

# Impact of Digital Marketing Strategies on Customer Engagement in the Indian Automotive Sector : A Study of Mahindra & Mahindra Ltd

Prashant Yadav<sup>1\*</sup>, K. Pradeep Reddy<sup>2</sup>

<sup>1,2</sup>School of Management, Sanjeev Agrawal Global Educational University, Bhopal, Madhya Pradesh

<sup>1</sup>prashanty2021@email.iimcal.ac.in, <sup>2</sup>kp.reddy@sageuniversity.in

\*Corresponding Author Email : prashanty2021@email.iimcal.ac.in

**Abstract:** Digital marketing has become a crucial tool for enhancing customer engagement in the Indian automotive sector. This study examines the impact of digital marketing strategies on customer engagement with special reference to Mahindra & Mahindra Ltd. The study found that the majority of respondents were male (75.2%), while female respondents accounted for 24.8%, indicating greater participation of male consumers in automotive-related digital interactions. Primary data were collected from 270 respondents using a structured questionnaire, and the data were analyzed through descriptive statistics and multiple regression analysis using SPSS. The results revealed that the regression model was statistically significant ( $F = 24.719$ ,  $p = 0.000$ ), confirming that digital marketing strategies significantly influence customer engagement. Among the predictors, Social Media Marketing ( $\beta = 0.169$ ,  $p = 0.005$ ) emerged as the strongest factor, followed by Content Marketing ( $\beta = 0.163$ ,  $p = 0.009$ ) and Influencer Marketing ( $\beta = 0.159$ ,  $p = 0.007$ ). The model explained 39.8% of the variation in customer engagement ( $R^2 = 0.398$ ). The study concludes that effective digital marketing strategies play a vital role in strengthening customer engagement, improving brand relationships, and enhancing the competitive position of Mahindra & Mahindra in the Indian automotive industry.

**Keywords:** Digital Marketing, Customer Engagement, Automotive Sector, Mahindra & Mahindra Ltd., and Social Media Marketing

## 1. Introduction

Digital marketing has become a powerful tool for businesses to engage and build relationships with their customers through digital platforms such as social media, online and mobile apps. Internet technologies have changed the way the marketing concept is applied, by making marketing more interactive and customer oriented. Digital marketing strategies are gaining popularity among businesses, and they all want to increase brand awareness, leads, and customer engagement. These strategies help to create value, to offer a personalised experience and to develop a closer bond with the customers, which leads to improved business performance and competitiveness (Kannan & Li, 2017). In addition, a digital marketing implementation can lead to long-term corporate development (Chaffey, 2016) and make communications more efficient.

Digital marketing has become a stronghold in the Indian automobile industry, as car buyers are now shifting to online platforms to gather information about the vehicles, compare prices, and receive brand messages before making a purchase. This consumer behaviour change has created an opportunity for automotive companies to invest in social media marketing, content marketing and digital advertising. Digital marketing enables enterprises to build significant interactions with customers and enhance brand relationships (Dwivedi et al., 2021). Also, digital platforms facilitate constant communication and customer engagement, thus increasing customer engagement and loyalty (Tiago & Verissimo, 2017). Thus, it is essential to comprehend how digital marketing plays a role in customer engagement to gauge its influence on customer satisfaction and business success in the Indian automotive sector.



### *1.1. Growth of Digital Marketing in India*

India has seen digital marketing go through a tremendous transformation over the past ten years as internet connectivity has improved, smart phones are commonplace and social media platforms are enjoyed by many. Businesses are stepping away from the old marketing tactics and embracing digital platforms to connect with more and more targeted audiences. The growth of e-commerce and online services and digital payment systems have also further driven the usage of digital marketing practices. These platforms offer companies affordable ways to market their products, interact with customers, and track marketing efforts seamlessly. Hence, digital marketing is playing crucial role in the growth of Indian business and interaction with customers (Kiradoo, 2017).

Digital technologies also have changed consumer habits – with easy access to information, reviews, comparisons and targeted ads. Social media marketing, search engine optimization and content marketing are all growing in significance for businesses to affect consumer decisions and build customer relationships. As consumers increasingly rely on digital platforms for their shopping, this has led to greater engagement and market growth across the country (Durai & King, 2019). Furthermore, India is witnessing continuous technological advancements and growing digital literacy, making digital marketing integral to the business strategy and economic development of the country (Pole, 2021).

### *1.2. Digital Marketing in the Indian Automotive Sector*

The importance of digital marketing for an auto brand in India is growing steadily due to the fact that consumers are turning to digital channels to obtain vehicle details, compare the features and, of course, communicate with auto brands when making buying decisions. With the use of smartphones and mobile internet, many companies are convinced to use social media marketing, mobile advertising, and content marketing strategies. Mobile advertising can be very effective throughout the buying journey because it can provide personalised and relevant messages to the consumer (Andrews et al., 2016). This information is especially helpful for products such as cars, where customers tend to need a lot of information before buying them, especially when it comes to the high level of involvement. Digital marketing plays a crucial role in the automotive industry's competitiveness as digital marketing technologies are still developing, and the companies are exploring new marketing techniques to increase their brand visibility, customer engagement and customer relationship (Varnali, 2018).

### *1.3. Customer Engagement*

Customer engagement is the interaction and relationship customers build with a brand throughout their experiences and interactions. It encompasses communications, sharing feedback, online engagement, and brand marketing. When customers are engaged, they're more likely to stay loyal, be satisfied, and feel connected to the brand on an emotional level. Organisations are keen to improve their relationship with customers by improving their engagement. The engagement of the customer is the reason for the customer's loyalty and the creation of value for the customer and the firm (Pansari & Kumar, 2017)

- **Concept of Customer Engagement:** Customer engagement is the emotional, psychological and behavioral relationship customers form with a brand as a result of continuous interactions and experiences. It is an active participation, communication and value co-creation process. Customer engagement is not limited to customer purchasing behaviour but rather represents the level of relationship with the brand (Pansari & Kumar, 2017).
- **Significance of Customer Engagement:** Customer engagement is important because it increases customer satisfaction, loyalty, and retention. Engaged customers are more likely to make repeat purchases, recommend the brand to others, and maintain long-term relationships with the organization. It also helps businesses understand customer needs and improve their products and services. Strong customer engagement enhances brand loyalty and supports sustainable business growth (Pansari & Kumar, 2017)

### *1.4. Digital Marketing Strategies and Customer Engagement*

In today's digital world, digital marketing strategies are crucial in boosting customer engagement. Social media marketing, content marketing, email marketing, search engine optimization, and online advertising are all tools that organizations can use to keep lines of communication open with their customers and offer tailored experiences. Presence of relevant content, interactivity, customer engagement and responsiveness of the brand contribute to good customer-brand relationships and engagement (Pansari & Kumar, 2017).

Customer engagement on digital platforms doesn't stop after you make a purchase, it encompasses sharing content, giving feedback, joining discussions and promoting brands. These behaviors can be fostered through effective

digital marketing strategies that provide interaction and value. This interaction fosters trust, commitment, and increased emotional bonds between customers and brands. Additionally, greater customer engagement helps foster customer loyalty and retention, which further enhances business performance, as well as long-term relationships and interactions with customers (Pansari & Kumar, 2017). Hence, digital marketing strategies are critical for enhancing customer interaction and for the sustainable growth of the organization.

## **2. Literature Review**

Aliyari and Olya (2022) suggest that digital marketing in the automotive industry is facilitated by dynamic capabilities which assist the firms to adjust with the changing technologies and preferences of the consumers. Additionally, Homburg and Wielgos (2022) emphasize that advanced digital marketing skills boost the performance of a firm by utilizing customer information effectively, utilizing communication channels optimally, and enhancing brand value. Likewise, Chaniyas and Hess (2016) state that the key to a successful digital transformation is linking technology to marketing goals. For Mahindra & Mahindra Ltd., these findings highlight the critical importance of having flexible and adaptive digital marketing strategies to foster innovation, enhance brand performance, and sustain competitive advantage within the automotive sector.

According to Taiminen and Karjaluoto (2015), companies that use digital marketing channels are more efficient in their communication and have a larger reach. They stress that businesses that use multiple digital marketing channels outperform businesses that only use traditional marketing channels. Karjaluoto et al. (2015), also emphasize digital channels in delivering targeted, measurable and cost-effective campaigns, which allow to increase customer engagement. Likewise, Christina et al. (2019) highlight the benefits of digital marketing strategies when it comes to enhancing product promotion by making it easier and more accessible for firms to communicate with consumers in an interactive way. Companies with robust digital marketing skills are more likely to deliver better performance results. Hence, it is crucial to make the most of any digital marketing channel to boost brand visibility, customer relationships and marketing overall performance.

Kaufman and Horton (2014), digital marketing strategies must be consistent with organizational values and objectives in order to create sustainable success, and ultimately, long-term brand growth. They stress the importance of strategic planning and execution for improving digital marketing campaigns. Idriss et al. also emphasize the need to choose the right communication channels to ensure a uniform brand message and ensure better customer interaction. Likewise, Ibrahim and Ibrahim (2022) state that various digital channels are used to enhance the reach of the organisation and develop its identity. The inclusion of social media and e-commerce in digital marketing strategies also helps in enhancing customer interactions and marketing performance. Thus, companies that regularly change and refine their digital marketing tactics will have better positioning and a competitive edge.

Mahalaxmi and Ranjith (2016), digital marketing has a significant impact on customer buying decisions by making the product available in the eyes of the customers and they become more accessible. Nawaz and Kaldeen (2020) also highlight those digital campaigns via social media and internet advertising boost consumer interaction, and have a beneficial impact on buying intention by delivering customized material. Highlighting the importance of effective CRM practice in digital marketing, as it helps foster trust, satisfaction, and long-term customer relationships. Regarding Mahindra & Mahindra Ltd, the study results indicate that integration of digital marketing with relationship building can enhance customer experience, customer loyalty, and purchase intention. Hence, digital marketing has a great impact on improving customer engagement and brand performance.

## **3. Problem Statement**

Digital marketing has revolutionized the way automotive companies connect with customers, with its growing use in the industry. Emerging from the many investments in social media, content marketing, online advertising and other digital platforms, there is not much knowledge on how these marketing strategies affect customer engagement. Mahindra & Mahindra Ltd actively leverages on a number of digital marketing activities, but it is not clear whether these activities are effective in driving customer interaction and engagement. Hence, this study is aimed to evaluate the effect of digital marketing strategies on customers' engagement.

## **4. Significance Of The Study**

This study is significant as it provides insights into the role of digital marketing strategies in enhancing customer engagement within the Indian automotive sector. The results will provide an insight for Mahindra & Mahindra Ltd. on the success of their digital marketing strategies, as well as the areas that need improvement. The study will also be beneficial for marketers, researchers and industry professionals as it will provide them with valuable information about

customer engagement practices. Moreover, it will make several contributions to the existing body of knowledge related to digital marketing and aid in the effective strategic decision making process in the automobile sector.

## **5. Objectives of the Study**

To assess the impact of digital marketing strategies on customer engagement in in the Indian automotive sector, with special reference to Mahindra & Mahindra.

## **6. Methodology**

The methodology section provides details about the method adopted in this study to investigate the impact of digital marketing strategy on customer engagement in the automotive industry in India with a case of Mahindra & Mahindra Ltd. It describes the research design, data sources, sampling method, sample size and statistical analysis of data. The methodology offers a systematic approach to data collection and analysis, guaranteeing the reliability and validity of the study's results.

### *6.1. Rationale of the Study*

In the auto sector, the customer-brand relationship has been revolutionized by digital marketing. Mahindra & Mahindra employs various digital marketing strategies to connect with customers and boost their brand recognition. The study is done to identify how these strategies are effective in increasing customers' engagement. The outcomes will be analyzed to understand customers' preferences and to create better digital marketing strategies.

### *6.2. Research Design*

Descriptive and analytical research designs have been used in the present study to explore the role of Digital marketing strategies in customer engagement in the Automotive industry of India. The descriptive approach helps to comprehend customers' perception and experience about different digital marketing activities and the analytical approach can be used to analyse the relationship between digital marketing strategies and customers' engagement. Structured questionnaires were used to gather primary data from the respondents who were aware of the digital platforms by Mahindra & Mahindra. The collected data were analyzed by the statistical techniques such as percentage analysis, correlation analysis, regression analysis etc.

### *6.3. Questionnaire Design*

Primary data were gathered from the respondents by using a structured questionnaire, where the effect of digital marketing strategies on customer engagement were discussed. The questionnaire contained two sections: demographic section and statements related to the study variables. The five point (Strongly Disagree to Strongly Agree) Likert scale was used to develop the questions. The questionnaire included the fundamental aspects of the digital marketing, such as social media marketing, content marketing, influencer marketing, email marketing, search engine marketing, mobile marketing, online reviews and feedback, and customer engagement.

### *6.4. Data Collection*

The study relied on primary data which were collected through a structured questionnaire to collect the respondents' views and feedback on the effectiveness of the digital marketing strategies and its effect on customers' engagements. The questionnaire was distributed to the customers and prospective customers who know about Mahindra & Mahindra's digital platforms. 270 valid responses were purchased and examined. The data collection process ensured that the respondents were diverse to get a comprehensive view of how digital marketing strategies affect customer engagement in the Indian automotive market.

### *6.5. Inclusion and Exclusion Criteria*

The inclusion and exclusion criteria were built to provide the selection of the relevant respondents and to keep data quality. The study consisted of people over the age of 18 interested in the automotive industry and familiar with digital platforms. People below 18 years, who disclaimed their interest in Mahindra & Mahindra products and products, those who responded incompletely and those who didn't respond at all to the section about digital marketing were not included in the study.

### 6.6. Statistical Tools and Data Analysis

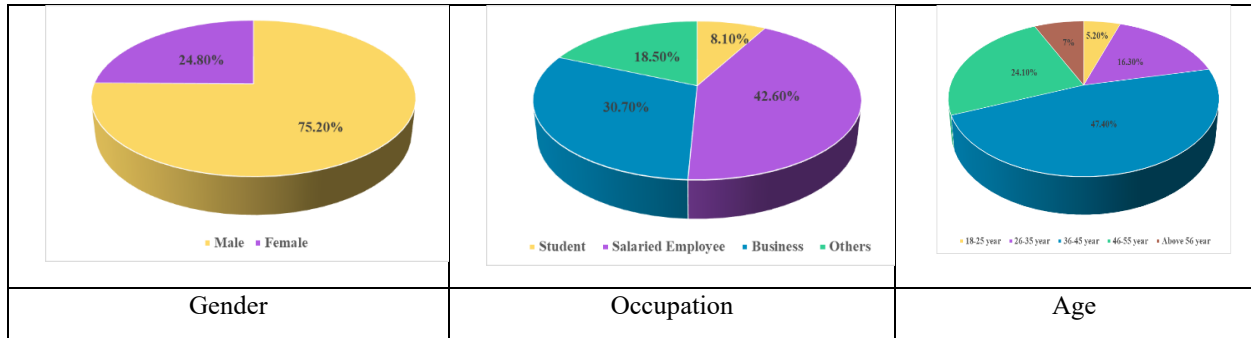
The collected data were analyzed with the use of the suitable statistical tools to meet the objective of the research. Descriptive statistics (frequency, percentage, mean and standard deviation) were used to summarize the data regarding the respondents' characteristics and responses. To analyse the relationship between the digital marketing strategies and customer engagement, inferential statistical techniques such as correlation and multiple regression analysis were used. The data in this study was analyzed with SPSS software that ensures the data is interpreted correctly and the results of the study are reliable.

## 7. Results

Table 1: demography

Parameter	Variable	Frequency	Percent	Parameter	Variable	Frequency	Percent
Gender	Male	203	75.2	Marital Status	Single	36	13.3
	Female	67	24.8		Married	234	86.7
	Total	270	100.0		Total	270	100.0
Occupation	Student	22	8.1	Qualification	Undergraduate	68	25.2
	Salaried Employee	115	42.6		Postgraduate	146	54.1
	Business	83	30.7		Doctorate	17	6.3
	Others	50	18.5		Others	39	14.4
	Total	270	100.0		Total	270	100.0
Age	18-25 year	14	5.2	Digital Platform Use	Social media	198	73.3
	26-35 year	44	16.3		Search Engines	38	14.1
	36-45 year	128	47.4		Company Websites	19	7.0
	46-55 year	65	24.1		Others	15	5.6
	Above 56 years	19	7.0		Total	270	100.0
	Total	270	100.0				

Table 1 presents the demographic characteristics of the respondents. “The gender distribution shows that 75.2% of respondents were male and 24.8% were female. Regarding marital status, 86.7% were married, while 13.3% were single. In terms of occupation, 42.6% were salaried employees, 30.7% were engaged in business, 18.5% belonged to other occupations, and 8.1% were students. Educational qualification data indicate that 54.1% were postgraduates, 25.2% were undergraduates, 14.4% belonged to other qualification categories, and 6.3% held doctoral degrees. The age profile reveals that 47.4% of respondents were between 36–45 years, 24.1% were aged 46–55 years, 16.3% were between 26–35 years, 7.0% were above 56 years, and 5.2% were between 18–25 years”. Regarding digital platform usage, 73.3% preferred social media, 14.1% used search engines, 7.0% relied on company websites, and 5.6% used other platforms. Overall, the respondents were predominantly middle-aged, married, postgraduate individuals with a strong preference for social media platforms.



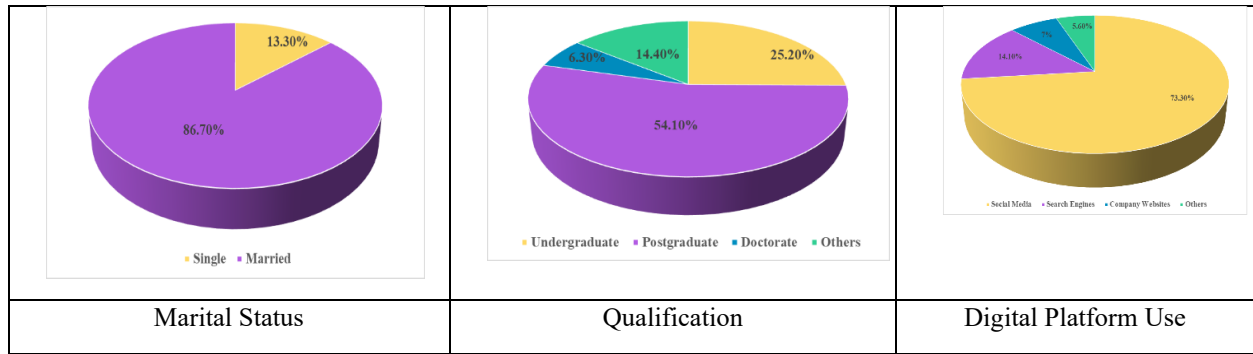


Figure 1: Demography

Table 2: Statistics

Parameter	t	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference	
					Lower	Upper
Customer Engagement	38.908	3.19	1.345	.082	3.02	3.35
Social Media Marketing	40.931	3.41	1.371	.083	3.25	3.58
Content Marketing	37.652	3.24	1.413	.086	3.07	3.41
Email Marketing	37.061	3.15	1.396	.085	2.98	3.32
Mobile Marketing	40.292	3.26	1.331	.081	3.10	3.42
Influencer Marketing	38.353	3.22	1.381	.084	3.06	3.39
Search Engine Marketing	39.520	3.19	1.327	.081	3.03	3.35
Online Reviews & Feedback	42.268	3.26	1.267	.077	3.11	3.41

Table 2 presents the one-sample statistics for customer engagement and the selected digital marketing strategies. Customer Engagement recorded a mean score of 3.19 (SD = 1.345, SE = 0.082;  $t = 38.908$ ; 95% CI = 3.02–3.35), indicating a moderate level of engagement among respondents. Social Media Marketing presented a mean score of 3.41 (SD = 1.371; SE = 0.083;  $t = 40.931$ ; CI = 3.25–3.58), which is the highest mean score among all the digital marketing strategies, indicating that it is the most influential digital marketing strategy. Content Marketing reported a mean of 3.24 (SD = 1.413, SE = 0.086;  $t = 37.652$ ; CI = 3.07–3.41), while Email Marketing recorded the lowest mean of 3.15 (SD = 1.396, SE = 0.085;  $t = 37.061$ ; CI = 2.98–3.32). Mobile Marketing and Online Reviews & Feedback were both 3.26, while, Influencer Marketing and Search Engine Marketing were 3.22 and 3.19 respectively. Positive mean values, significant t-statistics and tight confidence intervals suggest positive perception of the respondents and emphasize the potential of digital marketing strategies to improve customer engagement.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631	.398	.382	1.058

a. Predictors: (Constant), Online Reviews & Feedback, Email Marketing, Influencer Marketing, Content Marketing, Social Media Marketing, Search Engine Marketing, Mobile Marketing

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	193.600	7	27.657	24.719	.000
Residual	293.141	262	1.119		
Total	486.741	269			

a. Dependent Variable: Customer Engagement

b. Predictors: (Constant), Online Reviews & Feedback, Email Marketing, Influencer Marketing, Content Marketing, Social Media Marketing, Search Engine Marketing, Mobile Marketing

Tables 3 and 4 show the regression analysis results, Based on the model summary, there is a moderate positive relationship between digital marketing strategies and customer engagement with an R value of 0.631. The R Square 0.398 and Adjusted R Square 0.382 suggests that the selected variables of digital marketing account for 39.8% of the variation in customer engagement. The ANOVA results show that the regression model is statistically significant ( $F = 24.719$ ,  $p = 0.000$ ). Thus, in the Indian automotive industry, digital marketing strategies play a significant role in customer engagement.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.427	.225		1.904	.058
Social Media Marketing	.166	.059	.169	2.824	.005
Content Marketing	.155	.058	.163	2.648	.009
Email Marketing	.121	.059	.125	2.048	.042
Mobile Marketing	.136	.063	.135	2.166	.031
Influencer Marketing	.155	.057	.159	2.708	.007
Search Engine Marketing	-.023	.061	-.023	-.378	.706
Online Reviews & Feedback	.135	.065	.127	2.063	.040

a. Dependent Variable: Customer Engagement

Table 5 shows the regression coefficients for measuring the effect of digital marketing strategies on customer engagement. The constant term was not statistically significant ( $B = 0.427$ ,  $t = 1.904$ ,  $p = 0.058$ ). Social Media Marketing had the most significant positive and significant effect on customer engagement ( $B = 0.166$ ,  $\beta = 0.169$ ,  $t = 2.824$ ,  $p = 0.005$ ). Content Marketing ( $B = 0.155$ ,  $\beta = 0.163$ ,  $t = 2.648$ ,  $p = 0.009$ ) and Influencer Marketing ( $B = 0.155$ ,  $\beta = 0.159$ ,  $t = 2.708$ ,  $p = 0.007$ ) also exerted significant positive effects. Mobile Marketing ( $B = 0.136$ ,  $\beta = 0.135$ ,  $t = 2.166$ ,  $p = 0.031$ ), Online Reviews and Feedback ( $B = 0.135$ ,  $\beta = 0.127$ ,  $t = 2.063$ ,  $p = 0.040$ ), and Email Marketing ( $B = 0.121$ ,  $\beta = 0.125$ ,  $t = 2.048$ ,  $p = 0.042$ ) were found to significantly enhance customer engagement. In contrast, Search Engine Marketing showed a negative and statistically insignificant effect ( $B = -0.023$ ,  $\beta = -0.023$ ,  $t = -0.378$ ,  $p = 0.706$ ). The results overall show that there is a significant contribution of digital marketing to customer engagement for most of the strategies used.

## 8. Conclusion

The present study analyzed how the digital marketing strategies affect customer engagement in Indian auto industry particularly in Mahindra & Mahindra Ltd. The findings reveal that digital marketing plays a vital role in influencing customer interactions and engagement with the brand. The demographic analysis indicated that majority of the respondents were male (75.2 %), married (86.7 %), salaried (42.6 %), postgraduate (54.1 %) and between the age group of 36-45 years (47.4 %). Social media was the most popular digital platform with 73.3% of respondents using it to get information and interact. The descriptive statistics also showed positive perceptions on all the digital marketing strategies, with Social Media Marketing (SMK) having the highest mean score (3.41) suggesting its relevance in engaging customers.

The regression analysis found that there was a significant relation between digital marketing strategies and customer engagement. The model summary showed that the R value was 0.631 and  $R^2$  value was 0.398, this means that 39.8% of the variation in customer engagement is explained by the digital marketing variables selected. The ANOVA results showed that the ANOVA model was statistically significant ( $F = 24.719$ ,  $p = 0.000$ ). The coefficient analysis revealed that Social Media Marketing ( $\beta = 0.169$ ,  $p = 0.005$ ) had the strongest positive influence on customer engagement, followed by Content Marketing ( $\beta = 0.163$ ,  $p = 0.009$ ), Influencer Marketing ( $\beta = 0.159$ ,  $p = 0.007$ ),

Mobile Marketing ( $\beta = 0.135$ ,  $p = 0.031$ ), Online Reviews and Feedback ( $\beta = 0.127$ ,  $p = 0.040$ ), and Email Marketing ( $\beta = 0.125$ ,  $p = 0.042$ ). There was no significant effect of Search Engine Marketing ( $p = 0.706$ ), however.

The study shows that digital marketing techniques can greatly improve customer engagement in the automotive industry. The most successful channels for driving customer engagement and building brand relationships were: Social Media Marketing, Content Marketing and Influencer Marketing. The findings show that it is advisable for Mahindra & Mahindra to continue pursuing digital marketing investment in new strategies such as social media and content marketing to improve customer interactions and keep them competitive. Overall, the study highlights the importance of digital platforms in shaping the consumer perception and fostering the sustainable growth of the Indian automotive industry.

## References

1. Aliyari, J., & Olya, E. S. (2022). Providing a Digital Marketing Model Based on Dynamic Capabilities in the Automotive Industry.
2. Andrews, M., Luo, X., Fang, Z., & Ghose, A. (2016). Mobile ad effectiveness. *Marketing Science*, 35(2), 1–19.
3. Chaffey, D. (2016). Digital marketing strategy implementation. *Journal of Digital & Social Media Marketing*, 4(2), 134–145.
4. Chantias, S., & Hess, T. (2016). Understanding digital transformation strategy formation: Insights from Europe's automotive industry.
5. Christina, I. D., Fenni, F., & Roselina, D. (2019). Digital marketing strategy in promoting product. *Management and Entrepreneurship: Trends of Development*, 4(10), 58-66.
6. Durai, T., & King, R. (2019). Impact of Digital Marketing on the Growth of Consumerism. *SSRN Electronic Journal*.
7. Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., et al. (2021). Setting the future of digital and social media marketing research. *International Journal of Information Management*, 59, 102168.
8. Homburg, C., & Wielgos, D. M. (2022). The value relevance of digital marketing capabilities to firm performance. *Journal of the Academy of Marketing Science*, 50(4), 666-688.
9. Ibrahim, S., & Ibrahim, H. (2022). Promoting cultural heritage through diverse digital marketing channels. *History Research*, 10(1), 54-58.
10. Kannan, P. K., & Li, H. (2017). Digital marketing: A framework, review and research agenda. *International Journal of Research in Marketing*, 34(1), 22–45.
11. Kaufman, I., & Horton, C. (2014). *Digital marketing: Integrating strategy and tactics with values, a guidebook for executives, managers, and students*. Routledge.
12. Kiradoo, G. (2017). Digital Marketing in India: Its Scope, Growth and Development. *International Journal of Management, IT & Engineering*, 7(05), 289–296.
13. Mahalaxmi, K. R., & Ranjith, P. (2016). A study on impact of digital marketing in customer purchase decision in Trichy. *International Journal for Innovative Research in Science & Technology*, 2(10), 332-338.
14. Nawaz, S. S., & Kaldeen, M. (2020). Impact of digital marketing on purchase intention. *International Journal of Advanced Science and Technology*, 29(4), 1113-1120.
15. Pansari, A., & Kumar, V. (2017). Customer engagement framework. *Journal of Marketing Research*, 54(2), 253–267.
16. Pole, N. A. (2021). *Digital Marketing in India—Its Evolution and Growth*.
17. Poorani, S., & Krishnan, L. R. K. (2021). Manufacturing technology trends in auto sector guiding skill enhancement and employee retention. *Indian Journal of Training and Development*, 51.
18. Rajendran, S., Prakash, C., Shakir, M., Alwetaishi, M., Dhairiyasamy, R., Rajendran, P., & Lee, I. E. (2025). Enhancing competitiveness in India's electric vehicle industry: impact of advanced manufacturing technologies and workforce development. *Scientific Reports*, 15(1), 15647.
19. Reddy, C. A. K., Swathi, G., Jyothi, S. S., & Navya, C. (2022). Effect of Automation and Digitization on Occupational Stress in Automobile Industry. *International Journal of Social Science*, 11(3), 173-180.
20. Taiminen, H. M., & Karjaluo, H. (2015). The usage of digital marketing channels in SMEs. *Journal of small business and enterprise development*, 22(4), 633-651.
21. Tiago, M. T. P. M. B., & Verissimo, J. M. C. (2017). Digital marketing and social media: Why bother? *Business Horizons*, 60(6), 703–708.
22. Varnali, K. (2018). Mobile marketing research trends. *International Journal of Information Management*, 39, 144–152.