk Assessment: -

Financial institutions are increasingly assessing climate-related risks in their portfolios. This involves evaluating how investments may be affected by climate change, helping to identify potential financial vulnerabilities.

Green Banking :-

Some banks offer green banking products and services, such as eco-friendly mortgages or incentives for customers who make sustainable choices in their banking.

Stages Of Green Finance :

At the economic level, the trade-off between risk and financial return is optimized. This financial orientation supports the idea of both the expansion of the national economy and the pursuit of profit maximization by businesses. At the societal level, the impact of money and monetary activities on society is then maximized. Finally, at the ecological level, the environmental impact is maximized. The levels communicate with each other. As such, striking a good balance between the environmental, social, and economic aspects is crucial. Thus, we can state that the economic, social, and environmental phases are the three essential phases of green finance.

Sustainable Finance In India: Current Scenario

IPCC (report)notes that India's per capita emissions are relatively low, reflecting its commitment to climate action. It is also mentioned in the report that India has 10 to 20 years to stay within these limits to meet the Paris Agreement goals. It also highlighted the Indian government's climate targets, including generating 50% of energy from renewable sources and achieving 500 gigawatts of non-fossil fuel energy. It is also added that achieving these targets requires substantial financing, estimated at $10 trillion by 2070, and developing countries, including India, need around $250-300 billion annually for climate commitments.- India has already met parts of its Nationally Determined Contributions (NDCs) targets for 2030, reducing the emissions intensity of its GDP by 33% and achieving 40% of installed electric capacity through non-fossil sources. Sustained private and public financing is necessary to ensure the country stays on track to achieve its long-term climate goals.(RBI Minute) also addressed the country's climate finance needs, estimating more than $17 trillion to achieve net zero by 2070. Thus, introducing a taxonomy is crucial in India's fight against the climate crisis. India can benefit from existing frameworks worldwide, adopting best practices while incorporating local capabilities and resources.

1-Renewable Energy Investments: In India, one of the main focuses of green finance is the development of renewable energy projects. In order to stimulate investments in solar, wind, and other renewable energy sources, the government has implemented a number of incentives and financing schemes. These consist of concessional loans, tax breaks, and subsidies.

2-Green Bonds: Green bonds, which are financial instruments designated specifically for environmentally friendly projects, have been issued in India. These bonds raise money for energy-efficient, sustainable infrastructure, and renewable energy projects. Usually, they undergo certification from entities such as the Climate Bonds Initiative to verify that they fulfill sustainability standards.

3-National Clean Energy Fund (NCEF): Through the government-run NCEF, some of the coal cess collected is directed toward clean technology and renewable energy projects. This fund provides national support for a range of green initiatives.

4-Sustainable Banking : Sustainable practices are now being included by Indian banks in their lending and investment procedures. Certain banks prioritize lending to environmentally conscious projects and offer green loans. They evaluate their portfolios' environmental risk as well.

5-Sustainable Development Goals (SDGs): India is dedicated to attaining the Sustainable Development Goals (SDGs) established by the United Nations. Projects that support these objectives, like affordable, clean energy, climate action, and access to clean water and sanitation, depend heavily on green finance.

6-Regulatory Framework: Guidelines and regulations have been introduced by the Reserve Bank of India (RBI) and the Securities and Exchange Board of India (SEBI) to promote green finance and guarantee transparency in the issuance of green bonds. For example, (SEBI) circular notice issued on February 2023, requires ongoing monitoring of funds raised to transition towards sustainable operations, forbids use funds from green bonds for non-qualifying purposes, and mandates disclosure and possible early redemption in the event that funds are misused.

7- Carbon Markets: India has explored the possibility of creating carbon markets and emissions trading systems to incentivize carbon reduction efforts by industries and businesses.

8-International Partnerships: India has engaged in international partnerships, such as the International Solar Alliance (ISA), to promote green energy and sustainable development.

Future Scenario of Sustainable Finance in India :

(Panchal)emphasized the crucial role of IFSC (International Financial Services Center) in providing global debt and equity capital for sustainable projects, supporting India's and other developing countries' needs. Further, he outlined future IFSC initiatives, such as creating a framework for transition finance to support decarbonization in hard-to-abate sectors, enhancing voluntary carbon markets, and facilitating investment in sovereign green bonds. He also mentioned that IFSC aims to be a hub for climate finance, supporting India's climate goals and contributing to global efforts to combat climate change.

Conclusion :

India can reduce climate risks and seize large economic opportunities by coordinating financial flows with climate goals. Notwithstanding the difficulties, there are significant potential benefits to a well-designed taxonomy. The establishment of a strong framework that can serve as a global standard requires collaboration between the public and private sectors as well as civil society. With the correct investments and policies in place, India's ambitious journey towards a low-carbon economy can serve as a model for other developing nations looking to strike a balance between development objectives and climate-conscious policies.

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भारतीय अर्थव्यवस्था में दस्तकारिता की भूमिका (एक विश्लेषणात्मक अध्ययन)

श्याम बहादुर यादव*, डॉ. अरुण कान्त गौतम**

सारांश

किसी भी देश के आर्थिक विकास में जितना महत्वपूर्ण योगदान भारी उद्योगों व सेवा क्षेत्र का होता है उतना ही महत्वपूर्ण योगदान लघु, कुटीर और हस्तशिल्प उद्योग का भी होता है बिना सभी के समुचित सहयोग के कोई भी राष्ट्र समृद्धशाली नहीं बन सकता। प्रायः यह कहा जाता है कि फैंशन अपने आप को दोहराता है जिन वस्तुओं का कभी हम अपनी आवश्यकता को पूरा करने के लिए हाथों से बनाते थे आज इतनी अधिक मशीनी वस्तुओं के बाजार में होने के बावजूद अनेकों हस्तनिर्मित वस्तुएं विलासिता के रूप में उपयोग की जा रही है। संत रविदास नगर भदोही और मिर्जापुर की हस्तनिर्मित कालीन विश्व बाजार में विख्यात है। उसी तरह फिरोजाबाद की चूड़ियां, वाराणसी का रेशम, आगरा की पत्थर की नक्कासी, लखनऊ से 200 किमी0 दूर स्थिर खुर्जा की सिरेमिक पॉटरी, मैनपुरी की तारकशी (काष्ठकला) कानपुर का चमड़े का काम आज अपनी दस्तकारिता के लिए प्रसिद्ध है। दस्तकारिता न केवल लोगों को रोजगार उपलब्ध कराती है बल्कि यह लोगों को इस योग्य बनाती है कि वे दूसरों को भी रोजगार उपलब्ध करा सकते है और अपनी कलाकृति से अच्छी आय प्राप्त करने साथ साथ देश के सकल घरेलू उत्पाद में वृद्धि करके अर्थव्यवस्था के अर्थिक विकास में अपना सकारात्मक योगदान प्रदान कर सकते है। आज के समय लोग अपने घरों की सजावट मशीनों से निर्मित वस्तुओं कि अपेक्षा हस्तशिल्प से निर्मित वस्तुओं से करना ज्यादा पसंद करते है क्योंकि हस्तनिर्मित वस्तुए मशीन से निर्मित वस्तुओं की तुलना में ज्यादा सजीव व रूचिकर होती है। भारत में हस्तनिर्मित काँच के सामान, सजावटी सामान, बेलबूटे का कार्य, जारी का कार्य, इत्र का सामान, काष्ठ के सामान, बाँस के सामान व रस्सियों के सामानों की विदेशों में बहुत ही मांग है। इससे भारत को बडी मात्रा में विदेशी मुद्रा की प्राप्ति होती है।

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जहाँ तक भारतीय अर्थव्यवस्था की बात की जाय तो दस्तकरिता का भारतीय अर्थव्यवस्था में अपना विशेष योगदान है। स्थापत्य कला, चित्रकाला, काष्ठकला कागज की सजावट काँच का कारोबार भारतीय अर्थव्यवस्था की रीढ़ बन चुके है। इन सभी कलाओं के द्वारा निर्मित वस्तुओं की विदेशों में बहुत ही मांग होती है जिससे भारतीय अर्थव्यवस्था को बहुत बड़ी मात्रा में विदेशी मुद्रा की प्राप्ति होती है और आज हमारी अर्थव्यवस्था दिन प्रति दिन नये आयामों को प्राप्त करती जा रही है।

की वर्डस :– दस्तकारिता, एस एण्ड पी ग्लोवल रेटिंग्स, सकल घरेलू उत्पाद

दस्तकारिता का परिचय :

दस्तकारिता, जिसे कभी–कभी कलात्मक हस्तशिल्प भी कहा जाता हैं, विभिन्न प्रकार के किये जाने वाले कार्यों में से एक है जहाँ उपयोगी एवं सजावटी वस्तुए हाँथों से या छोटे मोटे औजारो ं के सहायोग से हस्तनिर्मित होती हैं। दस्तकारिता में सामूहिक रूप से कारिगरीए, क्राफ्टिंग और हस्तशिल्प शामिल हैं। दस्तकारिता की जड़े ग्रामीण शिल्प तथा प्राचीन सभ्यताओं में भौतिक रूप से उपयोग की जाने वाली आवश्यकता की वस्तुएओं से जुड़ी हुई है। पाषाण काल में दस्तकारिता पत्थरों ंपर मिट्‌टी के बर्तनों पर तथा हडिडयों से निर्मित सामानों पर देखने को मिलती थी। सिन्धु सभ्यता में छोटे पैमााने के कुटीर उद्यागों के रुप में दस्तकरिता का उपयोग करके आभूषण, चूड़ी धातु के सामान कुम्भकारी आदि के सामान बनाये जाते थे। 1947 मे ं आजादी प्राप्त होने के बाद देश की अर्थव्यवस्था को सुदृढ़ करने के लिए जितना महत्व भारी उद्योग व कारखानों का था उतना ही महत्व ग्रामीण दस्तकारिक का भी था क्योंकि आजादी के समय देश के पास इतनी पूँजी नहीं थी कि सभी क्षेत्रों में भरी उद्योग एक साथ स्थापित किये जा सकते थे परन्तु ग्रामीण क्षेत्र में दस्तकरिता के माध्यम से अधिकांश जरूरतें पूरी की जाती थी इसमें पूंजी की भी
आवश्यता नाममात्र की होती थी।

आज की युवा पीढी को इस देशी हस्तशिल्पों को सहयाठ्यचार्य या कार्यशाला के रूप में सीखने की आवश्यता है। यदि इसे उनकी संस्कृति से जोड़ दिया जाय तो वे इसका हिस्सा बन कर गर्व महसूस करेंगे। परिणामस्वरूप शिल्प और पारंपरिक कलाएं भावी पीढियों में सकारात्मक रूप से पहुँचेगी।

हस्तशिल्प की सूची :

सामान्यतः भारत के हस्तशिल्प की सूची पर यदि दृष्टि डाली जाय तो बहुत विविधता देखते को मिलती है लेकिन इन्हें कई श्रेणियों में विभाजित करके समझा जा सकता है।

(1) वस्त्र व चमड़े से निर्मित दस्तकारिता :

बैग प्रिंट, बैनर बनाना, वाटिका सुलेख, कैनवास का काम, क्राँस सिलाई, क्रोशै, रफू, रंगाई के धागे, कढ़ाई, भाराई, बुनना, फीता बाँधना, एमबॉसिंग लेदर, मिलिनरी (टोपी बनाना), लेस, सूई का काम, सैडल बनाना, बुना हुआ लेस, जूता बनाना (कॉर्ड वेनिंग), रेशम स्क्रीनिंग, कताई (वस्त्र) स्ट्रिंग कला, टेपेस्ट्री, टी–शर्ट कला, बगरू प्रिंट।

(2) लकड़ी, धातु, मिट्टी, हड्डी, सीग, काँच, या पत्थर की दस्तकारिता :–

मनका काम, अस्थि नक्काशी, केरल का पीतल की कढाई वाला नारियल खोल शिल्प, बढईगीरी, सिरेमिक कला, चिप नक्काशी, ताम्र कला, गुड़िया घर निर्माण और साजसज्जा, एनामेलिंग और ग्रिसैल, काँच की नक्काशी, काँच उङाना, आभूषण डिजाइन, खोदने का काम, लाठ कला मीनाकारी, धातुकला, लकड़ी जलाना (पायरोग्राफी), लकड़ी पर नक्काशी, लकड़ी मोङ बॉस के खिलौने, बॉस के फर्नीचर।

(3) कागज या कैनवास की दस्तकारिता :–

बदली हुई किताबें, कलात्मक, ट्रेडिंग कार्ड, असेंवल, कोलाज, जिल्द, कार्ड मेकिंग, डीकोलाज, एम्बॉसिंग पेपर, आइरिस फोल्डिंग, पेपर फोल्डिंग कागज शिल्प, कागज बनाना, पेपर मार्बलिंग, पेपर मॉडलिंग, कुट्टी, चर्मपत्र शिल्प, क्विलिंग या पेपर फिलिग्री, रबड़, एक्रिलिक मुद्रांकन।

(4) अन्य शिल्पकला :–

टोकरी बनाना, मकई की डोली बनान, पुष्प डिजाइन दबाया हुआ फूल शिल्प, साबुन बनाना, स्टॉ मार्केट्री, गुब्बारा जानवर, केक सजाना, मोमबत्ती बनाना, अगरबत्ती बनाना, अंडे की सजावट, नोट या मुद्रा की सजावत, धागे या ऊन की सजावट, पुराने, बेकार बल्ब की सजावट, मेंहदी की कला, बक्से बनाना, मूर्तिया बनाना, चाभी के छल्ले बनाना, डाइनिंग सेट ट्रे, आलमारी आदि उत्पादों पर की गयी मीनाकारी।

शोध प्रविधि :

यहाँ पर शोध को विश्लेषणात्मक प्रविधि में प्रस्तुत किया गया है। यह द्वितीयक समंको पर आधरित है। द्वितीयक आंकड़े का संकलन विभिन्न पत्र पत्रिकाओं सरकार के विभिन्न विभागों एवं मंत्रालयों द्वारा प्रकाशित प्रतिवेदनों समाचार पत्रों तथा इंटरनेट पर उपलब्ध विभिन्न सामाग्रियों के माध्यम से किया गया है। समंको के विश्लेष में संख्यात्मक रीतियों का प्रयोग किया गया है।

उद्देश्य :

1. दस्तकरिता की वर्तमान स्थिति का अध्ययन करना।
2. दस्तकरिता के नये–नये क्षेत्रों का पता लगाना।
3. भारतीय अर्थव्यवस्था में दस्टकारिता की भूमिका की निर्धिता करना।
4. दस्तकरिता के माध्यम से रोजगार के नये–नये अवसर सृजित करना।
5. भारतीय दस्तकरिता को विश्व में पहचान दिलाना।
6. दस्तकरिता के माध्यम से भारतीय कला एवं संस्कति को जीवंत बनाना।
7. भारतीय निर्यात क्षमता में वृद्धि करना।

शोध साहित्य का अध्ययन :

इस शोध पत्र को तैयार करने से पूर्व विभिन्न पत्र–पत्रिकारियों के प्रतिवेदनों एवं विभिन्न विद्वानों के शोध एवं पुस्तकों का अवलोकन किया गया है। जिनमें से प्रमुख पुस्तकें तथा शोध पत्रों के निष्कर्ष निम्न प्राप्त हुए हैं।

(1) 3 जुलाई 2023 को अमर उजाला समाचार पत्र मे ं प्रकाशित सम्पादकीय– ''प्लास्टिक का विकल्प बने बॉस के उत्पाद''

रमेश ठाकुर : भारत बॉस के उत्पाद में चीन के बाद पूरे विश्व में दूसरे स्थान पर है, दुनिया प्लास्टिक की वस्तुओं से तौबा करने लगी है जिससे बांस से बनी बस्तुओं की ओर लोगों का आकर्षण बढा है। किसानों को मुनाफ तथा ग्रामीण स्वरोगार के तौर पर बॉस की खेती का अच्छा भविश्य दिख रहा है।

(2) ज्योति शर्मा एवं गुनीत गिल के शोधपत्र–

MSME- An Emerging Pillar of Indian Economy के अनुसार सूक्ष्म लघु एवं मध्यम उद्यम भारतीय अर्थव्यवस्था के लिए एक विकास इंजन की तरह हैं। इनका संकल घरेलू उत्पादन में योगदान औद्योगिक उत्पादन व निर्यात योग्य उत्पादन के क्षेत्र में प्रशंसनीय है। वर्तमान समय में शिक्षा में रोजगार दिन प्रति कम होते जा रहे हैं तथा बडे उद्योगों में भी एक स्थिर रोजगार की स्थिर बनी हुई है सभी असंगठित क्षेत्रों व सूक्ष्य एवं सूक्ष्म एवं मध्यम उद्यमों सेवा क्षेत्रों रोजगार सृजन की बहुत ही अधिक जिम्मेदारी आ रही है।

एम. एस. एम. ई. को तकनीकी सुविधाएँ एवं प्रशिक्षण की आवश्यकता है जिससे राष्ट्रीय आय में वृद्धि में अपना योगदान निश्चित कर सके। भारतीय अर्थव्यवस्था को यदि अपना विकास करना है तो इन सूक्ष्म व लघु उद्यमों की भूमिका को महत्व देना होगा।

(3) 3 अगस्त 2023 को प्रकाशित अमर उजाला समाचार पत्र की संपादकीय ''यह 2013 का भारत नहीं''

अजय बग्गा (अर्थिक मामलों के जानकार) 2014 में भारत दुनिया की 10वीं सबसे बड़ी अर्थव्यवस्था थी।

लेकिन 2022 में 5वीं बड़ी अर्थव्यवस्था बन गया है। इस सफलता को प्राप्त करने में बहुत से घटकों का योगदान है। जैसे– आपूर्ति सुधार, मुद्रास्फीति पर नियंत्रण, एफ.डी.आई. पर ध्यान, सरकारी सहायता लघु एवं सूक्ष्म उद्यमों को विशेष महत्व देना होगा। बिना इन सभी घाटको ं के सहयोग के भारतीय अर्थव्यवस्था का विकास एक कोरी कल्पना ही होगी ं।

(4) डॉ. एस मणिकंदन के शोध पत्र– A study on startup and its impact on MSME in India with special reference to Maharashtra State

सूक्ष्म लघु व उद्यम कुछ विशेष्ट उत्पादों का उपादन करते हैं जैसे– हस्तशिल्क ऑटोमोबाइल आदि यहाँ के देखने को नहीं मिलती कारीगरों में जो कला और कौशल है वह दुनिया भर मे ं कही कलाकारों में

(5) विनय कुमार के शोध–An Analysis of Growth of MSMEs in India and Their Contribution in Employment and GDP of the country

के अनुसार देश में रोजगार का सृजन करने में सबसे तीव्र सूक्ष्म लघु एवं मध्यम उद्योग होते हैं। देश के सकल घरेलू उत्पाद में वृद्धि करने एवं विनिर्माण एवं सेवा क्षेत्र दोनों ं में इनका अतुलनीय योगदान रहा है।

(6) 06.12.23 को अमर उजाला में प्रकाशित लेख के अंश "2030 तक तीसरी बड़ी अर्थव्यवस्था बनेगा भारत"

भारतीय अर्थव्यवस्था मे ं दस्तकारिता का योगदान–

भारतीय अर्थव्यवस्था वर्तमान समय में विश्व में महत्वपूर्ण स्थान रखती है। वर्ष 2014 में भारत विश्व की प्रमुख अर्थव्यवस्थाओं के क्रम में 10वें स्थान गिना जाता था परन्तु 2022 तक छालांग लगाते हुए भारत विश्व की 5वीं सबसे बड़ी अर्थव्यवस्था बन गया है। इस समय भारत सिर्फ आमेरिका से (255 खरब आमेरिकी डालर) चीन (181 खरब आमेरिकी डालर) जापान (42 खरब आमेरिकी डालर) जर्मनी 41 डालर) से ही पीछे है। एक अनुमान के अनुसार वर्ष 2027 से 2030 के बीच भारत 50 खरब आमेरिकी डालर से ज्यादा सकल घरेलू उत्पाद (GDP) के साथ जापान को पीछे छोड़ता हुआ विश्व की तीसरी सबसे बड़ी अर्थव्यवस्था बन सकता है। वर्तमान समय में यदि देखा जाय तो (आई. एम. एफ.) की रिपोर्ट के अनुसार भारत विश्व अर्थव्यवस्था के चौथे स्थान पर पहुँचने के विल्कुल करीब है।

देश	जी डी पी (अरब डालर में)	प्रतिव्यक्ति आय
अमेरिका	26,954	80.41
ज्ञरी चीन	17,786	12.54
जर्मनी	4,430	52.82
जापान	4,231	33.95
भारत	3,730	2.61

भारतीय अर्थव्यवस्था को इतनी ऊँचाईयों पर ले जाने में सभी क्षेत्रों का योगदान है खासतौर से सूक्ष्म, लघु और मध्यम उद्यम की विशेष भूमिका है।

आज के समय में जब नौकरियाँ सीमित होती जा रही है तक लोगों के हाथ में रोजगार उपलब्ध कराने में सूक्ष्म, लघु और मध्यम उद्यम तथा हस्तशिल्प एक महत्वपूर्ण भूमिका निभाता है। यह लोगों को रोजगार मांगने की अपेक्षा दूसरों को रोजगार उपलब्ध कारने के योग्य बनाती है हस्तशिल्प के विकास के बिना विकसित अर्थव्यवस्था की कल्पना भी नहीं की जा सकती भारत के सम्पूर्ण निर्यात में लगभग 50 प्रतिशत हिस्सेदारी लघु, सूक्ष्म उद्यम एवं दस्तकारिता का हैं और सकल घरेलु उत्पाद 30 प्रतिशत हिस्सेदारी है। एस एण्ड पी ग्लोवल रेटिंग्स (स्टैडर्स एण्ड पूअर्स ग्लोवल रेटिंग्स) ने कहा कि श्रम बाजार की सम्भावनाएं काफी हद तक ग्रामीण श्रमिको के कौशल और कार्यवल पर निर्भर करेगा। खास तौर पर महिलाओं की भागीदारी का विशेष महत्व है। तेजी से बढता हुआ भारत का घरेलू बाजार अगले दशक तक भारत के उच्च विकास स्टार्टअप परिस्थितिकी तंत्र में विस्तार को बढावा दे सकता है। भारत की जीडीपी 2022–23 में 3.73 लाख करोड़ डालर की रही है। एण्ड पी ग्लोवल रेटिंग्स का कहना है कि वित्तीय वर्ष 2026–27 में देश के सकल घरेलू उत्पाद (जीडीपी) की विकास दर सात प्रतिशत तक पहुँचने का अनुमान है जबकि वित्तीय वर्ष 2024–25 मे यह वृद्धि दर 6.9 प्रतिशत रह सकती है। अन्र्तराष्ट्रीय मौद्रिक कोष (आईएमएफ) ने सभी 2027–28 तक भारत की जीडीपी को पाँच लाख करोङ डालर तक पहुँचने का अनुमान लगाया है।

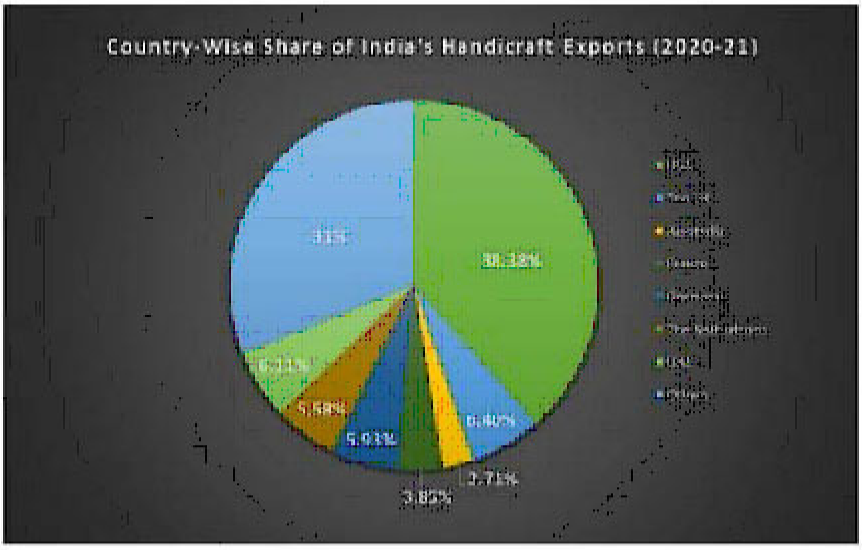
आज भारत दुनिया में हस्तशिल्प का एक प्रमुख उत्पादक और निर्यातक देश है। देश के 744 से भी अधिक हस्तशिल्प समूहों में लगभग 35000 उत्पाद उपलब्ध है जो लगभग 25,000 शिल्पकरों को रोजगार देते है।

मार्च 2022 में भारत से हस्तनिर्मित कालीनों को छोड़कर कुल हस्तशिल्प निर्यात 174.26 मिलियन अमेरिकी डॉलर था जिसमें फरवरी 2022 की तुलना मे

8 प्रतिशत की वृद्धि हुई। वर्ष 2021–22 के दौरान भारतीय हस्तशिल्प का कुल निर्यात पिछले वर्ष की तुलाना में 25.7 प्रतिशत वृद्धि के साथ 4.35 विलियन अमेरिकी डॉलर था। हस्तशिल्प शि के बाद सबसे बड़े रोजगार सृजनकर्ताओं में से एक है। यदि देखा जाय हो पिछले पाँच वर्षों में भारतीय शिल्पकला या दस्तकारिता का निर्यात 40 प्रतिशत से अधिक बढा है। क्योंकि हस्तशिल्प का लगभग 3/4 हिस्सा निर्यात किया जाता है।

2022 में जहाँ भारतीय हस्तशिल्प बाजार का आकर 3968 मिलियन अमेरिकी डॉलर तक पहुँच गया था वही आई.एम.ए.आर.सी. ग्रुप के अनुसार इस बाजार के 2023 और 2028 के बीच 7.7 प्रतिशत की सी ए जी आर से बढने की उम्मीद है जो 2028 तक 6218.4 मिलियन अमेरिकी डॉलर के आकार तक पहुँच जायेगा ।

भारत की कुल कारीगर आबादी में महिला कारीगरों की हिस्सेदारी 56 प्रतिशत से अधिक है। भारतीय हस्तशिल्प अपनी विशिष्टता और असाधारण सुंदरता के कारण विदेशी बाजारों में अपनी मांग बनाये रखता है नीचे दिया गया ग्राफ भारतीय हस्तशिल्प के प्रमुख आयातक देशों को दर्शाता है।



स्रोत: हस्तशिल्प निर्यात संवर्धन परिषद

भारत अपने कालीन उद्योग के लिए विषय विख्यात है आज भारत लगभग 70 से अधिक दशों में कालीन का निर्यात करता है जिसमें प्रमुख निम्न है।

स्रोत: आईबीईएफ

भारत संयुक्त राज्य अमेरिका को शॉल जरी की लकड़ी, कढाई वाली वस्तुएं और हाथ से मुद्रित वस्त्रों का निर्यात करता है। 2021–22 में संयुक्त राज्य अमेरिका को कालीन निर्यात का मूल्य 1.2 विलियन अमेरिकी डॉलर से अधिक था। यूनाइटेड किंगडम भारत से कला, क्रोकेटेड वस्तुऐं, हस्तनिर्मित हस्तशिल्प, लकड़ी के सामान और नकली गहने खरीदता है। संयुक्त अरव अमीरात हस्तमुद्रित वस्त्रों कढ़ाई के सामान और कला धातु के बर्तनों का एक अच्छा खरीददार देश है।

निष्कर्ष एवं सुझाव :

भारतीय दस्तकारिता की मांग विश्व के बहुत से विकसित व विकासशील देश कर रहे है। भारत अपनी दस्तकारिता में अपनी संस्कृति व सभ्यता की छाप छोड़ता है जो विदेशियों के आकर्षण का प्रमुख कारण है।

दस्तकारिता एक ऐसी कला है जो लोगों को विपरीत परिस्थितियों में बहुत बड़ा सहारा देती है इसीलिए भारत सरकार भी यह प्रयास कर रही है दस्तकारिता को और सवृद्धिशाली बनाया जाय इसके लिए सरकार तरह तरह के कौशल विकास केन्द्रों का निर्माण कर रही है परन्तु फिर भी दस्तकारिता के विकास के जो प्रयास सरकार की तरफ से होने चाहिए वह पूर्णरूपेण नहीं हो पा रहे है। दस्तकारिता के विकास को अधिक प्रभावशाली बनाने के लिए निम्नलिखित सुझाव प्रस्तुत किये जा सकते है–

1. भारतीय दस्तकारिता में शामिल वस्तुओं को चिन्हित किया जाय।
2. दस्तकारिता से सम्बन्धित स्थानों की पहचान करके उनका विकास किया जाय।

3. सरकार की तरफ से दस्तकारिता से जुड़े हुए लोगों को पूर्णतया प्रशिक्षित किया जाय। प्रशिक्षण के लिए आधुनिक विधियों का प्रयोग किया जाय।
4. प्रशिक्षण देते समय प्रशिक्षण के मानकों का पालन करने के साथ–साथ प्रशिक्षण के बाद प्रशिक्षार्थी का मूल्यांकन किया जाय।
5. दस्तकारिता से सम्बन्धित औजारों व आवश्यक वस्तुओं को उपलब्ध कराया जाय।
6. दस्तकारिता के माध्यम से निर्मित वस्तुओं को विक्रय हेतु बाजार व्यवस्था निर्मित की जाय जिससे लोगों की वस्तुए आसानी से बेची जा सके ।
7. दस्तकरिता के क्षेत्रों मे ं विशिष्टीकरण को बढावा देना चाहिए।
8. हमारे देश में बहुत से ऐसे स्थान है जहाँ दस्तकारिता विशिष्ट रूप लिए हुए है जैसे मेरठ में लकड़ी का सामान, वाराणसी का रेशम, फिरोदाबाद का काँच का समान अलीगढ में पीतल व ताले का काम ऐसे सभी स्थानों को विशेष क्षेत्र का दर्जा देकर इनका विशेष रूप से विकास किया जाना चाहिए।

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Published & Printed by Prof. (Dr.) Mirza Shahab Shah, on behalf of the Avadh Commerce & Management Association, Baitul Hamd, Moti Masjid, Mughal Pura, Faizabad, Ayodhya (U.P.).

Printed at : A.K. Printers, Gudri Bazar, Faizabad, Ayodhya.

Editor-in-chief : Dr. R. K. Tailor on behalf of the Avadh Commerce & Management Association.