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Highlights

The Effect of IT Audits

Global Marketing Model

Infinitive an International Business

Zambia's Telecommunication Companies

Discovering Thoughts, Inventing Future

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Contents of the Issue

i. Copyright Notice
ii. Editorial Board Members
iii. Chief Author and Dean
iv. Contents of the Issue

1. Envisage Infinitive an International Business & Global Marketing Model. *1-11*
2. The Effect of it Audits on Customer Satisfaction in Zambia's Telecommunication Companies. *13-26*
3. Supply Chain Risk Management: A Field Study on the Poultry Industry of Bangladesh. *27-39*
4. E-commerce 10% Strategy on COD Orders: Enhancing your Shopping Experience. *41-46*

v. Fellows
vi. Auxiliary Memberships
vii. Preferred Author Guidelines
viii. Index

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Envisage Infinitive an International Business & Global Marketing Model

By Amit Kapoor

Abstract- *Envisage Infinitive* is a futuristic International Business and Global Marketing model that outdates contemporary international business and global marketing models. It overcomes many obstacles, hurdles, and challenges faced by companies from developed countries such as the U.S.A., Canada, France, Germany, Britain, and the rest of Europe, as well as developing countries that are manufacturing giants like India and China. These nations seek to expand internationally and globally but are constrained by stringent import–export and tariff policies, as well as socio-economic conditions shaped by the current global scenario.

The model addresses the paradox wherein opportunities for global expansion often coexist with widespread criticism of outsourcing and manufacturing relocation, leading to redundancy and socio-economic disruptions.

Keywords: *international market penetration, global business & marketing, envisage market research, envisage marketing plan, identifying new segments, cost-effective BTL plan to target new segments, envisage brand strategies, envisage corporate strategies, cost-effective corporate marketing plan, differentiation, envisage integrated marketing, denomination marketing, PESTLE, SWOT.*

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ENVISAGEINFINITIVEANINTERNATIONALBUSINESSANDGLOBALMARKETINGMODEL

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Envisage Infinitive an International Business & Global Marketing Model

Amit Kapoor

Abstract- ***Envisage Infinitive*** **is a futuristic International Business and Global Marketing model that outdates contemporary international business and global marketing models. It overcomes many obstacles, hurdles, and challenges faced by companies from developed countries such as the U.S.A., Canada, France, Germany, Britain, and the rest of Europe, as well as developing countries that are manufacturing giants like India and China. These nations seek to expand internationally and globally but are constrained by stringent import–export and tariff policies, as well as socio-economic conditions shaped by the current global scenario.**

The model addresses the paradox wherein opportunities for global expansion often coexist with widespread criticism of outsourcing and manufacturing relocation, leading to redundancy and socio-economic disruptions. These challenges have global repercussions, prompting countermeasures and protectionist policies from various countries that restrict foreign products to safeguard domestic production-thereby hampering socio-economic prosperity and shrinking the global market space.

The *Envisage Infinitive* model also introduces cost-effective Envisage Global and International Marketing Plans and innovative strategies to target specific market segments. It enables firms to create strong brand positioning and establish brand identity in major international markets well before the actual launch of their products or services.

Keywords: international market penetration, global business & marketing, envisage market research, envisage marketing plan, identifying new segments, cost-effective BTL plan to target new segments, envisage brand strategies, envisage corporate strategies, cost-effective corporate marketing plan, differentiation, envisage integrated marketing, denomination marketing, PESTLE, SWOT.

I. Introduction

A robust, sustainable, and effective framework, the *Envisage International Business and Global Marketing* model is the result of two decades of intensive market research, market intelligence, and the development of *Envisage Strategic Corporate Strategies*. The model is built upon an integrated, futuristic socialist base, utilitarian in the middle, and purely capitalist at the top - defining the future of international business, supply chain systems, and strategic human resource policies (Kotabe & Helsen, 2022).

It encapsulates Envisage Synergy, Envisage Outsourcing, Envisage Strategic Collaborations, Envisage Joint Ventures, and Envisage Public Relation Strategies as interconnected pillars. It also integrates concepts such as the Envisage Product Cycle, Envisage Integrated Marketing, Strategic Cost-Effective Product Innovation, and Strategically Designed Product Line. The model further employs Envisage 7P's Strategies, 7C's Marketing Mix, and Revenue-Generating Marketing Collateral to ensure effective implementation across industries (Czinkota & Ronkainen, 2023).

At its core, the *Envisage Infinitive* framework incorporates Envisage Communication Strategies, Envisage Revenue-Generating Strategies, and Envisage Policy Interventions that advocate the creation of favourable trade laws and consumer-driven markets. The model highlights unexplored benefits of social corporate responsibility and explores how global issues influence corporate sustainability and marketing strategy (Porter & Kramer, 2019).

The Envisage BTL Marketing Plan and Envisage Integrated Corporate and Marketing Plan are central operational tools designed to merge cost-effectiveness with impact. Through the application of the Envisage Boston System of Matrix, FDI, Subsidiary Alliances, and Futuristic Cluster Marketing, organisations can achieve cost-effective, incremental, and product innovation (Hill & Hult, 2022). Localisation, sponsorships, and Envisage Approaches to Unexplored or Underrated Segments are encouraged to promote radical innovation and sustained market penetration (Peng, 2021).

The model also draws upon the *Theory of Cognition Affecting Purchase and Brand Perusal*, enabling firms to create brand loyalists even before market entry. By strategically addressing social issues and incorporating integrated corporate strategies, trade, and business associations, *Envisage Infinitive* creates a holistic ecosystem that encompasses both Envisage BTL and Envisage ATL Plans, supported by the Role and Scope of Digital Marketing (Kotler et al., 2022). This comprehensive approach provides organisations with a sustainable competitive advantage, elevating both the company and its products into the "Star Category" of the Boston Consulting Matrix, ensuring high profitability and enduring relevance.

The *Envisage Infinitive Model* directly addresses critical global issues such as geopolitical fragmentation, sustainability, trade wars, radical innovation, and incremental development, ensuring businesses are future-ready and resilient in a volatile global environment.

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II. Methodology

1. *Quantitative Methodology*

The *Envisage Infinitive* model is grounded in the analysis of data derived from research papers, articles, authentic organisational reports, and business news, supported by extensive surveys and statistical interpretation (Saunders et al., 2019).

2. *Qualitative Methodology*

The qualitative dimension is inspired by a quest to find practical solutions to prevailing global business challenges. This approach is rooted in creative marketing insights accumulated through one and a half decades of professional observation, industry practice, and analysis of international trade laws, global associations, and business case studies.

Empirical references include diverse multinational and domestic case studies such as Honda in India, Kawasaki, Mahindra Jawa, Hyundai, Toyota, Mercedes, Suzuki, Harley-Davidson, General Motors India Venture, Marks & Spencer, Benton, Microsoft, Facebook, Tata Tetley, Tata Vistara, Kingfisher Airlines, Rayon Airlines, Pepsi, Coca-Cola, Volvo, Google, TikTok, eBay in India, American Apparel, Siemens India, Opel India, Shopee, Zepto, Big Basket, Carrefour, Danone, Blinkit, Walmart India, Tesco, Morrisons, Lidl, Londis, Spar, Keystore, Sainsbury's, LinkedIn, Domino's India, Pizza Hut, Starbucks, Costa, McDonald's India, Subway India, Tata Jaguar, Big Bazaar, Alibaba, and Morris Garage.

These organisations represent varying degrees of success and failure across global market penetration, localisation strategies, and consumer behaviour. The case analyses offer crucial insights into global challenges that can either catalyse or jeopardise trade, branding, and market positioning.

Accordingly, this research adopts a mixed-methods approach, synthesising both quantitative and qualitative perspectives to form a comprehensive, data-backed understanding of global business realities. This methodology underpins the development of the *Envisage Infinitive Model*, which focuses on identifying and overcoming challenges in the contemporary international business landscape (Bryman & Bell, 2022).

Existing Contemporary International Business Models & Global Marketing Strategies

The Following Strategies are Currently Adopted Globally:

- Standardised marketing plan.
- Standard marketing communication plan.
- Standardised brand-building strategies.
- Localisation of communication plan.
- Combination of standard and localised marketing plans.
- Standardising international global communication.
- Standardised modes of entry (export, licensing, franchising, adaptation to local markets, Glocalisation, use of FDI, trade treaties, and the 4P's framework in local contexts).
- Holistic product innovation according to national market demands.
- Multi-domestic marketing approaches.
- Standard digital marketing strategies such as subscription, SaaS, and platform creation (Kotler et al., 2022).

a) Envisage Qualitative and Quantitative Research Findings

The Envisage Infinitive model is rooted in disruptive, out-of-the-box concepts that are poised to agitate global markets and render contemporary marketing frameworks obsolete. It provides objective-based, tailor-made solutions that generate immediate sales impact- achieving instant cash flow without additional capital investment, particularly valuable in a global economy facing instability, recessionary pressures, and mounting corporate liabilities (Kotler et al., 2019; Cavusgil et al., 2020). The model addresses critical challenges such as debt management, asset liquidation, fund leverage, rebranding, repositioning, cluster marketing, and enhancing public relations to increase market share, establish brand status, and sustain brand synergy (Keller, 2013; Hollensen, 2020).

Through Envisage's strategic approach, companies can effectively encash brand equity while ensuring long-term global growth and stability. In contrast to outdated approaches such as blockchain hype cycles, organic and greenhouse farming trends, or overly generalised segmentation frameworks, the Envisage model proposes an ethically feasible, integrative methodology that challenges conventional business-to-business (B2B), business-to-consumer (B2C), and consumer-to-consumer (C2C) paradigms (Porter, 2008; Kotler & Keller, 2016).

The Envisage framework introduces radical and incremental innovations within integrated marketing- once confined merely to marketing communications (MarCom)- by identifying why consumers have grown desensitised to traditional marketing efforts. It proposes a revolutionary approach through denomination marketing, incremental marketing, and strategically adaptive innovation. Although governments and corporations, especially in the United States and Europe, have injected trillions of dollars to revive post-recession economies, these conventional strategies have failed to create sustainable impact (Christensen, 2016).

In response, the Envisage model, built upon incrementally innovative qualitative and quantitative research, incorporates the Envisage SWOT and Envisage PESTEL analyses to produce an entirely new global marketing architecture. It advocates for the creation of incrementally innovative tangible and intangible products, underpinned by a futuristic

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Envisage business plan and marketing strategy that redefines marketing and supply chain operations worldwide. This redefinition ensures cost efficiency, ecological balance, and harmonious coexistence between nature and modernisation, while fostering a global synergy (Prahalad & Ramaswamy, 2004).

Furthermore, the model demonstrates universal applicability across industries, sectors, associations, organisations, and demographic contexts without dismantling the existing global hierarchy or eliminating competition. Its implementation yields a cost-effective, transparent, and robust futuristic system capable of enduring indefinitely, with adaptability for natural or organisational disruptions. Embedded within this is Envisage Research and Development (R&D), a dynamic force for invention aimed at liberating humanity while preserving every natural element essential to life.

Empirical research and extensive case studies indicate that contemporary international business and global marketing models fail to facilitate genuine entry into new international markets, even for corporations establishing subsidiaries abroad. Several high-profile cases, such as Ford's and General Motors' ventures in India, Volkswagen's limited success, and the market struggles of Bugatti and Jaguar UK, exemplify this inadequacy (Hitt et al., 2020; Hill, 2021). Harley-Davidson's withdrawal from India further underscores the structural flaws in current internationalisation models and reinforces the necessity for the Envisage Infinitive framework as a sustainable alternative.

b) Global Trade War and Contemporary Differentiation in Envisage Infinitive Model

Global Trade War

The current trade tensions among major economies such as the United States, China, and India have significantly influenced the dynamics of international trade (Evenett & Fritz, 2023). The United States, under its recent administrations, has imposed heavy tariffs on Indian and Chinese goods, removing both nations from the *Generalised System of Preferences (GSP)*. India, in response, increased import duties on American products, initiating a cycle of retaliatory measures that has disrupted global trade stability (Bown, 2022).

These restrictions have extended beyond tariff adjustments, influencing the operation of multinational corporations and their global supply chains (OECD, 2023). Negotiations between the U.S.A. and India to permit selective low-tariff imports highlight the fragility of bilateral trade relations within a wider global context. This issue is no longer confined to these two nations but symbolises a broader global scenario where protectionist policies reshape trade relations, economic interdependence, and investment patterns (UNCTAD, 2023).

c) Stringent Laws of the International Market

Stringent international laws and fluctuating tariff regimes have placed several American companies with subsidiary R&D and production units in China in a precarious position. National initiatives such as "Make in America" (Trump Administration) and "Make in India" (Modi Government) have intensified localisation pressures (Kerr, 2022).

These initiatives aim to strengthen domestic industries but simultaneously hinder international trade by limiting market access for foreign subsidiaries. For instance, when American dairy exports were restricted by Indian policies, the U. S. A. retaliated by removing India from the GSP, thereby jeopardising multinational strategies to relocate production bases for cost efficiency (Gupta & Sengupta, 2022).

Such geopolitical trade dynamics extend beyond bilateral disputes - allied nations and trade associations often emulate their partners' protectionist measures. For example, as part of interlinked trade retaliation, a hypothetical U. S. embargo on U. K. imports in response to European Union decisions illustrates the cascading effects of fragmented trade diplomacy (Bown, 2022). The continuously evolving laws, tariffs, and export conditions create uncertainty, reducing companies' ability to rely on exports as a stable revenue stream (World Bank, 2024).

d) Contemporary Differentiation and Radical Innovation

Radical innovation involves a fundamental change in process or strategy that disrupts conventional business models (Christensen, 2013). For instance, courier companies such as FedEx, DHL, and UPS diversified their operations to become direct distributors of products - a classic example of radical innovation in logistics. Similarly, Chevrolet and General Motors, through their subsidiaries in India, adopted innovative differentiation strategies to reduce production costs and access the world's largest emerging market (Hill & Hult, 2022).

However, both companies eventually wound up their operations in India, unable to compete effectively with domestic players such as Maruti Suzuki and other international manufacturers. This underlines the limitations of contemporary international business models, which fail to ensure sustainability amidst changing trade laws and consumer behaviours (Kotler & Keller, 2023).

The *Envisage Infinitive International Model* addresses these shortcomings by providing a sustainable and integrative framework capable of anticipating market shifts, aligning trade strategies, and generating brand loyalty even before product launch. Unlike conventional models, it responds to socio-economic challenges through adaptive trade alignment, incremental innovation, and pre-emptive brand positioning, thereby fostering resilience and profitability in turbulent global environments.

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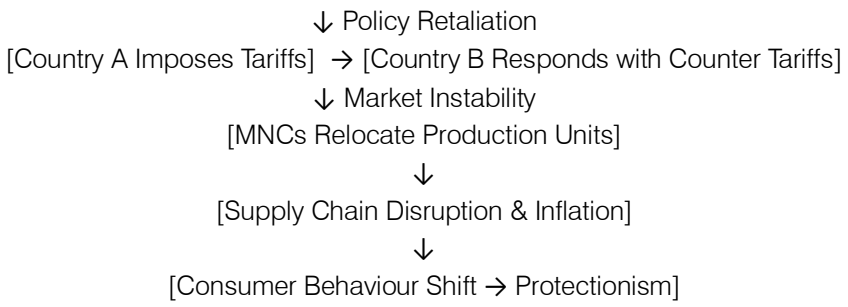


Figure 1: Global Trade Conflict Flow Diagram

Figure 1. Global Trade Conflict Flow Diagram illustrating the cyclical impact of retaliatory trade policies on multinational operations and global supply chains (adapted from Bown, 2022; OECD, 2023; UNCTAD, 2023).

Dimension	Contemporary Differentiation	Envisage Radical Innovation
Strategic Focus	Market Segmentation	Global Cognitive Market Mapping
Innovation Type	Incremental Adaptation	Disruptive Integration (Cross-Sectoral)
Risk & Sustainability	Moderate–High Risk, Short-term Focus	Low–Balanced Risk, Long-term Sustainable Impact
Value Creation	Product/Brand Differentiation	Systemic Synergy, Value Chain Integration
Consumer Relationship	Reactive Engagement	Pre-emptive Brand Loyalty Creation
Market Penetration Approach	Traditional 4Ps and 7Ps	Envisage Integrated 7Ps + 7Cs Hybrid Framework

Figure 2: Envisage Differentiation vs Radical Innovation Framework

Figure 2. Comparative framework of *Contemporary Differentiation* and *Envisage Radical Innovation* demonstrating strategic evolution from incremental to integrative market innovation (adapted from Christensen, 2013; Hill & Hult, 2022; Kotler & Keller, 2023).

e) *Choosing the Wrong Contemporary and Radically Innovative Business Plans*

Selecting an inappropriate contemporary incremental or radically innovative business plan can jeopardise even the most promising venture. When a company develops a niche or high-end product but applies a misaligned radically innovative marketing plan or chooses an unsuitable market, the result can be commercial failure. A notable example is *Bugatti's venture in India*, which illustrates the repercussions of strategic misalignment between innovation and market selection (Johnson, 2023).

f) *Denomination Marketing and Targeting Emerging Segments*

Envisage Infinitive's research has identified new and previously unexplored market segments through the concept of Denomination Marketing. This approach enables marketers and international business strategists to implement cost-effective Envisage BTL plans targeting specific segments across developing and developed global markets (Kotler & Keller, 2023).

The model assists in creating brand prosumers and loyal customers long before the company enters new international markets. Unlike conventional international marketing strategies that rely heavily on standardised global or corporate communication plans, the Envisage Infinitive Integrated Marketing Framework ensures brand loyalty formation through Envisage R&D, extended product life cycles, and proactive corporate social responsibility (CSR) engagement (Czinkota & Ronkainen, 2023).

Moreover, the model embodies a federalist business ideology, inspired by flexible federalism - a system promoting interdependence and global collaboration - thus forming the foundation for a Radically Envisage Integrated Federal Business Model advocating for *"One World"* (Stiglitz, 2021).

g) *Competition from Local and Existing International Companies*

In line with *Porter's Five Forces* framework, competition within industries is intensifying, particularly in emerging markets such as India and China (Porter, 2008). Local incumbents and established international brands present formidable barriers to entry. Examples such as Chevrolet and General Motors in India underscore the complexity of international expansion even for globally successful firms (Hill & Hult, 2022).

Here, *Envisage Infinitive* offers a robust solution for companies targeting these lucrative markets - especially for their cash cow and star products (Boston Consulting Group, 2022). The model capitalises on the high awareness and aspirational consumption behaviour of upper-middle-class consumers in these demographics.

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h) Cost, Pricing, and Segment Identification

Cost and pricing remain key determinants of international business success. Selecting the right price point and market segment can mean the difference between brand penetration and market rejection.

Bugatti's failure in India, for instance, resulted from mispricing and misidentifying target demographics (Johnson, 2023).

Envisage Infinitive provides a structured solution through its Envisage Strategic Pricing Framework, ensuring sustainable profitability via balance between consumer perception, affordability, and premium brand positioning (Kotler & Keller, 2023).

III. Envisage Research and Cluster-based Market Approach

The *Envisage Infinitive* model advances beyond conventional market research by promoting cluster and sub-cluster market segmentation. Traditional localisation, typically focused on metropolitan areas, fails to capture the complexity of regional diversity. Hence, Envisage proposes *cluster-specific research* encompassing local socio-economic issues, demographics, and cultural drivers (Prahalad & Hart, 2002).

This localised research strategy aligns brand development with community engagement - addressing issues like unemployment, clean water, women's empowerment, and healthcare - while embedding CSR directly within the marketing process. By integrating CSR activities such as educational quizzes, branded giveaways, and micro employment for surveyors within communities, companies cultivate early positive brand perception, trust, and advocacy (Kotabe & Helsen, 2022).

The result is a hybrid online-offline research ecosystem, enabling Envisage-driven brands to identify and nurture undervalued or unidentified market segments well before market entry.

Failure Dimension	Cause of Failure	Envisage Infinitive Countermeasure
Market Misalignment	Wrong target market selection	Envisage Denomination Marketing with targeted BTL strategy
Pricing Strategy Failure	Inadequate cost-positioning analysis	Envisage Strategic Pricing Framework
Product Lifecycle Neglect	Lack of sustained innovation	Envisage R&D Integration + CSR-driven lifecycle management
Lack of Local Insight	Over-standardisation of global plan	Cluster & Sub-cluster Research Approach
Weak Brand Engagement Pre-Launch	Late-stage marketing activation	Envisage Pre-Launch Brand Loyalty Programme (CSR + BTL Integration)

Figure 3: Envisage Strategic Failure Analysis Framework

Figure 3. Strategic Failure Analysis Framework contrasting contemporary pitfalls with Envisage Infinitive's integrated counterstrategies (adapted from Porter, 2008; Kotler & Keller, 2023; Johnson, 2023).



Figure 4: Envisage Cluster and Sub-Cluster Market Research Model

Figure 4. Envisage Cluster & Sub-Cluster Market Research Model illustrating integration of CSR activities, local insights, and BTL engagement for pre-launch brand advocacy (adapted from Prahalad & Hart, 2002; Kotabe & Helsen, 2022).

a) Identifying New Segments

Envisage research has identified new segments based on variables extending beyond traditional demographics such as profession and income group. These include segmentation by *faith, denominational affiliations, companies of employment, clubs, organisations, and associations* within specific clusters and sub-clusters where the product is positioned. This approach transcends conventional segmentation limited to religion or belief systems by recognising the multiplicity of social identities influencing consumer behaviour (Kotler et al., 2022).

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The model proposes identifying underestimated and previously overlooked denominations and micro-communities within these clusters, such as educational institutions-ranging from primary and secondary schools to universities-and professional groups (e.g. doctors, engineers, and lawyers). This targeted approach allows marketers to connect with highly specific consumer ecosystems, enhancing precision and engagement (Hollensen, 2020).

b) Selection of International Market

When selecting an international market for penetration, *Envisage Infinitive* advocates a futuristic, strategically selected approach. For instance, while the collaboration between *Tesla* and *Tata Electronics* aimed to produce Tesla cars in India, Envisage analysis indicates that an alternative strategic alliance with *Indonesian* manufacturers could yield superior scalability, lower production costs, and enhanced trade access through ASEAN–India and RCEP agreements (UNCTAD, 2023).

Indonesia's favourable FDI policies, competitive labour costs, and extensive regional trade treaties make it a more profitable and sustainable option than India for manufacturing ventures targeting Asia–Pacific, Europe, and North America (World Bank, 2024). This strategy exemplifies *Envisage Infinitive's* focus on maximising cost efficiency, policy compatibility, and global synergy.

Furthermore, Ghana is identified as a secondary strategic hub due to its youthful, technically qualified labour force and its geographic advantage in accessing African, European, and American markets. By establishing operations in such regions, firms can simultaneously achieve diversification, lower operational risk, and broaden global market outreach (Porter, 1986; Rugman & Verbeke, 2008).

c) Penetrating International Markets with Maximum Global Market Outreach

Envisage Infinitive proposes innovative methods of market penetration designed not only to secure entry into a domestic market but also to ensure access to interconnected global markets. The *Envisage Marketing Plan* commences with the early deployment of *Public Relations specialists* within the targeted market-eschewing overreliance on secondary research and external feasibility studies (Doole & Lowe, 2019).

For example, while conventional quantitative reports once suggested limited feasibility for *Mercedes-Benz* in India, *Envisage* underscores the importance of combining quantitative and qualitative research to capture latent market potential (Cavusgil et al., 2021).

This plan further advocates segment-specific engagement through sub-clusters: schools, universities, retirees' associations, professional networks, and community organisations. Activities such as inter-neighbourhood sports, academic quizzes, and creative contests should be integrated with *below-the-line (BTL)* marketing tactics-including the distribution of brand-collateral items and future discount cards-to build *brand pros* and *brand loyalists* even before product launch.

Digital integration, such as interactive social-media campaigns and QR-based discount mechanisms, further strengthens the brand–community relationship (Kotabe & Helsen, 2021).

d) Targeting Educational and Professional Segments

Targeting younger consumers within *school, college,* and *university* environments ensures long-term brand affinity. Scholarships, sponsorships, and *andragogy* (adult learning) initiatives promote both goodwill and emotional connection, fostering a future consumer base loyal to the brand (Solberg, 2015).

Professional universities and colleges form a critical sub-cluster, representing the bridge between educational and corporate markets. *Envisage Infinitive* proposes talent-engagement initiatives such as competitive quizzes, workshops, and employment assurance certificates for selected high-performing students, integrating talent acquisition with market development.

e) Denomination Segment

This segment refers to *religious practitioners*-such as pastors, gurus, monks, and priests-and their followers. It involves subdividing the population into micro-groups based on faith, profession, and social engagement levels. Marketers should engage with these groups through targeted *Envisage MarCom BTL* plans, product showcases, discount programmes, and community donations to establish deep social trust and brand advocacy (Arnould et al., 2019).

Installing branded vending machines, offering lifetime membership benefits, and sponsoring community events form part of Envisage's *federal synergy* model-linking commerce, culture, and community under one global identity.

f) Targeting Organisational and Corporate Segments

Engaging company employees directly through HR and board-approved programmes allows distribution of discount vouchers, scholarships, sponsorships, and *andragogy* workshops. The Envisage plan encourages forming alliances with local trainers and creative educators to deliver development sessions in clusters, creating a two-way brand dialogue while promoting employee empowerment and brand equity (Kotler & Keller, 2022).

g) Envisage Integrated Marketing Communication Plan

Historically, integrated marketing communication (MarCom) planning was confined to the communication activities of individual firms. However, *Envisage Infinitive* redefines this concept as a collective communication ecosystem, where both individual and cooperative MarCom plans converge to serve a unified international cluster (Kotler & Keller, 2022).

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Under this model, *commonly accepted gift vouchers* function across participating companies within a cluster-covering both new entrants and existing firms. This approach not only builds collective brand synergy, but also enhances cost efficiency and consumer inclusivity across diverse demographics. Such collective sponsorships and scholarships represent a break through concept in *cluster-based international marketing*, fostering a shared ecosystem of loyalty and value creation (Hollensen, 2020).

Moreover, for products where *above-the-line (ATL)* advertising is restricted by government or regulatory authorities (e.g. tobacco, alcohol), *Envisage Infinitive* provides a compliant *BTL-led* communication framework under which promotional ethics and policy adherence are maintained (Doole & Lowe, 2019).

h) Envisage Product Innovation

Envisage Infinitive proposes a dual-purpose *integrated marketing collateral* strategy where promotional items-garments, stationery, accessories, and apparel featuring both the manufacturer's and sponsor's logos-serve initially as free promotional gifts and later evolve into independent revenue-generating product lines. This approach transforms traditional marketing collateral into *brandable micro-products* that reinforce identity and generate cash flow simultaneously (Kotabe & Helsen, 2021).

A notable illustration of this principle is the Royal Enfield "Thunderbird", which leveraged holistic product design and cultural resonance to outperform international competitors such as *Harley-Davidson* in India. This demonstrates the *Envisage principle of cost-effective innovation* that integrates product design, communication, and localisation to establish sustainable market dominance (Porter, 1986).

i) Envisage Integrated Marketing Plan

Competition within international markets increasingly necessitates cross-industry collaboration. Envisage recommends that associations of similar or related sectors develop *integrated international marketing plans* which promote shared causes (e.g., sustainability, education, or infrastructure development). By aligning cause marketing with *federal synergy* (the model's foundational theory of collaborative global federalism), companies collectively strengthen their position within the targeted markets and enhance regulatory goodwill (Arnould et al., 2019).

j) Envisage Infinitive Social Responsibility

Envisage Infinitive expands *Corporate Social Responsibility (CSR)* into a Collective Social Corporate Responsibility (CSCR) framework. Participating firms jointly invest in infrastructure-roads, sanitation, clean water, and smart city initiatives-thereby achieving twofold outcomes: generating revenue through local development projects and cultivating political and public goodwill (UNCTAD, 2023).

Such collective CSR strategies lower individual costs, build positive public perception, and ensure inclusion within governmental planning frameworks (World Bank, 2024). By aligning business objectives with local social development, firms achieve durable market positioning while earning societal trust.

k) This Model and Artificial Intelligence

The *Envisage Infinitive Model* employs *AI-based systems* for staff training, market targeting, and consumer interaction. Machine learning algorithms tailor offers and services to consumer profiles, aligning with data ethics and consumer protection norms. Real-world parallels include *Amazon*, *Swiggy India*, *Zepto India*, and *Blinkit*, which utilise adaptive algorithms to overcome delivery and consumer engagement barriers (Brynjolfsson & McAfee, 2017).

By combining AI with cognitive marketing theory, *Envisage Infinitive* leverages consumer cognition theory-where perception and brand association precede purchase intent (Solberg, 2015). Its social responsibility and *sub-cluster marketing* strategies ensure that consumers' cognition develops positive *brand cognates* before the actual product launch, maximising psychological readiness for adoption.

l) Envisage Market Selection for FDI and Subsidiary Alliances (United States Example)

For American corporations seeking international expansion, *Envisage Infinitive* identifies Indonesia and Ghana as key FDI destinations due to their geographical advantage, demographic youthfulness, and favourable trade treaties. By assembling or packaging in Indonesia, U.S. firms can access Asian, European, and Indian markets under GSP privileges (World Trade Organization, 2023).

Similarly, Indian companies can reach the U.S. market by establishing subsidiary alliances in Sri Lanka, benefitting from GSP export provisions while reducing exposure to U.S.–India tariff disputes. This approach underlines *Envisage's* commitment to building *multinodal global trade bridges* rather than relying on bilateral policy negotiations.

IV. Envisage Human Resource Strategies and Policies

Envisage Infinitive introduces a cluster-based HR recruitment model. American, Indian, and Indonesian subsidiaries can recruit local talent through *sub-cluster talent hunts* in universities, vocational institutions, and professional networks. Additionally, hiring experienced professionals from India for deployment in subsidiaries across Sri Lanka, Ghana, and Indonesia fosters knowledge transfer and cultural adaptability (Cavusgil et al., 2021).

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This cross-national HR mobility not only reduces recruitment costs but also mitigates domestic unemployment pressures by creating hybrid employment ecosystems-local and international.

a) Regional Applications of the Envisage Infinitive Model

For British Companies:

The model recommends joint ventures with firms in *Brazil, the U.S.,* and *Canada* to gain access to tacit manufacturing and technological knowledge. British firms can then establish *subsidiary manufacturing units in Indonesia*, achieving global outreach via cost-efficient production and favourable trade terms. Partnerships with Russian manufacturers, post-conflict, could further enhance technological competitiveness (OECD, 2023).

For Japanese Companies:

By implementing *Envisage Infinitive*, Japanese corporations can establish subsidiaries in Indonesia to capitalise on *GSP access* and lower production costs, enhancing their global market presence.

For Chinese Companies:

Chinese corporations seeking access to the U.S. and EU markets can establish assembly and packaging units in *Pakistan, Indonesia,* and *Bangladesh*. These bases, operating under *GSP* and *GSP+* schemes, enable duty-free exports while retaining Chinese R&D leadership. Training local staff while transferring knowledge from Chinese engineers ensures scalability and compliance with global standards.

For Indian Companies:

Indian corporations should identify high-demand products within the U.S. market and establish *assembly or packaging subsidiaries* in *Sri Lanka* or *Indonesia*. By registering products under local subsidiaries, they can leverage GSP privileges to penetrate U.S. markets, bypassing existing tariff constraints.

Chapter 4 – Strategic Implementation and Sustainability of Envisage Infinitive

a) Envisage Supply Chain

The Envisage Infinitive model proposes a highly adaptive and interconnected supply chain structure. It recommends sourcing inward raw materials, components, and ancillaries from cost-effective nations such as India and China, while establishing the manufacturing or assembly of finished branded products in Indonesia. This ensures efficiency, cost reduction, and strategic access to regional markets.

Once the products are ready, they may initially be launched within one cluster market in the United States or Europe, before expanding to other clusters and sub-clusters through collaborations with major global distributors such as Lidl, Tesco, Morrisons, Giant Eagle, Costco, and Walmart. The model also highlights the utility of e-commerce platforms such as Amazon and Alibaba as key distribution and marketing channels, ensuring global outreach and scalability.

(See Figure 4.1: Envisage Global Supply Chain Framework).

b) Digital Marketing and Artificial Intelligence

Digital marketing under Envisage Infinitive is powered by advanced AI-driven targeting systems, employing local influencers, interactive campaigns, and online gamification to achieve deep market penetration. Techniques such as AI-enabled consumer analytics, personalised brand engagement, and behavioural data modelling allow companies to reach both existing and potential customers with remarkable precision (Kapoor, 2025).

For example, social influencers may unbox products online or demonstrate product utility through interactive digital programmes and quizzes. The approach extends beyond cosmetics to include consumer durables, FMCG, and high-tech goods, blending online visibility with emotional consumer connectivity.

(See Figure 4.2: Envisage AI-Digital Marketing Integration Model).

c) Standard Global Marketing Plan

The Envisage Infinitive model transcends conventional international marketing strategies by creating globally adaptive yet locally sensitive plans. AI tools are utilised not only to train corporate staff but also to segment and target consumers dynamically. The approach integrates real-time adaptability - as demonstrated by e-commerce models such as Amazon, Swiggy, and Zepto - to sustain market presence through smart automation and consumer cognition enhancement.

d) Envisage Research and Development (R&D) Plan

The Envisage Infinitive R&D component emphasises the reinforcement of innovation cycles within multinational corporations. A portion of profits derived from applying the model should be reinvested into incremental product innovation and new product development. Companies from industrial economies such as Germany, France, and the United States are advised to replicate the Envisage approach domestically to strengthen their technological pipelines, thereby maintaining competitiveness and innovation continuity.

(See Figure 4.3: Envisage Innovation & Feedback Loop).

e) Training and Development Framework

The Envisage Infinitive Training and Development Programme advocates the creation of industry-specific, ready-to-recruit talent through structured

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training pathways. These programmes aim to reskill and redeploy redundant employees affected by contemporary globalisation, thereby alleviating unemployment pressures in advanced economies (Kotler & Keller, 2023).

Through structured learning systems, partnerships with universities, and vocational linkages within sub-clusters, the model enhances productivity while contributing to global employment sustainability.

f) Sustainability and Global Synergy

Envisage Infinitive ensures the sustainability of employees, products, and companies across their product life cycles. It promotes balanced profitability and ecological responsibility, fostering a sustainable competitive advantage while encouraging ethical and socially responsible practices (Porter & Kramer, 2011).

The model's implementation across nations facilitates not only economic growth but also cross-national cooperation, ensuring a global synergy that strengthens both developed and developing economies.

(See Figure 4.4: Envisage Global Sustainability Cycle).

g) Sales Targets and Organisational Performance

By implementing the Envisage Infinitive framework, companies can expect measurable improvement in corporate sales, brand loyalty, and market share expansion. Regular innovation in both products and marketing strategies is a central component to ensuring sustained success.

The model also emphasises performance monitoring, setting quantifiable sales targets supported by AI-based analytics to forecast trends, evaluate cluster performance, and identify opportunities for long-term growth.

Chapter 5 – Summary and Conclusion

a) Summary

The Envisage Infinitive International Business Model introduces a futuristic paradigm that redefines international business and global marketing through multi-cluster, socially responsible, and technologically integrated approaches. It provides a strategic roadmap for multinational corporations and emerging firms seeking sustainable global expansion.

Key Highlights Include:

- Adoption of futuristic utilitarian, socialist, and capitalist frameworks that balance profitability and social responsibility.
- Development of entry-level strategies for cost-effective and successful market penetration.
- Identification of new consumer segments, including educational institutions, professional clusters, and denominational groups.
- Integration of cognitive behavioural theory to strengthen consumer-brand perception.
- Support for cross-border social development, employment generation, and reduction of global trade frictions.
- Encouragement of R&D-driven innovation and retraining of redundant employees.
- Contribution to global GDP growth and the establishment of a positive global synergy.

b) Conclusion

The Envisage Infinitive model represents a transformative blueprint for global economic cooperation. By fostering socially inclusive growth, technological innovation, and collaborative trade strategies, it provides solutions to some of the major challenges faced by international businesses today.

The model's adaptability enables it to be implemented across nations with diverse economic structures, encouraging flexible federalism and futuristic capitalism. By promoting equitable trade, sustainable practices, and skill-based employment, it offers a pathway towards collective global prosperity.

Ultimately, Envisage Infinitive reimagines international business as a harmonious and mutually beneficial system that merges commerce, technology, and humanity under a single, sustainable global vision

Dedication

This work is dedicated to all visionaries, innovators, and global thinkers who dare to reimagine the boundaries of international business and sustainable growth.

To the educators, researchers, and strategists who continue to challenge convention and inspire new paradigms in global commerce.

And most importantly, to those entrepreneurs and future leaders who believe that profitability and sustainability are not opposites, but partners in shaping a resilient and inclusive world economy.

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The Effect of IT Audits on Customer Satisfaction in Zambia's Telecommunication Companies

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Abstract- This study critically examines the effect of Information Technology (IT) audits on customer satisfaction within Zambia's telecommunication industry. Despite the increasing reliance on IT systems for service delivery, systemic inefficiencies, frequent service interruptions, and cybersecurity concerns persist, particularly in companies such as Airtel, MTN, Zamtel, and Zed Mobile. A concurrent triangulation mixed-methods design was adopted, utilizing both quantitative survey data (n=228) analyzed via SPSS- including binary logistic regression- and qualitative insights from key informant interviews (KIIs), thematically analyzed. The regression results revealed that service quality, speed and reliability, and data protection confidence significantly influence customer satisfaction ($p < 0.05$), while awareness of IT audits had no direct effect. Qualitative findings highlighted customer concerns around unstable networks, data depletion, fraud vulnerability, and ineffective complaint handling. The findings point to a gap in both IT infrastructure and audit visibility. The study concludes by recommending institutionalization of regular IT audits, transparency in audit outcomes, and improvement in data security protocols as critical steps to building customer trust and satisfaction in Zambia's telecommunication sector.

Keywords: *IT audits, customer satisfaction, telecommunication, cybersecurity, Zambia.*

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The Effect of IT Audits on Customer Satisfaction in Zambia's Telecommunication Companies

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Abstract- This study critically examines the effect of Information Technology (IT) audits on customer satisfaction within Zambia's telecommunication industry. Despite the increasing reliance on IT systems for service delivery, systemic inefficiencies, frequent service interruptions, and cybersecurity concerns persist, particularly in companies such as Airtel, MTN, Zamtel, and Zed Mobile. A concurrent triangulation mixed-methods design was adopted, utilizing both quantitative survey data (n=228) analyzed via SPSS- including binary logistic regression- and qualitative insights from key informant interviews (KIIs), thematically analyzed. The regression results revealed that service quality, speed and reliability, and data protection confidence significantly influence customer satisfaction ($p < 0.05$), while awareness of IT audits had no direct effect. Qualitative findings highlighted customer concerns around unstable networks, data depletion, fraud vulnerability, and ineffective complaint handling. The findings point to a gap in both IT infrastructure and audit visibility. The study concludes by recommending institutionalization of regular IT audits, transparency in audit outcomes, and improvement in data security protocols as critical steps to building customer trust and satisfaction in Zambia's telecommunication sector.

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I. Introduction

This study seeks to assess the effect of Information Technology Audit (ITA) on customer satisfaction within Zambia's telecommunication industry, with a specific focus on four leading telecommunication companies operating in Lusaka. Over the years, there has been a growing concern regarding the performance, security, and reliability of IT systems in Zambia, particularly within the telecommunications sector. Many customers have expressed dissatisfaction due to frequent service interruptions, delayed transactions, poor network coverage, and insecure systems, which not only cause loss of revenue and reputational damage but also erode consumer confidence in digital services. ZICTA (2023).

Despite the increasing reliance on information technology to drive efficiency and service delivery, it appears that IT systems in Zambia's telecommunication sector have not met public expectations. A key contributing factor to this underperformance is the lack of regular and comprehensive IT audits, which are designed to identify vulnerabilities, inefficiencies, and compliance gaps in IT systems (Sharma & Gupta, 2020). An IT audit provides a structured and systematic review of an organization's IT infrastructure, policies, and operations, and when conducted regularly, it enhances operational reliability, data security, and service quality Omar & Anas (2021).

a) Background

Telecommunication companies are indispensable in modern society, serving as enablers of communication, digital finance, education, healthcare, and e-commerce. In Zambia, the sector has experienced considerable growth, particularly with the integration of mobile money services into the financial ecosystem. However, despite this growth, telecommunication companies face persistent technological and governance challenges that compromise the security, reliability, and efficiency of their services ZICTA (2022). These systemic inefficiencies raise questions regarding the robustness of IT systems and the adequacy of IT governance frameworks, particularly the role and frequency of Information Technology Audits (ITA).

A persistent issue confronting Zambia's telecommunication users is poor call quality. Customers frequently report experiences such as dropped calls, unclear audio, and inaccessibility even when devices are switched on. These disruptions are not merely inconveniences; they reflect deeper structural weaknesses in the IT architecture and network management systems. According to the IT Governance Institute (2012), IT disruptions have a direct impact on stakeholder confidence and operational continuity. The inability to maintain consistent communication services undermines customer satisfaction and calls into question the effectiveness of internal controls and monitoring systems.

Equally problematic are failures in mobile money platforms, especially during peak periods or critical transactions. Users often experience transaction reversals, delays, or total service outages, leading to loss of money and trust in these services (Brown, 2020). These failures not only inconvenience users but can also have broader economic implications, particularly for low-income individuals who depend on mobile money for daily transactions. As Schubert (2019) asserts, the implementation of robust IT infrastructure and regular IT audits is essential to prevent such service breakdowns and to safeguard digital financial ecosystems. Without

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adequate IT audits, vulnerabilities remain unchecked, exposing systems to recurrent failures and exploitation.

An increasingly serious concern is the rise in mobile money fraud. Fraudulent activities, including SIM swap fraud, unauthorized access to mobile wallets, and scams involving stolen phones, have led to widespread financial losses and public outcry. Chabala (2022) underscores the gravity of the situation, noting that over two million SIM cards were deactivated in Zambia in an effort to combat mobile money and digital fraud, resulting in a 5% decline in mobile cellular subscriptions in the first half of 2022. These developments point to a crisis of trust, exacerbated by the lack of proactive cybersecurity measures and auditable system safeguards.

Supporting this concern, ZICTA (2022) reports that from January to December 2021, the Zambia Computer Incident Response Team (ZM-CIRT) recorded a staggering 10,718,002 cyber threats. These included mobile money reversal scams, fake online promotions, and social media hijackings. The sheer volume of these attacks reflects an urgent need for structured, budgeted, and regular IT audits. Without such audits, organizations risk operating with unsecured, inefficient, and opaque systems, exposing both the company and its clients to catastrophic risks, Rainer et al., (2020).

Another significant issue affecting customer satisfaction is the unexplained depletion of mobile data bundles, with users frequently complaining about data being consumed without clear usage records. This phenomenon has sparked perceptions of corporate exploitation and lack of transparency, severely damaging consumer trust. Léger (2014) emphasizes that such inefficiencies- if left unmonitored - can erode organizational credibility and diminish customer satisfaction. The inability to track and audit data usage accurately signals a failure in system integrity, transparency, and accountability - all areas that should be evaluated through regular IT audits.

Further compounding these challenges are recurrent network outages, which hinder internet access. In today's digitized world, access to a reliable internet connection is critical for online learning, banking, e-commerce, healthcare consultations, and remote work. Network failures lead to missed business opportunities, delayed services, and systemic inefficiencies (Anderson, 2020). For individual users, these failures induce frustration and distrust; for businesses, they may result in direct financial losses and diminished brand reputation. These service disruptions indicate weak IT service management practices and highlight the absence of continuous audit and risk assessment mechanisms.

These ongoing challenges suggest a systemic failure to implement effective IT governance and IT audit processes. Regular IT audits serve as a mechanism for identifying gaps in performance, assessing cyber-security risks, and ensuring compliance with established standards as noted by Chorafas (2019). In the absence of such audits, telecommunication companies remain vulnerable to technological failures, cyberattacks, and operational inefficiencies. Worse still, management may remain unaware of these vulnerabilities due to lack of regular internal or third-party audit evaluations.

Thus, the role of IT audits becomes central to transforming Zambia's telecommunication landscape. IT audits not only evaluate the technical functionality of systems but also assess policies, controls, and risk management frameworks. These audits can highlight system inefficiencies and guide management in implementing corrective actions to improve service delivery. Moreover, a robust audit culture helps foster transparency, accountability, and stakeholder confidence- all of which are critical for long-term business sustainability.

Therefore, this study aims to critically assess the effect of IT audits on customer satisfaction within Zambia's telecommunication companies. By exploring the extent to which regular IT audits are practiced and their outcomes implemented.

b) Statement of the Problem

Zambia's telecommunication sector plays a critical role in driving digital connectivity and financial inclusion, yet it continues to face persistent challenges such as cybercrime, poor network performance, unexplained mobile data depletion, and customer dissatisfaction. These problems are largely attributed to the lack of regular Information Technology Audits (ITAs), which are essential for identifying system vulnerabilities, ensuring security, and enhancing service delivery, Chorafas, (2019) and IT Governance Institute (2012). In 2021 alone, over 10.7 million cyberattacks were recorded in Zambia, including mobile money scams and fraudulent online schemes, indicating serious IT security gaps (ZICTA, 2022). Additionally, poor call quality, internet outages, and fraudulent data usage have eroded public trust in telecommunication providers, leading to mounting complaints and reputational damage this is according to Brown (2020). Without regular IT audits, these companies lack a structured mechanism to assess, monitor, and improve their IT systems, leaving customers exposed to financial loss and service inefficiencies.

On 10th March 2025 ZICTA directed MTN to compensate its clients in Luapula, Muchinga, Central and Northern Provinces with k800, 000 for a two hour network disruption on 3rd March 2025, ZICTA (2025). And on 10th February 2025 ZICTA directed Airtel to compensate its clients k4 million for a network failure that took place on 2nd February 2025, ZICTA (2025). It took ZICTA to fine the two telecommunication companies, IT audits would have saved them from paying such huge amounts. There are number of times

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when these disruptions and network failure took place and they were overlooked. All this has made the clients for these telecommunication companies not satisfied with the services that they offer. Why should these companies wait for ZICTA to make them compensate their clients when they can improve their services through regular IT audits?

c) Research Objectives

1. To identify the key inefficiencies affecting Zambia telecommunication companies.

   This objective identified key inefficiencies that are affecting the Zambian telecommunication companies.

2. To evaluate the effect of network performance and data depletion issues on customer satisfaction and trust.

   This objective evaluated the effect of network performance and fast data depletion issues on customers satisfaction and trust.

3. To recommend strategies for strengthening IT audit to enhance the reliability and efficiency of IT systems in Zambia's telecommunication companies.

This objective recommended strategies that could be employed to strengthen IT audit with the primary objective to enhance the reliability and efficiency of IT systems in Zambia's telecommunication companies.

II. Literature Review

"Organizations worldwide are increasingly reliant or dependent on information technology (IT) systems to streamline operations, facilitate communication, and support decision-making processes." Smith (2019). As businesses integrate IT into various aspects of their operations, the need for efficient systems becomes vital to the fact that it will determine the revenue of the organization or how efficient the organization will be in the long run. An organization with an efficient IT system is likely to be more successful compared to an organization that has no IT systems or an organization that does not have efficient IT systems.

"With the increasing rate of cyber threats and data breaches, organizations face heightened cyber security risks." Jones (2020). Inadequate IT systems and poor IT audit practices can leave organizations vulnerable to cyber-attacks, leading to financial losses, reputational damage, and legal liabilities. Especially that we have a number of scammers this time around. If the IT systems are not audited, the gaps in the IT systems will not be identified and this will definitely expose the IT systems cyber risks. Chance of such an organization meeting the needs of the customers and employees are quite low.

Not only that, but "Regulatory bodies impose stringent requirements on organizations regarding data protect-tion, privacy, and IT governance." European Union (2018). Compliance is a must, but there is need to check the level of compliance. The only way IT compliance would be adhered to is through the implementation of efficient IT systems and IT audit due to the fact that implementing efficient IT systems and conducting regular audits are essential for ensuring compliance with these regulations, avoiding penalties, and maintaining stakeholders' trust.

The other issue is, in today's competitive business landscape, "organizations strive to enhance operational efficiency to remain relevant and responsive to market demands" Jackson (2021). Efficient IT systems and effective IT audit practices contribute to streamlining processes, reducing costs, and optimizing resource allocation and this is the only way an organization would remain relevant and meet market demands, once an IT audit has been done, it will be determined if the IT systems are effective or not, once gaps have been identified, the IT auditor will make recommendations of what must be done through an IT audit report.

The IT audit report is used to make decisions and according to Chen (2020). "Timely and accurate information is crucial for strategic decision-making". Therefore by implementing efficient IT systems and conducting IT audits, organizations can ensure the availability and reliability of data, empowering decision-makers to make informed choices that drive business growth and innovation. But if the IT systems are not audited, the efficiency of the IT systems may not be accurate or it will be questionable and this would affect the decisions that could be made by the decision makers.

Therefore, this calls for investment in IT because according to Kraemer (2021) "Strategic alignment between IT investments and organizational objectives is a hallmark of efficient IT systems." What this means is that organizations with well-integrated IT systems are better positioned to achieve strategic goals, enhance customer satisfaction, and drive sustainable growth. An organization with efficient IT systems and an organization without efficient IT systems the outputs are different.

Having IT systems and auditing IT systems are not the same, but in order to assure stakeholders that the organization is reliable and that the systems can be relied on, there is need to audit the IT systems and make an IT audit report. Bharadwaj (2019) confirms this as he says "By leveraging advanced analytics and business intelligence tools, efficient IT systems empower organizations to derive actionable insights from vast volumes of data, thereby gaining a competitive edge in the digital economy"

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In parallel with efficient IT systems, robust IT audit mechanisms are essential for mitigating risks, ensuring compliance, and safeguarding organizational assets. IT audit and assurance encompass a systematic evaluation of IT controls, risk management practices, and regulatory compliance frameworks. CISA (2020). Through periodic audits and assessments, organizations can identify vulnerabilities, address control deficiencies, and enhance the resilience of their IT infrastructure against cyber threats and data breaches. ISACA (2019).

Chen (2018) highlight the pivotal role of IT audit in promoting corporate governance and transparency. Independent IT audits provide stakeholders with assurance regarding the effectiveness of internal controls and the accuracy of financial reporting. Furthermore, IT audit findings serve as a catalyst for continuous improvement, guiding organizational efforts to strengthen IT governance, risk management, and compliance practices Bragg (2020).

The synergistic relationship between efficient IT systems and IT audit is instrumental in enhancing organizational performance and resilience. Efficient IT systems provide a solid foundation for effective IT audit and assurance processes by ensuring the integrity, availability, and confidentiality of critical information assets. Turner (2017). Conversely, IT audit helps validate the effectiveness of IT systems and controls, thereby enhancing stakeholders' confidence in the reliability and security of organizational IT infrastructure. IT Governance Institute (2012).

By aligning IT investments with organizational objectives, IT audit can identify areas for improvement and optimization within IT systems, thereby maximizing their value proposition Dobrzykowski (2015). Furthermore, IT audit plays a proactive role in identifying emerging risks and vulnerabilities, enabling organizations to implement preventive measures and enhance their resilience against cyber threats and any inefficiencies Chan (2016).

Despite the many benefits of efficient IT systems and IT audit, organizations face several challenges and emerging trends that calls for continuous adaptation and innovation. The explosion of cloud computing, big data analytics, and Internet of Things (IoT) technologies has expanded the attack surface and heightened the complexity of IT environments Bertino (2019). "Organizations must enhance their capabilities in risk management, threat intelligence, and incident response to mitigate evolving cyber risks" Kshetri (2017) all this calls for efficient IT systems, IT Audit and assurance and working on the recommendations given by the IT auditor.

Moreover, "The regulatory landscape governing IT governance, risk management, and compliance is evolving rapidly, with stricter data protection regulations such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA) imposing stringent requirements on organizations." European Union (2016) State of California (2018). Compliance with these regulations demands robust IT audit and assurance processes to ensure data privacy, confidentiality, and integrity. Siponen (2009). The only way we can confirm that there is compliance with IT systems, it is through having them audited, if they have not been audited we cannot know the gaps that exists in the IT systems.

There is a relationship that exists between efficient IT systems and IT audit in fostering organizational resilience, security, and compliance. Efficient IT systems enable organizations to optimize resource utilization, streamline business processes, and drive innovation, while IT audit and assurance processes ensure the reliability, integrity, and security of organizational IT infrastructure. By embracing emerging technologies, addressing evolving regulatory requirements, and fostering collaboration between IT and audit functions, organizations can harness the transformative potential of IT to gain a competitive edge or advantage in the digital economy.

III. Methodology

a) *Research Philosophy*

The study rooted in pragmatism, integrating both positivist and interpretivist paradigms. I chose this philosophy because it supported the use of concurrent mixed methods, focusing on practical outcomes and real-world applicability. It is the only way we would solve the problem of lacking regular IT audits in Zambia's telecommunication companies, leading to cyber security threats, poor network performance, poor internet services, unexplained data depletion, scams or fraud which have resulted in substantial financial losses for customers, inefficiencies and customer dissatisfaction. The Quantitative data that will provide measurable insights, while qualitative data will add depth and context to the research findings.

b) *Research Design*

The research adopted an embedded mixed-methods design, combining surveys and semi-structured interviews. I chose this research design because this approach allowed a holistic exploration of the topic, integrating numerical data with contextual insights to provide a well-rounded understanding of IT audit practices and the consequences of organizations not having regular IT audits which leads to cyber security threats, poor network performance, poor internet services, unexplained data depletion, scams or fraud which have resulted in substantial financial losses for customers, inefficiencies and customer dissatisfaction.

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c) Study Population

The target population is 529 because according to statistics, Lusaka Makeni Villa Ward 4 has 529 registered voters (Voters register, 2021). 4 IT managers, because each telecommunication company has 1 IT manager from their headquarters. The IT managers provided expert knowledge. This population had a proper representation and it was not bias in any way and these are the right people with the information that was needed for the research problem.

d) Data Collection Instruments

The study used the following data collection instruments: Surveys: Quantitative data is gathered using a structured questionnaire with Likert-scale questions to measure perceptions and attitudes. I selected surveys and semi-structured interviews as data collection instruments because these offer a comprehensive approach to gather both quantitative and qualitative data, ensuring robust and reliable findings. Surveys, with structured Likert-scale questions, efficiently capture perceptions and attitudes from a large sample, allowing for statistical analysis. Semi-structured interviews provide in-depth insights and flexibility, enabling exploration of stakeholder perspectives and emerging themes, while document analysis of IT policies and audit reports adds an objective layer, highlighting existing practices and challenges. Together, these instruments enable triangulation, enhance validity, and ensure a balanced understanding of the topic by combining breadth with depth. Client participants from the telecommunication companies were coded as PT1, PT2, PT3, PT4, PT5, PT6, up to PT 228. Then the four IT experts were coded as E1, E2, E3 and E4.

e) Data Analysis Instruments and Procedure

Data for this research study were analyzed using both quantitative and qualitative methods. The Statistical Package for the Social Sciences (SPSS) was employed to analyze the quantitative data. Within SPSS, univariate and bivariate analyses were conducted to identify general trends and relationships between key variables related to IT systems and IT audit practices. Furthermore, binary logistic regression analysis was performed to determine the predictive power of selected independent variables- such as service quality, speed and reliability, data protection confidence, and IT audit awareness- on customer satisfaction. This regression model provided deeper insight into the likelihood and strength of influence that each factor had on the dependent variable.

For qualitative data, thematic analysis was utilized. Qualitative analysis software was used to code and categorize participants' responses, allowing for the identification of recurring themes and patterns. This approach facilitated a contextual understanding of customers' lived experiences, expectations, and perceptions regarding IT audit practices and service delivery. The integration of both statistical and thematic techniques ensured a comprehensive and robust interpretation of the research findings.

f) Ethical Considerations

Ethical principles were adhered to throughout the research process. Informed consent was obtained from all participants, and their confidentiality and anonymity was ensured. The research complied with relevant data protection regulations, and ethical approval or clearance was given by the University of Zambia.

IV. Findings

a) Univariate Analysis

Table.1 below, clearly shows the percent of Overall Satisfaction of the service providers was 44.7%. The percent of the telecommunication company that had the highest number of clients was Airtel with 83.3%. Satisfaction with speed and Reliability of service provider was 36.8% while Overall Quality Service was considered average at 51.9%. The confidence in the organizations ability to protect your personal data was 40.3%.

According to Table 1, 72.8% percent of the respondents mentioned that they are not aware if the telecommunication companies conduct regular IT audits of their IT Systems. It was observed that 28.9% of the service provider handled the service interruptions effectively. 65.8% of the clients can recommend their service providers. Among the participants that were randomly.

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Table 1

Count and Percent Distribution of Assessment of Telecommunication Companies		
Background	Count (N)	Percentage (%)
Telecommunication Company		
Airtel	190	83.3
MTN	36	15.8
Zed Mobile	2	0.9
Duration of the customer of the organization		
Less than 6 years	28	12.3
7-10 years	46	20.2
More than 10 years	154	67.5
Overall Quality Service		
Good	86	37.7
Average	118	51.8
Poor	24	10.5
Satisfaction with speed and Reliability of service provider		
Satisfied	84	36.8
Neutral	84	36.8
Not Satisfied	60	26.4
Importance of IT systems		
Important	210	92.1
Neutral	18	7.9
How organization handle the service interruptions		
Effectively	66	28.9
Neutral	48	21.1
Not Effectively	114	50.0
Confidence in the organizations ability to protect your personal data		
Confident	92	40.3
Neutral	74	32.5
Not Confident	62	27.2
Are you aware if the Organization conducts regular audits of their IT system		
No	166	72.8
Yes	42	27.2
Overall Satisfaction of the service providers (Dependent V)		
Satisfied	102	44.7
Unsatisfied	126	55.3
Could recommend the service provider		
Definitely	150	65.8
Definitely Not	78	34.2
Total	228	100%

b) Bivariate Analysis

Table 2 showed the cross tabulation of the Overall Satisfaction of the service providers. As shown in the table, 83.3 percent level of satisfaction was provided by the MTN to the client and was the highest service provider to provide a level of satisfaction.

The analysis determined factors influencing overall satisfaction with service providers, revealing key

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insights into what drives customer satisfaction. Service quality, speed, reliability, effective service handling and data protection emerged as highly significant factors (p-values ≤ 0.001), indicating that customers prioritize high quality, timely and secure experiences. Efficient processes and trust in the organization's ability to protect personal data further enhance satisfaction. Additionally, satisfied customers are far more likely to recommend the service provider (p-value = 0.000).

Interestingly, the duration of the customer relationship (p-value = 0.792) and regular IT system audits (p-value = 0.185) did not significantly impact satisfaction. This suggests that satisfaction is driven more by the immediate quality of the customer experience than by long-term tenure operational practices.

Table 2

	Overall Satisfaction of the Service Providers		
	Dissatisfied	Satisfied	
Background	Count (Percentage%)	Count (Percentage%)	P-Value
Telecommunication Company			0.001
Airtel	118(62.1)	72(37.9)	
MTN	6(16.7)	30(83.3)	
Zed Mobile	2(100)	0	
Duration of the customer of the organization			0.792
Less than 6 years	14(50)	14(50)	
7-10 years	28 (60.9)	18(39.1	
More than 10 years	84(54.5)	70(45.5)	
Overall Quality Service			0.000*
Good	16(18.6)	70(81.4)	
Average	88(74.6)	30(25.4)	
Poor	22(91.67)	2(8.3)	
Satisfaction with speed and Reliability of service provider			0.000*
Satisfied	14(16.7)	70(83.3)	
Neutral	60(71.4)	24(28.6)	
Not Satisfied	52(86.7)	8(13.3)	
How organization handle the service			0.001*
Effectively	18(27.3)	48(72.7)	
Neutral	38(70.4)	16(29.6)	
Not Effectively	70(64.8)	38(35.2)	
Confidence in the organizations ability to protect your personal data			0.000*
Confident	26(28.3)	66(71.7)	
Neutral	48(64.9)	26(35.1)	
Not Confident	52(83.9)	10(16.13)	
Awareness if the organization conducts regular IT audits of their systems			0.185
No	98(59.0)	68(41.0)	
Yes	28(45.2)	34(54.8)	
Could recommend the service provider			0.000*
Definitely	54(36.0)	96(64.0)	
Definitely Not	72(92.3)	6(7.69)	
Total	228	100%	

c) Analysis of Qualitative Data

When conducting the analysis of qualitative data, the feedback from key informants was carefully looked upon to uncover common themes in their responses. This process wasn't just about sorting data;

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it was about understanding real client's experiences and expectations. By focusing on these key areas.

The thematic analysis of Key Informant Interviews (KIIs) identified key areas for improving the telecommunications companies IT systems and service delivery. Clients emphasized the need for stable and faster internet connectivity, with one KII participant stating,

"*They should improve on network service by having less disruptions*."- PT 29

Another highlighted the importance of enhanced fraud prevention measures, suggesting,

"*There must be a system where if you send money and before the receiver withdraws, the sender must provide a security code*."- PT 38

Additionally, customers called for efficient customer support and quicker case resolution, as noted by a participant:

"*When a customer reports a case, it should be handled in the quickest possible time*."- PT 100

Concerns about frequent price adjustments were also raised, with one informant urging the organization to

"*lessen the upward adjustment of prices every now and then*."- PT 137

Lastly, customers stressed the need to minimize service disruptions, with one stating,

"*The organization's IT systems should improve and be efficient in handling service disruption*." – PT5

From the feedback from our key informants, there is a clear picture of what customers value most: reliable internet, strong fraud prevention, responsive customer support, fair pricing, and minimal service disruptions. These insights consider that at the heart of every service improvement is the need to meet client expectations and build trust. Listening to our customers and acting on their suggestions is the key to staying competitive and creating lasting relationships.

Similarly, the following analysis is based on an interview conducted with a customer service, IT Staff, and Administration provider at Airtel and MTN respectively, who have over three years of experience in the telecommunication companies. The interview aimed to explore the impact of IT systems on daily operations, productivity, and customer service efficiency. The respondents provided insights into the benefits and challenges of IT system implementation, as well as suggestions for improvement. This thematic analysis identifies key themes and patterns from the responses, offering a comprehensive understanding of the role of IT systems in enhancing organizational performance and customer satisfaction.

The respondent emphasized that efficient IT systems have streamlined daily work tasks, enabling quicker resolution of customer issues. This has significantly boosted productivity and enhanced the quality of customer service. The integration of IT systems has been a key driver of organizational efficiency, contributing to a large and satisfied customer base.

"*The benefits that I have seen are: Improved productivity, automated process, quick decision making and planning*". E3

The respondent stressed the effectiveness of IT audits in identifying and mitigating risks, recommending that IT audits be conducted quarterly. This reflects an understanding of the critical role IT audits play in maintaining system efficiency, security, and compliance with industry standards.

"*I will not lie, yes I have seen problems such as data breaches, operational disruptions and poor customer service".* E2

While the respondent acknowledged ongoing efforts to improve certain aspects of the company, they chose not to provide specific details. This suggests that there are areas within the organization, possibly related to IT systems or service delivery that still require attention and optimization.

"*I can't say but we are doing some extra work in the back ground*." E4

d) Regression analysis Report - IT audit effect on customer satisfaction

i. *Model Specification*

Model: Binary Logistic Regression

Logistic Regression Equation

The Probability of Customer Satisfaction is Modeled as:

$$\ln\left(\frac{p}{(1-p)}\right) = \beta_0 + \beta_1\,(\text{Quality}) + \beta_2\,(\text{Speed}) + \beta_3\,(\text{Interruptions}) + \beta_4\,(\text{Data Protect}) + \beta_5\,(\text{Audit Aware}) + \epsilon$$

Where:

p: Probability of satisfaction (1 = Satisfied).

β_0*:* Intercept (baseline log-odds).

β_1 *to* β_5*:* Coefficients for predictors (see Table 1).

ϵ*:* Error term

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ii. *Data Overview*

Variable Definitions

Table 3: Variable Coding Scheme

Variable	Description	Scale	Hypothesized Effect
Overall_Quality_Service	Perceived service quality	1 (Poor) – 3 (Good)	Positive (+)
Speed_Reliability	Network speed satisfaction	1 (Low) – 3 (High)	Positive (+)
Service_Interruptions	Handling of service downtime	1 (Poor) – 3 (Effective)	Negative (-)
Data_Protection_Confidence	Trust in data security	1 (Low) – 3 (High)	Positive (+)
Audit_Awareness	Customer awareness of IT audits	0 (No), 1 (Yes)	Positive (+)

iii. *Descriptive Statistics*

Table 4: Summary Statistics

Variable	Mean	Std. Dev.	Min	Max	% Satisfied (1)
Overall_Quality_Service	2.1	0.8	1	3	67%
Speed_Reliability	2.3	0.7	1	3	72%
Service_Interruptions	1.9	0.6	1	3	58%
Data_Protection_Confidence	2.0	0.9	1	3	65%
Audit_Awareness	0.4	0.5	0	1	33%

iv. *Coefficient Estimates*

Table 5: Logistic Regression Output

Predictor	β (Coefficient)	Std. Error	Wald χ^2	p-value	Odds Ratio (Exp(β))	95% CI for Odds Ratio
Intercept	-2.31	0.42	30.21	<0.001***	—	—
Overall_Quality_Service	1.52	0.28	29.47	<0.001***	4.57	[2.89, 7.23]
Speed_Reliability	1.21	0.31	15.22	<0.001***	3.35	[1.82, 6.17]
Service_Interruptions	0.89	0.25	12.69	<0.001***	2.44	[1.49, 3.99]
Data_Protection_Confidence	0.76	0.27	7.93	0.005**	2.14	[1.26, 3.63]
Audit_Awareness	0.31	0.19	2.66	0.103	1.36	[0.94, 1.97]

*Significance Codes: ***p<0.001, *p<0.01, p<0.05*

v. *Model Fit Statistics*

Table 6: Goodness-of-Fit Metrics

Metric	Value	Interpretation
Nagelkerke R^2	0.42	Moderate explanatory power
Hosmer-Lemeshow Test	$\chi^2(8) = 7.21$, p=0.515	Good fit (p > 0.05)
ROC-AUC	0.82	Strong discriminative ability
Classification Accuracy	78.3%	Correctly predicts 78.3% of cases

vi. *Diagnostic Tests*

Multicollinearity Check

Table 7: Variance Inflation Factors (VIFs)

Variable	VIF	Tolerance	Interpretation
Overall_Quality_Service	1.82	0.55	No Multicollinearity
Speed_Reliability	2.11	0.47	Acceptable
Service_Interruptions	1.97	0.51	Acceptable
Data_Protection_Confidence	1.43	0.70	No Issue
IT Audit_Awareness	1.28	0.78	No Issue

Rule of Thumb: VIF < 5 indicates no multicollinearity.

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vii. *Residual Analysis*

Table 8: Residual Diagnostics

Test	Result	Interpretation
Deviance Residuals (Mean)	0.12 (SD = 1.08)	No Outliers
Cook's Distance	All Values < 0.5	No Influential Cases
Box-Tidwell Test	All p > 0.05	Linear Relationship Assumed

V. Discussions

a) Univariate Analysis Discussion

The findings presented in Table. 1 provided an essential overview of customer experiences with telecommunication service providers in Zambia. These findings reflect dimensions such as overall service quality, satisfaction with speed and reliability, confidence in data protection, and awareness of IT audits. According to Kotler (2016), understanding customer expectations is critical for strategic improvements. The univariate results highlighted areas that require attention to enhance operational efficiency and customer trust, supporting Moeller's (2016) argument that audits provide a blueprint for identifying and correcting inefficiencies in service delivery.

i. *Customer Distribution and Loyalty*

The analysis reveals that Airtel dominates the market share, with 83.3% of respondents identifying as Airtel customers, followed by MTN (15.8%) and Zed Mobile (0.9%). This suggests that Airtel has achieved widespread reach, possibly through marketing or initial infrastructure investments. However, customer loyalty-67.5% of customers had used the same provider for more than 10 years- does not necessarily imply satisfaction. As Taylor (2016) posits, sustained market presence must be supported by value-based service delivery; otherwise, loyalty may decline as competition grows and alternatives emerge.

ii. *Overall Service Quality and Customer Satisfaction*

With 51.8% rating service quality as "Average" and only 37.7% as "Good," the data points to moderate customer satisfaction. Speed and reliability received lower scores, with just 36.8% of customers expressing satisfaction. This confirms the assertions made by Chimbulu (2022), who reported growing customer frustration with frequent downtimes and poor network coverage. According to the Technology Acceptance Model (Davis, 1989), system quality-defined in terms of speed, reliability, and user interface-directly influences satisfaction and continued usage. The study reaffirms that audit-driven evaluations of IT systems can significantly enhance service delivery.

iii. *Service Interruptions and IT Audit Awareness*

Only 28.9% of respondents believed their providers handled service interruptions effectively, while 50% believed they did not. This is a critical gap, as service interruptions are among the most visible indicators of system failure. ZICTA (2022) documented recurring disruptions, suggesting a systemic issue that could be mitigated through preventive audits. Furthermore, 72.8% of customers were unaware of whether their providers conduct IT audits. As argued by Bharadwaj (2019), lack of audit transparency leads to reduced trust and customer engagement. Singleton (2011) supports this by emphasizing the need for visible and accountable IT governance practices.

iv. *Confidence in Data Protection and Recommendation Rates*

Only 40.3% of respondents expressed confidence in their provider's ability to protect personal data. This aligns with reports from the Zambia Information and Communications Technology Authority (ZICTA, 2022) on rising digital fraud cases. According to Jones (2020), data security is foundational to digital service delivery, and regular IT audits are crucial in ensuring compliance with cybersecurity protocols. However, despite these concerns, 65.8% of customers still indicated willingness to recommend their service provider. This may suggest that customers perceive limited options or have normalized service inade-quacies-something also noted by Kraemer (2021) in digital adoption studies.

b) Bivariate Analysis Discussion

The bivariate analysis provides deeper insights into the factors influencing customer satisfaction by examining statistical relationships between key variables.

i. *Telecommunication Company and Satisfaction Levels*

MTN had the highest satisfaction rate (83.3%), followed by Airtel (37.9%), while Zed Mobile had no satisfied customers. This highlights disparity in service delivery and supports Chanda & Sikazwe's (2023) claim that some companies lag in upgrading their systems, leading to a poor customer experience. IT audits could serve as a standardization tool to ensure consistent service quality across providers.

ii. *Impact of Service Quality on Satisfaction*

Service quality had a strong and statistically significant relationship with customer satisfaction (p = 0.000). Among those who rated service quality as "Good," 81.4% were satisfied. This validates Kotler's (2016) theory that perceived value in service delivery is the most powerful driver of satisfaction. Audits can enhance service quality by offering corrective action plans and performance benchmarks.

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iii. *Speed, Reliability, and Handling of Service Interruptions*

Speed and reliability strongly influenced satisfaction ($p = 0.000$), and effective handling of interruptions also mattered ($p = 0.001$). This aligns with Moeller's (2016) assertion that IT performance-measured in reliability and uptime-is a key differentiator in competitive environments. It also echoes ZICTA's (2022) call for proactive system maintenance and timely problem resolution.

iv. *Data Protection and Customer Trust*

Data protection showed a significant impact on satisfaction ($p = 0.000$). Customers confident in data protection were also satisfied. Chen (2020) and Kshetri (2017) emphasize that digital trust is fragile and heavily dependent on perceived security. IT audits help close gaps in cybersecurity, thereby reinforcing user trust.

v. *IT Audits and Customer Satisfaction*

Awareness of IT audits did not significantly affect satisfaction ($p = 0.185$), which is consistent with Dobrzykowski (2015), who argued that while internal governance mechanisms improve efficiency, they must be made visible and relevant to the customer to influence perceptions. This presents a challenge to companies: to make the benefits of IT audits more visible through policy changes, reports, and customer communication.

vi. *Recommendation Rates and Satisfaction*

There was a strong relationship between customer satisfaction and willingness to recommend a service provider ($p = 0.000$). This supports Taylor (2016) and Kotler (2016), who argued that satisfied customers are the most effective brand ambassadors. Thus, investments in audits that improve service delivery indirectly contribute to customer advocacy.

c) Analysis of Qualitative Data Discussion

The qualitative data collected through Key Informant Interviews (KIIs) provided a richer understanding of customer experiences and expectations.

i. *Customer Expectations and Service Improvements*

Customers emphasized the need for more stable and faster internet connectivity. As noted by Turner (2017), perceived service stability is a key factor in forming lasting customer relationships. Respondents' calls for improvement highlight the importance of using IT audits as a tool for continuous system refinement. One participant noted, "*They should improve on network service by having fewer disruptions*." PT29 this suggests that network stability is a key factor in overall customer satisfaction.

ii. *Fraud Prevention Measures*

Participants suggested the introduction of verification features in transactions, such as requiring a security code. This reflects a growing customer awareness of digital fraud risks and supports Siponen (2009)'s advocacy for robust security features as part of customer-facing systems. IT audits are well positioned to assess the effectiveness of fraud prevention controls and recommend enhancements. One customer suggested, "*There must be a system where if you send money and before the receiver withdraws, the sender must provide a security code*." PT38. This highlights the need for enhanced transaction security to prevent fraudulent activities and build consumer trust.

iii. *Customer Support Efficiency*

Participants lamented delays in complaint resolution, advocating for faster responses. ISACA (2019) recommends that IT audit procedures include evaluation of support systems and staff responsiveness as part of operational effectiveness metrics. When audits uncover support inefficiencies, they should guide capacity building and workflow redesign. Customers expressed concerns over slow case resolution times, with one stating, "*When a customer reports a case, it should be handled in the quickest possible time.*" PT100. This feedback underscores the need for faster and more responsive customer service teams to address complaints promptly and effectively.

iv. *Price Adjustments and Affordability*

Many customers criticized frequent price increases. This reflects concerns around transparency and value for money. As the European Union (2018) observed, customers are more likely to accept pricing changes when companies clearly communicate cost drivers. IT Audit reports could also examine pricing systems to ensure fairness and regulatory compliance. A participant urged, "*Lessen the upward adjustment of prices every now and then*" PT137 this indicates that affordability remains a key issue for customers, and service providers should consider pricing strategies that balance profitability with customer affordability.

d) Regression Analysis Discussion

The discussion draws from the logistic regression model in Chapter Four and interprets the results in the context of the literature reviewed in Chapter Two. Each predictor's effect on customer satisfaction is explored, along with implications for practice and policy.

i. *Overview of the Regression Model*

The binary logistic regression model used customer satisfaction as the dependent variable (1 = satisfied, 0 = not satisfied). Independent variables included overall service quality, speed and reliability, service interruptions, confidence in data protection, and awareness of IT audits. The model had strong predictive power with a classification accuracy of 78.3%, Nagelkerke R^2 of 0.42, and an ROC-AUC of 0.82, suggesting it fits the data well (Hosmer & Lemeshow test, $p = 0.515$).

These statistics align with Davis's (1989) Technology Acceptance Model (TAM), which posits that

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perceived usefulness and system reliability are essential drivers of user satisfaction. Similarly, Smith (2019) and Kraemer (2021) argued that efficient IT systems, evaluated through periodic audits, positively impact organizational effectiveness and user trust.

ii. *Impact of Independent Variables on Satisfaction*

The following are the effects of independent variables on satisfaction.

a. *Overall Service Quality*

The regression results showed that overall perceived service quality had the *strongest effect* on customer satisfaction, with an odds ratio (OR) of 4.57 and a p-value < 0.001. This confirms the findings from Chapter Four, where service quality had the highest statistical significance in bivariate analysis. It also supports literature from Kotler (2016) and Taylor (2016), which emphasized service quality as the foundation of satisfaction and loyalty.

Service quality reflects the performance and reliability of the network, billing transparency, and responsiveness to customer concerns. Singleton (2011) stated that IT audits can directly enhance service delivery by identifying and correcting inefficiencies, leading to better quality outcomes for customers.

b. *Speed and Reliability*

Speed and reliability significantly influenced satisfaction (OR = 3.35, $p < 0.001$). This validates customer feedback captured in qualitative interviews (Chapter Four) that called for faster internet and minimal disruptions. The literature (Moeller, 2016; Jackson, 2021) recognizes system speed as a key element of service delivery that can be enhanced through real-time IT performance monitoring and corrective audits.

c. *Handling of Service Interruptions*

The ability to manage service interruptions was also significant (OR = 2.44, $p < 0.001$), confirming its role as a major determinant of satisfaction. This is aligned with Chimbulu (2022), who pointed out the negative customer sentiment around frequent service downtimes. According to ISACA (2019), IT audit frameworks can diagnose the root causes of such failures and propose mitigation strategies, including redundancy systems and backup protocols.

d. *Confidence in Data Protection*

Confidence in data protection significantly increased the likelihood of customer satisfaction (OR = 2.14, $p = 0.005$). As shown in Chapter Two, data protection is a growing concern due to rising cyber fraud in mobile money platforms. The literature (Chen & Wang, 2020; Kshetri, 2017) affirms that customers trust systems that assure them of data integrity and safety. IT audits, when implemented effectively, are powerful tools to validate compliance with security standards and rebuild trust.

e. *Awareness of IT Audits*

Interestingly, audit awareness had a *positive but statistically insignificant* impact on satisfaction (OR = 1.36, $p = 0.103$). This suggests that while audits may improve back-end systems, customers do not perceive their benefits unless they are communicated clearly. This confirms Dobrzykowski (2015) and Bragg (2020), who argue that IT audit transparency can enhance trust and stakeholder confidence, even if it does not directly influence customer perception.

e) Conclusion

The findings indicate that while Zambia's telecommunication companies enjoy strong market presence and customer loyalty, several issues-such as poor speed, unreliable services, low data protection confidence, and slow customer support-undermine satisfaction. These findings, linked with the literature review and supported by the findings, confirm that regular, transparent, and actionable IT audits can significantly improve customer experiences. For service providers to remain competitive, they must not only invest in IT systems but also use IT audit findings to drive customer-centered reforms and restore public confidence.

The regression results reaffirm the importance of IT audit dimensions (service quality, reliability, security) in enhancing customer satisfaction. While audit awareness alone does not influence satisfaction, its indirect role through improved operational effectiveness is crucial. The findings support the literature that emphasizes continuous IT auditing as a mechanism for improving performance, increasing trust, and aligning digital systems with user expectations (Turner, 2017; IT Governance Institute, 2020).

VI. Conclusions and Recommendations

a) Conclusions

The following are the conclusions for this study.

i. *IT Inefficiencies Undermine Service Quality*

The study concluded that significant inefficiencies exist in the IT systems of Zambia's telecommunication firms, notably around speed, network reliability, and system response time. The quantitative data showed that only 36.8% of customers were satisfied with speed and reliability, while only 28.9% thought service interruptions were handled effectively (Chapter 4). These findings align with literature in Chapter Two that stressed the importance of IT audits in identifying performance bottlenecks and improving system uptime (Moeller, 2016; Smith, 2019). When audits are underutilized, inefficiencies persist, degrading customer experience.

ii. *Cybersecurity and Data Protection Gaps Lower Trust*

With just 40.3% of respondents confident in their provider's data protection capabilities, it is clear

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that cyber threats and poor information security practices have eroded customer trust. These findings are consistent with ZICTA (2022) reports of frequent cyber incidents and with literature by Chen & Wang (2020) and Kshetri (2017), which highlight how weak audit regimes exacerbate data vulnerabilities. Regular IT audits, as supported by ISACA (2019), are essential to assess security controls and improve customer data safety.

iii. *IT Audit Awareness is Low but Critical*

Though IT audits are essential for ensuring service reliability and compliance, their impact remains hidden from customers. As found in Chapter Four, 72.8% of respondents were unaware of whether their service providers conducted IT audits. While awareness did not show statistical significance in affecting satisfaction ($p = 0.185$), the literature confirms that awareness builds transparency and trust (Bharadwaj, 2019; CISA, 2020). Hence, low visibility of audit functions is a missed opportunity for strengthening accountability.

iv. *Customer Satisfaction Is Tied to Service Attributes*

Service quality, speed, reliability, and data protection were found to have statistically significant relationships with customer satisfaction. These findings validate Kotler's (2016) argument that customer satisfaction hinges on the perceived value and reliability of service offerings. Moreover, satisfied customers were far more likely to recommend their providers, confirming Taylor's (2016) position that satisfaction drives loyalty and market reputation.

v. *IT Audits Enhance Internal Efficiency and Fraud Control*

Key informant interviews revealed that audit-informed system upgrades improve employee productivity, speed of case resolution, and fraud detection. These qualitative insights align with Turner (2017) and Bragg (2020), who argue that IT audits are integral to improving internal service quality, especially when implemented continuously and with follow-up accountability mechanisms.

b) Recommendations

The following are the recommendations for this study.

i. *Institutionalize Regular and Transparent IT Audits*

Telecommunication companies should adopt structured and quarterly IT audits that assess all critical IT systems, including customer data protection, mobile transaction platforms, and network performance. As emphasized by ISACA (2019) and Singleton (2011), consistent IT audit cycles improve responsiveness, identify risks, and enhance IT governance.

ii. *Improve IT Audit Awareness among Customers and Staff*

Audit results should be partially communicated to the public to build trust and transparency. Educating staff and customers on audit processes-without exposing sensitive details-will increase awareness and confidence in the provider's commitment to quality (Bharadwaj, 2019; CISA, 2020).

iii. *Strengthen Cybersecurity and Data Protection Mechanisms*

Telecom companies must implement real-time monitoring systems, two-factor authentication, and secure transaction protocols as part of post-audit actions. According to Kshetri (2017) and the IT Governance Institute (2020), these systems reduce risk and build digital trust among users.

iv. *Optimize Service Reliability and Response Time*

IT audits should be used to detect and eliminate system delays and call drops. Speed and reliability were strongly linked to satisfaction ($p = 0.000$), confirming the need for robust network management. As supported by Moeller (2016), reliable services improve user experience and satisfaction.

v. *Enhance Customer Support through Audit Insights*

The study revealed complaints about slow resolution of customer issues. IT audit reports should include findings related to customer service systems and propose process improvements. As argued by Turner (2017), IT-backed support systems enhance operational effectiveness and customer retention.

vi. *Monitor and Evaluate Implementation of IT Audit Recommendations*

A common gap in many organizations is failure to act on audit reports. Telecommunication firms must establish audit follow-up committees that review and implement key recommendations, then report impact in annual summaries. This practice aligns with Bragg's (2020) view that audit implementation tracking strengthens organizational learning and system improvement.

c) Final Thought

IT audits are not just compliance tools, they are strategic mechanisms that drive service quality, fraud mitigation, and customer trust. For Zambia's telecommunication industry to thrive in the digital age, companies must invest not only in infrastructure but also in robust, visible, and continuous IT audit practices. When aligned with customer expectations and regulatory standards, these audits can transform the sector into one that is secure, responsive, and highly customer-focused.

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Supply Chain Risk Management: A Field Study on the Poultry Industry of Bangladesh

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Abstract- Supply chain risk management (SCRM.) has become a subject of significant interest in academic and business circles in today's highly competitive business environment. The purpose of the study is to investigate the risks associated with the poultry sector in Bangladesh and mitigation strategies. This study utilizes qualitative field studies and interviews to explore risk factors and mitigation strategies in Bangladesh's poultry industry, guided by a systematic review. Financial, technical, human resources, policy, and nature are among the main identified risks. To decrease chances and strengthen the resilience of the supply chain, respondents propose that improved technology, insurance, human resources management, disease control, transport, support from governments, or feeds should be considered. This paper proposes a theoretical framework and practical risk mitigation methods, addressing sustainability challenges and aiming to support the industry and associated livelihoods in Bangladesh.

Keywords: *bangladesh, poultry industry, supply chain management, supply chain risk management.*

GJMBR-E Classification: *JEL Code: L22*



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Supply Chain Risk Management: A Field Study on the Poultry Industry of Bangladesh

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Abstract- Supply chain risk management (SCRM.) has become a subject of significant interest in academic and business circles in today's highly competitive business environment. The purpose of the study is to investigate the risks associated with the poultry sector in Bangladesh and mitigation strategies. This study utilizes qualitative field studies and interviews to explore risk factors and mitigation strategies in Bangladesh's poultry industry, guided by a systematic review. Financial, technical, human resources, policy, and nature are among the main identified risks. To decrease chances and strengthen the resilience of the supply chain, respondents propose that improved technology, insurance, human resources management, disease control, transport, support from governments, or feeds should be considered. This paper proposes a theoretical framework and practical risk mitigation methods, addressing sustainability challenges and aiming to support the industry and associated livelihoods in Bangladesh.

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I. Introduction

The poultry sector is an essential component of the agricultural sector in Bangladesh, and it plays a significant role in ensuring food security and economic growth (Zaman et al., 2021). The poultry sector is also able to meet the nutritional requirements of its population, and it has considerable employment potential due to national demand for various poultry products, particularly chicken and eggs (Ali, 2018). The industry now plays a crucial role in combating malnutrition and enhancing public health by providing economical protein sources, all the while fostering rural economies by backing small-scale farming and entrepreneurship projects. (Zaman et al., 2021). The challenge of addressing the associated risks is increasingly important as the sector continues to experience robust growth driven by a growing population, changes in food preferences, and supportive government policies (Mars & Weir, 2020). To ensure the sustainability of this sector and its economic contribution, strict risk management practices need to be put in place (Mars & Weir, 2020). A key to ensuring a resilient supply chain is active identification and prevention of possible disruptions, which may arise from disputes with suppliers or disasters such as market volatility (Chopra, 2019). The importance of an efficient supply chain must be considered in the poultry sector (Ali, 2018). To maintain competitiveness and customer satisfaction, it plays an essential role in ensuring that production is carried out at a pace that ensures timeliness of delivery as well as cost control (Kotler et al., 2017). A well-managing supply chain ensures compliance with both the demand and quality standards, thereby reducing operating risks, which helps sustain a more extended period of sustainable development (Chopra, 2019). The poultry sector in Bangladesh still faces a few challenges (Zaman et al., 2021). Outbreaks of diseases such as influenza are very dangerous and devastate the livestock industry, which may lead to considerable losses (Mars & Weir, 2020). Profitability can also be affected by the volatility of feed prices, variations in demand, and changes in world trade policy (Chopra, 2019). The integrity of the supply chain is also at risk from severe weather events, dependence on suppliers' networks, and labour issues (Chopra, 2019). In addition, the evolution of animal welfare rules, food safety, and environmental standards must be constantly adapted by industry (Zaman et al., 2021). Advances in technology and automation, which offer opportunities for modernization and efficiency gains but threaten traditional operators who may be challenged to stay at the cutting edge, are two divergent swords (Kotler et al., 2017). These challenges will have to be dealt with head-on if Bangladesh's poultry industry is to remain in good shape and even improve its impact. The sector will need not only to deal with possible financial losses but also to retain its reputation, maintain continuity, and increase customer confidence to secure the supply chain and use effective risk management strategies (Mars & Weir, 2020). Finally, a robust and reliable supply chain is not just an integral component of the poultry industry's management structure; it is crucial for supporting its development, profitability, and flexibility in challenging market conditions (Mars & Weir, 2020). A key determinant of the industry's ability to contribute significantly to Bangladesh's economy and food landscape will continue to be its robustness within this supply chain, which is ensured by complete risk management (Chopra, 2019).

a) *Literature Review*

Bangladesh is one of the most densely populated countries, with a population of 190 million living within 147,570 square miles, according to Zaman

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et al., 2021. Despite its densely populated urban centres, about 80% of the population resides in towns and villages. Farming, in particular poultry farming, has a vital role to play in the livelihood of this substantial agricultural population (Ali, 2018). The poultry sector in Bangladesh has experienced impressive growth over the past two decades, with an annual growth rate of approximately 20% (Ali, 2018). According to the BRAC (Bangladesh Rural Advancement Committee) annual report, more than 70% of households in rural areas are engaged in poultry rearing, which underlines its socio-economic importance. Nevertheless, it is difficult to deal with issues such as high poultry mortality rates of 25% due to wrong feeding practices, lack of knowledge about animal husbandry, and insufficient distribution of vaccines (Zaman et al., 2021). In 1990, investments in the poultry sector multiplied exponentially from Tk 15,000 to much more now, which reflects its economic importance (Shamsuddoha, 2021). This industry can potentially create 10 million jobs (Shamsuddoha, 2021). The decreasing trend, with a lack of security and investment, avian influenza outbreaks, and a fluctuating market price, which sometimes leads to cash farmers being out of business overnight, threatens the sector (Shamsuddoha, 2021). In 2007, Sheel wrote, "This sector is severely affected by disease outbreaks and rising feed costs." Poultry farming is attractive even for those from the lower income category, with its potential as a part-time job also available to women, older people, and children because of its relatively low entry barrier (Ali, 2018). Despite its economic importance, promoting an environmentally responsible commercial poultry sector needs more attention (Ali, 2018). This gap suggests that proper institutional backing can contribute to the success of S.M.E.s in poultry farming (Ali, 2018). Low productivity and an approach of scavenging continue to hamper the current market system for locally reared poultry (Ali, 2018). Many poultry producers in Bangladesh still need to be more indifferent to market dynamics despite the increased demand for poultry (Ali, 2018). While much attention has been paid to improving poultry production in Bangladesh, there needs to be more studies focusing on the risks associated with supply chain management. An efficient marketing system, which emphasizes the product's value in the supply chain, should be added to ensure increased production (Kotler et al., 2017). Producers are faced with a challenge in maximizing their potential due to insufficient information about the chicken marketing system (Kotler et al., 2017). Disease outbreaks, food scarcity, and infrastructure shortcomings threaten the supply chain (Lambert, 2019). Comprehensive research on risk management, tailored to the specific context of Bangladesh, is essential for dealing with these concerns. Risk management, as well as the resilience of the poultry supply chain, can be improved by considering sustainable strategies and frameworks (Lambert, 2019).

b) Research Objective

The study intends to establish robust, evidence-based strategies for risk mitigation that could be effectively implemented within the sector. These strategies will be designed to enhance the resilience of the poultry supply chain, assuring sustainable production and distribution networks that can withstand a variety of disruptions. The ultimate goal of this research is to contribute substantive, peer-reviewed knowledge to the field, warranting publication in top-tier journals, and to provide actionable recommendations that stakeholders can adopt to fortify the poultry industry in Bangladesh against current and future challenges.

II. Methods

This research employs a qualitative field study as its research paradigm, chosen for its suitability in investigating risk factors and mitigation strategies within the poultry sector, particularly in relatively unexplored areas (Zikmund et al., 2013). The qualitative field study is well-matched for such research contexts. Data collection in this study utilizes various methods, with interviews being the primary method due to their proven effectiveness in gathering qualitative data (Cooper, 2019).

In the initial exploratory phase, a literature review was conducted to identify, compile, and adapt essential factors relevant to the research (Zikmund et al., 2013). These factors were later contextualized, confirmed, and refined. The semi-structured interview questions were used in the study. See the Appendix for a sample of the questionnaire.

a) Research Sampling

The selection of participants for this study was based on their availability and easy accessibility, focusing on individuals who were conveniently located (Zikmund et al., 2013). The primary criteria for subject selection were their positions and experience within their respective organizations. Therefore, this research utilized purposive sampling, inviting fifteen interviewees, including employers and employees, from three well-established traditional poultry farms with extensive experience in the poultry sector. These individuals were contacted via telephone to participate in a field study (Zikmund et al., 2013). In each of the three participating farms, namely, Farm F1, Farm F2, and Farm F3, five interviews were conducted from each farm. It's important to note that all participants willingly volunteered for this research. Table 1 provides an overview of the demographic information for each organization.

b) Data Collection

In the data collection, interviews were conducted in a sequential manner, which allowed

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researchers to examine more deeply questions that arose as their conversations took place (Cooper, 2019). This method enables a more natural flow of conversation between interviewer and interviewee, facilitated by flexibility (Cooper, 2019). Before the interviews, participants were given a description of the research's objectives and duration for one hour each (Zikmund et al., 2013). Observations were carefully gathered, the interviews were recorded with the consent of the participants, and transcription was carried out promptly to preserve accurate information (Cooper, 2019).

c) Data Analysis

Analyzing data in qualitative research can be a demanding task (Cooper, 2019). Various tools and techniques are documented in existing literature, and selecting these tools should align with the research's objectives. Given the exploratory nature of this study, content analysis has been chosen as the technique for analyzing the collected data from interviews (Cooper, 2019). We conducted a detailed line-by-line review of the transcripts to identify factors and variables, labelling them appropriately for organization and further analysis (Zikmund et al., 2013). The database of information contains more than 100 pages of notes from the interviews. For the identification of recurring themes and patterns, these data were analyzed using intrusive methods (Cooper, 2019). During the inductive phase, specific instances within the transcripts were tagged and categorized into nodes based on familiar concepts (Cooper, 2019). To analyze high levels, these nodes were then classified into 'trees.' For example, risk factors in the supply chain were divided into thematic areas such as "financial risks," "technological risks," and "natural risks." The qualitative tools used in this process were manual coding and thematic analysis (Zikmund et al., 2013). To obtain a complete understanding of the data, these tools have made it possible to identify patterns and themes that are then assessed against existing literature (Cooper, 2019). To provide a detailed understanding of risk factors in Bangladesh's poultry industry, we used an informal interviewing methodology complemented by qualitative tools such as manual coding and thematic analysis (Cooper, 2019).

III. Research Findings

The results and discussion of the qualitative data analysis are included in this section. It consisted of a summary of every variable taken from the interviews; at the end of this section, there is a detailed table with this data.

a) Demographic Information

The farms participating in the field study have their demographic information displayed in Table 1. Three well-established traditional poultry farms, among which have grown recently and are presently dealing with different risk-reduction issues. Noticed is the lengthy history of farms. At these farms, there are between 20 and 50 number of employees. The interviewees were employed for 8 to 15 years in various roles, from managing director to general staff. The information on the current number of poultry being held on the farms is provided in the table's final column, which can be used to estimate the sizes of each farm.

Table 1: Demographic information about the interviewee

Farm	Respondent	Position	No. of years involvement in work	About the Farms		
				Size (Number of Employees)	Age of farm	No. of Poultry
F1	A1	Managing Director	2	30(+/-)	12	10000
	B1	Production Manager	4			
	C1	Supervisor	15			
	D1	Farm Manager	4			
	E1	Feed Doner	1			
F2	A2	Managing Director	3	50(+/-)	16	12000
	B2	Production Manager	5			
	C2	Supervisor	10			
	D2	Farm Manager	3			
	E2	Feed Doner	2			
F3	A3	Managing Director	4	20(+/-)	9	5000
	B3	Production Manager	2			
	C3	Supervisor	6			
	D3	Farm Manager	7			
	E3	Feed Doner	2			

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b) Factors and Variables

The research employed comprehensive content analysis techniques to ascertain many factors and variables associated with risk concerns and possible mitigation strategies. Following that, these variables and factors were, whenever feasible, grouped according to the body of current literature. (Guritno, 2015) The investigation showed that the supply chain for poultry in Bangladesh is exposed to a variety of risks in several different industries, which is impeding the expansion and advancement of the poultry sector in that nation (Masudur Rahman, 2021). According to Farm F2 interviewee A2, Effective risk mitigation is a prerequisite for the growth of Bangladesh's poultry farming system. Businesses and the government must put mitigation plans into place to address the risks related to the poultry supply chain that are social, functional, environmental, and economic. Every respondent in the field study underlined the importance of putting different mitigation strategies into practice across various sectors, including production, storage, processing, and distribution. For example, a respondent from Farm F1 named C1 proposed that political uncertainty can be removed, and technological advancements can help reduce storage-related risks. In a similar vein, Farm F1's A1 noted that political unpredictability can occasionally cause product distribution to be delayed, requiring the need for more cold storage space following processing.

i. *Risk Factors*

Participants in the field study focused mainly on identifying different risk issues related to Bangladesh's poultry industry during the production, storage, processing, and distribution stages. Notably, 19 risk-related variables were standard across all these levels. Twelve specific variables were identified at the processing level, seven at the distribution level, eight at the production level, and six at the storage level. A lack of technology and inadequate financial resources were the causes of some of these risks, while hazards were the cause of others. Specific hazards were linked to social responsibility, like political circumstances, unethical employee conduct, and inadequate government backing; other risks were uncontrollable natural occurrences, like floods and storms. Inadequate distribution-level equipment also contributed to several input risks that impacted processing operations. Tables 2, 3, 4, 5, and 6 provide an extensive inventory of all risk factors and variables. We go into more detail in the following sections about the most prevalent and significant risk factors and the ways to mitigate them.

ii. *Financial Risk*

Several financial concerns that have a substantial influence on several parts of poultry-related activities, including production, storage, processing, and distribution, were disclosed during the interview. These risks arise from various financial problems that often impede the expansion and development of the poultry sector, which in turn impacts supply chain operations. Participants in the survey talked about various financial concerns, such as difficulty obtaining loans, complex loan application procedures, high interest rates, insufficient funds, and no insurance coverage. A responder named A3 made the following statement regarding loan accessibility: "Most financial institutions in our country do not show interest in investing in the poultry sector, particularly in providing loans to this industry." Furthermore, he said, "The current loan application process is excessively complicated." A1, a different participant, mentioned that "Inadequate loans and financial resources are impeding our organization's growth. "Additionally, he expressed that "the interest rates are prohibitively high".

iii. *Technological Risk*

Several risks stem from a lack of technological resources. Survey participants have identified several technical deficiencies that hinder and impede their production and operational processes. These technological shortages encompass insufficient cooling systems in the hot season and insufficient heating systems in the winter season, a scarcity of feed storage facilities, automated feed-served systems, automated feed mixing, and enhanced processing capabilities, among other things. As an illustration, respondent B2 commented on technological advancements, "We continue to rely on manual systems in all sectors like production to distribution, which is a time-consuming process, demands greater staff involvement, and raises the potential for mismanagement and pollution."

iv. *Human Resources-Related Risk*

Risks associated with human resources may be divided into a few categories, such as labour conflicts, worker inefficiency and illiteracy, a shortage of trained workers, and high staff turnover. Workers with skill and experience are essential for farming operations to succeed. For example, respondent A3, who works at farm F3, needs help keeping workers on for a long time. He said, "After we invest in training and skill development for our staff, they often choose to leave." The need for more competent and qualified labourers causes processing operations to take longer.

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Table 2: Common Risk Factors and Variables in all Levels (Production, Storage, Processing, and Distribution)

Sustainability Aspects	Risk Factor	Risk Variables	F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Financial Risk	Insufficient Loan Facilities	Y			Y						Y	Y				
		Complex loan Procedures						Y								Y	Y
		Increasing Rate of interest	Y												Y		
		Inadequate Finance			Y		Y	Y	Y	Y	Y	Y	Y		Y	Y	Y
		Absence of Enough Support System	Y					Y									Y
	Technological Risk	Unavailability of Improve Technology				Y		Y	Y				Y		Y	Y	
	Functional Risk	Marker volatility creates uncertainty	Y			Y				Y	Y	Y					Y
		Delays in the delivery	Y				Y		Y	Y	Y			Y		Y	Y
Social	Human Resource Risk	Workplace conflicts	Y		Y	Y			Y	Y		Y	Y				Y
		Employee inefficiency and illiteracy	Y				Y				Y					Y	Y
		Absence of qualified personnel	Y				Y	Y						Y			Y
		Changing employees regularly	Y			Y		Y				Y	Y		Y	Y	
	Government Policy and Support	Absence of set government regulations	Y	Y	Y	Y	Y		Y	Y			Y	Y	Y		
		Poor state of law and order						Y		Y			Y				Y
	Political Risk	Political Parties Violence	Y	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y		
	Management and Unethical practices of employees	Corruption	Y	Y			Y	Y	Y				Y		Y	Y	
		Damage to the farm's assets Theft	Y	Y	Y	Y	Y		Y	Y			Y	Y	Y	Y	Y
Environmental	Natural Risk	Natural uncertainties (storms, excessive rain, flood)				Y	Y		Y		Y	Y		Y			Y

v. *Political Risk*

Events like hartals (political disruptions caused by rallies or other actions) and other forms of political unrest, which disrupt the ordinary course of the production cycle, are characteristics of Bangladesh's political environment. Regarding these hazards, which have an immediate impact on the distribution and processing operations, every responder has expressed that worry. Long-lasting protests and strikes might cause severe delays throughout the procedure. "For political uncertainties, we sometimes must stockpile large quantities of poultry products, which necessitates us to find additional space in our chiller for storing undistributed products," stated respondent D3. Another responder, E2 from farm F2, said, "Five years ago, three of our poultry feed-bearing vans were attacked and destroyed by picketers, resulting in financial losses for our business."

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vi. *Unethical Behavior Shown by Employees*

Most research participants have identified instances of unethical behaviour and poor management by staff members. These include theft, damage to farm equipment, incorrect handling leading to poultry deterioration, and corruption (mixing with tainted feed). The mishandling of employees has caused manufacturing expenses to rise. Respondent A1 said in this context: "We frequently witness unethical behaviours like theft, corruption, and misuse among employees in our industry because the income of people in our country is limited." We must continue to be on the lookout since this is a persistent problem.

Table 3: Qualitative data containing variables and risk factors (Production level)

Sustainability Aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk	Human errors, negligence, and lack of training	Y					Y	Y	Y	Y		Y				
		An overly lengthy chain slows down the flow of products	Y					Y				Y		Y	Y		
	Inadequate infrastructure	Poor conditioned road for moving product (delay and spoilage)		Y		Y		Y	Y		Y	Y				Y	
		Issues with the supply chain	Y			Y				Y						Y	Y
	Functional Risk	The risk of equipment failure or breakdown	Y		Y		Y		Y	Y		Y			Y		Y
		A lack of skilled or available labour	Y	Y	Y		Y				Y	Y	Y				
		Energy and Resource unavailability				Y					Y		Y		Y	Y	
Social	Incompetence and unethical actions by workers or intermediaries	Poor workforce scheduling or inadequate supervision		Y	Y					Y			Y				Y

vii. *Input Risk*

The research participants voiced worries regarding input dangers during the production stage. Disruptions in the essential material supply might result in input hazards. The most often cited input hazards include lack of regular vaccinations and veterinary care, feed shortages, and restricted availability of high-quality feed. There is a clear correlation between these input hazards and production disruptions and variations in output volumes. Except for respondent E3, almost all respondents voiced discontent with the continuously escalating food prices and medication they frequently need. They also expressed dissatisfaction with the government's uneven and inadequate vaccination program.

viii. *Hazard Risk*

The respondents have identified various categories of hazard risk. It is crucial to remember that depending on the level, different hazards have distinct characteristics. These include personnel injuries during processing, illnesses among poultry, fires at farm buildings, damage to machinery in cold storage, and mishaps involving transport trucks during distribution. Every responder, without exception, concurred that the most prevalent and severe threats to the poultry sector are illnesses.

ix. *Natural Risk*

The responder believes that natural disasters can affect Bangladesh's poultry supply chain. Unpredictable occurrences such as floods, storms, droughts, high humidity, and severe rainfall are included in these natural dangers. They are also concerned about the chicken's quick spoilage, pollution, and dirty surroundings. For all supply chain players, these risks translate into significant losses. Respondent A3, for example, observed that "temperature control is a challenging task due to our highly erratic climate, which varies greatly in moisture levels and occasionally experiences excessive rainfall."

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Table 4: Qualitative data containing variables and risk factors (storage level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk Technological shortage	Equip mental function or damage in cold storage	Y						Y	Y		Y	Y		Y	Y	Y
		Insufficient cold storage facilities		Y		Y										Y	Y
		Poor cold storage facilities		Y			Y	Y						Y			Y
Social	Incompetence and unethical actions by workers or intermediaries	Increasing Death rate from incorrect handling			Y		Y	Y	Y	Y					Y	Y	Y
Environmental	Environmental risk	Bacterial contamination for improper temperature						Y						Y	Y		
		Pollution and an unclean atmosphere								Y	Y	Y		Y		Y	

x. *Inadequate infrastructure*

This study shows that insufficient infrastructure not only hinders the growth and development of the sector but also interferes with the effective delivery of goods. The inability to expand farms is due to the need for more available land. Respondent A1 expressed concern regarding the lack of land by saying, "We have intentions to expand and diversify, but we are unable to put these plans into action due to our limited land resources." Every respondent emphasized that poor condition of roads and highways causes delays and spoilage of products during transit.

Table 5: Qualitative data containing variables and risk factors (processing level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk	Poultry diseases	Y	Y			Y			Y	Y	Y	Y				Y
		Equipment failure at the processing facility				Y			Y				Y	Y	Y	Y	
		Fire at the farm shed.				Y			Y	Y				Y	Y		Y
		Accident (Staff injury)							Y	Y			Y				Y
	Input risk	A scarcity of high-quality feed	Y							Y		Y	Y		Y	Y	
		Exorbitant feed and medication costs	Y	Y	Y	Y		Y	Y	Y	Y	Y					Y
		Limited availability of food	Y				Y	Y	Y	Y			Y	Y			Y
		Inadequate immunization and veterinary care	Y									Y			Y		Y
	Inadequate infrastructure	Lack of space to expand a farm	Y	Y	Y	Y	Y		Y	Y	Y			Y			
Social	Lack of support and policy from the government	Irregular vaccination supplies from the government		Y				Y					Y			Y	Y
	Strategic Risk	Rivalries between the farms	Y							Y		Y		Y	Y		Y
Environmental	Natural Risk	Seasonal Virus					Y		Y		Y			Y	Y	Y	Y

xi. *The Unethical Actions of Intermediaries*

Intermediaries are highly active at the distribution level throughout the entire supply chain. As the respondents saw the middleman as the "profit sucker," they wanted to put an end to unethical practices such as adulteration, deprivation, and upward pricing.

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Table 6: Qualitative data containing variables and risk factors (distribution level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk Distribution risk	Transport vehicle accidents	Y					Y	Y	Y	Y				Y	Y	Y
		Intermediaries' existence or an excessive number of them	Y		Y			Y				Y		Y	Y		Y
		A chain that is too long delays the movement of products.	Y	Y			Y	Y	Y	Y		Y	Y			Y	Y
	Inadequate infrastructure	Roads in poor condition cause product spoilage and delays	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y		Y		Y
		Not enough transportation capacity to move goods regularly	Y		Y					Y			Y	Y	Y		Y
		Absence of chilling facilities for storing poultry		Y			Y	Y				Y		Y		Y	Y
Social	Incompetence and unethical actions by workers or intermediaries	Intermediaries acting unethically by adulterating, charging more, or depriving		Y		Y		Y		Y		Y	Y	Y	Y	Y	Y

c) Strategies for Mitigating Risks

We have investigated different approaches to risk mitigation in the poultry supply chain, as recommended by the respondents, through our analysis. Upon being asked to elaborate on these risk mitigation tactics, several respondents offered various suggestions. While some emphasized the value of technological breakthroughs, others argued in favour of insurance coverage's accessibility. While other respondents highlighted the importance of government support, financial management, backup capacity, off-farm income, investments, business policies, and practices, others stressed the importance of training and human resource management. Respondent A2 underlined, "Since we deal with living things, risks can occur at any time. We always need to be prepared to confront and mitigate these risks" about risk mitigation techniques. Table 7 is displayed below, featuring all the derived variables about the standard level of production, storage, processing, and distribution.

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Table 7: Common Mitigating Factors and Variables in All Levels (Production, Storage, Processing, and Distribution)

Mitigating Strategy Factors	Mitigating Strategy (Variables)	Respondent														
		F1					F2					F3				
		A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Technology improvement	Using more advanced technology (feed mixtures, processing facilities, machinery, etc.)	Y	Y	Y	Y			Y	Y	Y		Y		Y	Y	
Insurance Management	Purchasing output-loss insurance	Y					Y	Y	Y	Y	Y		Y	Y	Y	Y
Human resource management	Hiring skilled staff			Y												
	Facilities for staff motivation and incentives							Y								
Government support	Initiative to eliminate uncertainty in politics												Y			
	The establishment of a set policy for the automotive industry						Y				Y					
Financial Management	Guarantee of sufficient institutional financing support at a reasonable interest rate								Y							
	Introducing off-farm activities							Y								
Off-farm income and investment	Pay attention to product diversification and value addition.									Y			Y			
Business policy and practice	Encourage good corporate conduct through collaboration, improved planning, and information exchange.													Y		
	Integration, acquisition, and merger risk reduction.	Y					Y				Y	Y	Y	Y		Y

i. *Technological Improvement*

Technical improvement is the poultry supply chain risk mitigation technique that receives the highest support. Adoption of enhanced technologies, such as automated feed processing and automated feed mixing, upgraded facilities for processing, coldstoring, and so forth. Most of the Participants concurred that technical advancement. It would boost output and profitability, lowering the incidence of poor management and cost savings through reducing labour participation and increasing the time administration.

ii. *Insurance Management*

Getting insurance to guard against production losses can help supply chain players handle a range of risks resulting from mishaps, illnesses, erratic weather patterns, and dangers. Regarding insurance coverage, respondent A3 voiced frustration, stating, "We face difficulties in guaranteeing our survival in the event of any disaster because the poultry industry in our country is not insured."

iii. *Managing Human Resource Properly*

Within the agricultural industry, human resource management functions as a risk mitigation tactic that includes hiring competent staff, supervising their work through incentives and motivation, planning training programs, and setting up observation teams. The study emphasizes how crucial it is to have knowledgeable and capable employees to reduce the risks of poor management, improper temperature control, and other possible dangers, including staff injuries and machinery damage. Many of the participants stressed the need to give employees training opportunities, characterizing it as crucial for improving their abilities and productivity as well as acting as a source of inspiration.

iv. *Diseases Management*

The study's results unequivocally show that a few participants gave disease control through implementing consistent, improved, and enhanced poultry vaccination programs a high priority as a risk reduction strategy. Diseases have the potential to be so

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detrimental to the poultry industry that they may even force companies to close. To protect their farming operations, the respondents stressed the significance of vaccinating their livestock regularly.

v. *Transport Management*

According to this study, maintaining a sufficient transportation supply is a critical component of transport management and is necessary for effective distribution. Chickens perish quickly, so timely distribution is crucial. To avoid substantial temperature increases, it must be distributed and transported in insulated vehicles. Keeping an adequate number of transportation options is essential to achieving timely and efficient distribution. Regarding refrigerated transport facilities following chicken processing, respondent A1 said, "Last year, we invested in two refrigerated vans, which has relieved our worries when transporting our products over long distances."

vi. *Government Support*

All the speakers stressed the significance of government support. This support is needed to implement a consistent policy for the poultry industry, remove political uncertainty, guarantee a steady supply of vaccines, lower feed costs, lease abandoned land to poultry farmers, and promote the development of infrastructure and technology. Respondent E3 voiced her dissatisfaction with the government's erratic vaccination program, stating, "We occasionally do not receive vaccines from the government promptly, which makes it difficult to vaccinate poultry on time. We could ensure a calf every year and preserve the health of our farm animals if the government was more vigilant in this regard."

vii. *Feed Management*

Feed management is an additional strategy to reduce hazards in the supply chain of poultry. According to most research participants, it entails giving recognized feed providers priority to guarantee a consistent supply of high-quality feed. Respondent E1 elucidated the possible advantages by stating, "It would be lessening our dependency on inferior concentrated feeds if we could secure sufficient land and a production plant to produce more poultry feed using local raw materials." Thus, our feed expenses would be reduced.

IV. Research Implication

The resource-based view and previous research are the sources of the supply chain risk management model that this study offers (Figure 1). This model links risks at the production, storage, processing, and distribution stages to social, economic, and environmental factors by evaluating them through the lens of sustainability. The study presents a theoretical framework based on sustainability and contingency theories, enabling the classification of different risk factors in the poultry supply chain. The study also uses content analysis to identify practical risk mitigation techniques, significantly advancing our theoretical knowledge of risk management in poultry supply chains. Because of the external pressures from different stakeholders to incorporate sustainable elements into supply chain practices, implementing sustainability in supply chain management is a complex task. The present circumstances, influenced by the organization's scale, technological advancements, and environmental unpredictability, determine the risks connected to the poultry supply Chain. Regarding livelihoods,

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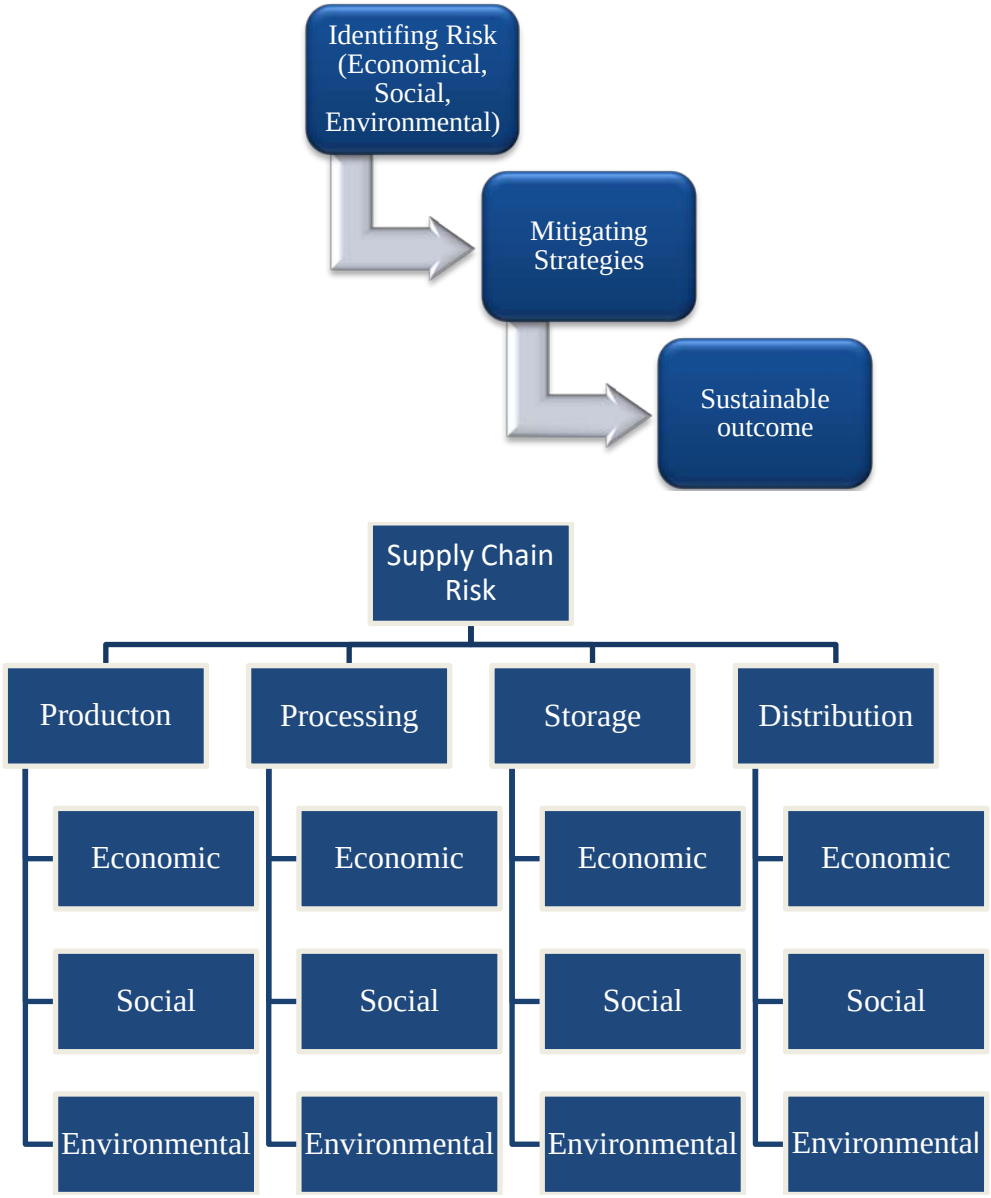


Figure 1: Poultry supply chain strategies for mitigating risk model

This industry also provides direct or indirect support to a sizable population. The purpose of this research is to discuss the challenges facing sustainability today, considering the risks associated with the poultry supply chain. Furthermore, by assisting in mitigating current threats, it is anticipated that the practical application of this research will significantly benefit Bangladesh's poultry industry.

V. Conclusion

The primary objective of this paper is to provide readers with a comprehensive grasp of the crucial components and factors associated with various risks in Bangladesh's poultry sector. This was achieved by using a qualitative field study methodology that comprised fifteen interviews with key players from three well-established traditional poultry farms that are currently experiencing rapid growth and managing various risks in their day-to-day operations. The results of these interviews pointed to various typical risk factors and variables that need to be effectively mitigated. A methodical process was followed to review the transcripts of the interviews thoroughly. The study also found viable and appropriate methods for reducing these risks. Most of the findings favor using a contingency framework to identify and classify supply chain risk issues in the context of sustainability in the poultry industry in Bangladesh. In addition, the study looks at possible risk-reduction tactics that could improve how contingency theory explains supply chain risk management in the poultry sector. It is imperative to highlight that this study excludes any potential outcomes that may arise from implementing risk mitigation strategies. The sustainable outcomes that

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arise from the implementation of these suggested mitigation strategies may be the subject of future research. Future studies may focus on these long-term effects, and the investigator may also evaluate the model more thoroughly using quantitative techniques in empirical surveys.

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Appendices

- How does your organization go about identifying potential risks in its supply chain?
- What specific challenges is your company addressing or concerned about in its operations?
- What are the potential hazards or risks associated with storage in your supply chain?
- How frequently are these storage-related risks likely to occur?
- What are your crucial production facilities and locations for poultry farming?
- What measures or strategies are in place to reduce these storage-related hazards?
- If these risks are successfully minimized, how will they be sustained over time?
- Are there any hazards during the processing stage of your supply chain operations?
- What feed and nutrition programs do you employ to optimize poultry growth and product quality?
- How often might these processing-related hazards manifest?
- What steps are taken to mitigate or lessen the impact of these processing-related dangers?
- What are the long-term benefits or consequences that can be expected from effectively managing and mitigating these risks?
- Are there any risks or challenges specific to the distribution phase of your supply chain?
- What measures are taken to monitor and improve the overall efficiency and sustainability of your poultry production?
- How do you engage with and support local communities or address concerns related to your poultry farming operations, such as odor or environmental impacts?
- How frequently can these distribution-related risks be anticipated to occur?
- How do you manage the supply of water, ventilation, and lighting for your poultry housing
- What actions or strategies are implemented to reduce these distribution-related dangers?
- What are the anticipated long-term outcomes if these distribution-related risks are effectively reduced or controlled?
- What are your crucial production facilities and locations for poultry farming?
- Could you describe your poultry housing and environmental control systems for maintaining optimal conditions?
- What methods do you employ for the humane handling and transporting poultry to processing facilities?
- What technologies and automation are integrated into your poultry production to improve efficiency and reduce labour costs?
- What is your approach to reducing the environmental impact of poultry farming, including waste disposal and resource consumption?

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E-commerce 10% Strategy on COD Orders: Enhancing your Shopping Experience

By Mr. Ajay Kumar & Ms. Sunita
Guru Kashi University

Abstract- In the dynamic landscape of online shopping, the groundbreaking "10% Strategy on COD Orders" emerges as a transformative force, orchestrating a subtle yet powerful shift in the conventional e-commerce paradigm. This innovative strategy mandates a strategic 10% advance payment at the point of purchase, introducing a multifaceted approach that transcends traditional norms and reshapes the landscape of online retail. Functioning as a financial sentinel, the strategy adeptly absorbs return costs and mitigates operational expenses, thereby creating a robust and resilient financial framework for e-commerce platforms. Beyond its monetary role, the 10% advance payment serves as a proactive measure, offsetting potential challenges associated with delivery issues when orders are declined, streamlining operations, and paving the way for a smoother and more adaptable operational landscape. From the consumer's standpoint, the strategy ensures a worry-free and transparent shopping journey, guaranteeing straightforward returns and enhancing the accessibility of customer support services. This research paper delves into the intricacies of the 10% Strategy on COD Orders, shedding light on its transformative influence on the financial dynamics and operational efficiency of e-commerce platforms. Utilizing primary data collection tools, the study explores consumer perceptions, experiences, and preferences, providing a comprehensive understanding of the strategy's implications.

Keywords: *Groundbreaking, Paradigm, Sentinel, Earmarked, Multifaceted.*

GJMBR-E Classification: *JEL: L81*



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Keywords: Groundbreaking, Paradigm, Sentinel, Earmarked, Multifaceted.

I. Introducing the 10% Strategy: Securing Seamless Shopping

Let's delve into the 10% strategy used by e-commerce companies during order placement. This strategy tackles various challenges that e-commerce companies face, including return costs, operating expenses, and delivery issues when customers refuse to receive their orders. Here's a more detailed and attractive explanation:

At the heart of every online shopping experience lies a simple yet ingenious solution: the 10% strategy. This innovative approach adopted by e-commerce companies is a game-changer, ensuring the smooth flow of business operations while enhancing your shopping experience.

II. Understanding the 10% Advance

When you place an order with your favorite e-commerce platform, you might have noticed a nominal 10% advance payment requirement. But what's the rationale behind this seemingly small contribution? Let's break it down:

- *Cost Coverage:* The 10% advance payment serves as a safeguard for e-commerce companies to cover various expenses. It helps absorb potential losses associated with returns, which can be a significant challenge in the world of online shopping.
- *Operational Efficiency:* Managing an e-commerce business is a complex operation. From maintaining a user-friendly website to ensuring a hassle-free shopping experience, these platforms require substantial investments. The 10% advance assists in funding these critical operational costs.
- *Delivery Assurance:* E-commerce companies rely on delivery partners to ensure your orders reach you on time. However, there are instances when customers deny or fail to accept deliveries, causing an operational hiccup. The 10% advance plays a role in offsetting these delivery-related expenses, keeping the process seamless.

Your Benefits:

- *Enhanced Customer Service:* The 10% advance enables e-commerce companies to allocate resources to provide exceptional customer service. When you need assistance or have questions, their support team is readily available, ensuring your queries are addressed promptly.
- *Hassle-Free Returns:* With a portion of the cost set aside to handle returns, you can shop with confidence, knowing that if a product doesn't meet your expectations, the return process will be smooth and efficient.
- *Investment in Innovation:* E-commerce platforms can use the 10% advance to invest in innovative technologies and user-centric features, creating a more enjoyable and secure shopping environment for you.

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III. Closing Thoughts

The 10% strategy is not just about protecting e-commerce companies; it's about ensuring your online shopping experience is seamless and enjoyable. By contributing a small percentage of your order total, you're not only safeguarding your purchases but also investing in a brighter, more efficient, and customer-centric e-commerce future.

So, the next time you encounter the 10% advance payment, know it's a key ingredient in the recipe for a better online shopping world.

Happy shopping!

a) Benefits of E-commerce Platforms

1. *Financial Stability:* The 10% strategy acts as a financial sentinel, absorbing return costs and mitigating operational expenses, creating a robust financial framework for e-commerce platforms.
2. *Operational Streamlining:* By offsetting potential challenges associated with delivery issues, the strategy streamlines operations, ensuring a smoother and adaptable landscape for e-commerce businesses.
3. *Innovation Catalyst:* The earmarked funds from the 10% advance payment act as a catalyst for ongoing innovation and service enhancements, reinforcing a commitment to continuous improvement in the e-commerce industry.

b) Benefits for Customers

1. *Worry-Free Shopping:* The strategy ensures a worry-free and transparent shopping journey for customers, guaranteeing straightforward returns and enhancing the accessibility of customer support services.
2. *Hassle-Free Returns:* With a portion of the cost set aside, customers can experience hassle-free returns, contributing to a confident and efficient return process if a product doesn't meet expectations.
3. *Enhanced Customer Service:* E-commerce platforms can allocate resources from the 10% advance to provide exceptional customer service, ensuring prompt assistance and query resolution.

c) Benefits for Delivery Personnel

1. *Financial Stability:* Recognizing the profound implications for delivery boys, the strategy contributes to the financial stability of delivery personnel by addressing the challenges faced during order declines.
2. *Operational Support:* The 10% advance plays a role in offsetting delivery-related expenses, ensuring a seamless process for delivery personnel and enhancing their overall experience.
3. *Intertwined Success:* Emphasizing the intertwined success of the strategy with the delivery process, the study considers the financial benefits and challenges faced by delivery personnel, recognizing their pivotal role in the strategy's success.

In conclusion, the 10% Strategy on COD Orders brings about benefits for e-commerce platforms, customers, and delivery personnel alike, symbolizing a paradigm shift towards reliability, transparency, and perpetual evolution in the digital retail landscape. Happy shopping!

d) The Aim Behind this Study to Enhancing Delivery Personnel Protection

Implementing the 10% Strategy for Cash on Delivery (COD) orders in e-commerce not only protects the interests of the platforms but also significantly addresses the challenges faced by delivery personnel. This strategy is designed to mitigate the adverse effects of bounced COD orders, where customers refuse to accept the product upon delivery. Unlike prepaid orders, COD orders present unique challenges for delivery personnel, affecting their earnings and incurring additional costs. This study aims to highlight the crucial role the 10% Strategy plays in safeguarding the livelihoods of delivery personnel, especially in situations where customers reject COD orders.

e) Protecting Delivery Personnel: The COD Challenge

Delivery personnel, often remunerated solely for successful deliveries, face substantial setbacks when customers decline to receive COD orders. The absence of upfront payment in COD transactions creates a situation where customers may be less committed, resulting in order refusals. This not only deprives delivery personnel of their wages for the unsuccessful delivery but also imposes hidden costs, including time, energy, and fuel expended in vain.

f) Impact of the 10% Strategy on COD Orders

The 10% Strategy acts as a financial safeguard for delivery personnel by introducing a nominal upfront payment requirement. This pre-payment commitment significantly reduces the likelihood of customers refusing COD orders, as their financial investment fosters a sense of responsibility. Consequently, delivery personnel experience fewer bounced orders, ensuring that the majority of their efforts result in successful deliveries.

g) Reducing Unnecessary Costs

By curbing bounced COD orders, the 10% Strategy directly reduces the hidden costs incurred by delivery personnel. Time and energy previously expended on unsuccessful deliveries are now channeled more efficiently, optimizing their workdays. Moreover, the strategy helps minimize fuel consumption associated with futile delivery attempts, promoting a more sustainable and cost-effective delivery process.

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IV. Review Literature

1. *Mohanad Halaweh (2018),* Since the emergence of the World Wide Web, various payment methods for e-commerce transactions have evolved rapidly over time, including credit cards, debit cards, smart cards, e-cash, e-checks, and e-wallets. In recent years, however, the use of cash-on-delivery (COD) has increased. This differs from all other methods of payment in terms of processing, time and place of payment, and parties involved, as well as security and privacy assurance. This article aimed to compare COD to other e-payment methods and to consider the implications of COD for both customers and e-vendors. The article also discusses implications for e-commerce practice and highlights areas for future research.
2. *Maisyura1,* Cut Sukmawati2, Risna Dewi3, Arinanda4 (2021),* This research using a descriptive qualitative approach. The object of research is the cash on delivery payment method for online shopping transactions, research locations in Indonesia with limited data sampling in Lhokseumawe City and North Aceh. Data collection is carried out by observation, interviews (interviews), surveys, documentation and literacy studies. . This study aims to find out how the online shopping behavior of the Indonesian people with the Cash On Delivery (COD) payment method offered by E-commerce businesses. The results show that more than 60% of online purchases use the Cash On Delivery (COD) method to make payments. This means that Cash On Delivery (COD) is more desirable than other payment methods, such as bank transfers, credit cards, E-Wallet, paying via agents and others. The Cash On Delivery (COD) method is also able to increase the number of purchases at online stores that offer payments with this method such as Shopee, Lazada, and others by more than 30% every month, although on the other hand this research also finds that there are still online buyers who do not understand the procedures in the Cash On Delivery (COD) method so that in its implementation in the field sometimes creates conflicts between couriers and buyers. This study concludes that the Cash On Delivery (COD) payment method is still quite feasible to be applied in online shopping transactions in Indonesia.
3. *Muhammad Younus, Achmad Nurmandi, Misran, Abdul Rehman (2021),* Advances in information technology are making it easier for humans to achieve goals or just make things easier, including fulfilling their needs or desires in life through online shopping. The presence of a marketplace in Indonesia has a direct impact on economic growth, with the existence of a marketplace, people are able to find the desired product and market their products or services as widely as possible. This study obtained 368 respondents as a sample with respondents who have used the COD payment system to collect data using an online questionnaire. The results of the study indicate that hedonic factors, one's habits, price values and social influences are factors that influence a person's intention to use the COD system when shopping online. In addition, intentions arise from behavior when using the COD system.
4. *Rihidima et al., 2022; Firmandani et al., 2021* To examine what factors can influence adoption intention through perceived value and how much influence compatibility can have on the relationship between perceived value and adoption intention. Furthermore, through the results of this research, it is hoped that local retailers can create new services that are appropriate and can help consumers. Design/Method/Approach: Existing scales are adapted, and the field study is conducted in seven different cities of East Java Province, Indonesia. Based on purposive sampling, 195 respondents in seven telecommunication retail outlets completed a questionnaire related to cash-on-delivery service as a payment method of Topsell. The research results obtained; it can be concluded that all the hypotheses proposed in this study can be accepted. Therefore, these results show that the COD service offered by Topsell can provide technical convenience. Furthermore, compatibility can strengthen the relationship between perceived value and adoption intention.
5. *Verani Sabtia Vandiny, Tetty Rimenda, Rodiana Listiawati and Jhonny Marbun (2022),* The rapid adoption of technology affects payment methods causing changes in consumer behavior when choosing the payment method that they will use as a complement to the online shopping process in e-commerce. This study investigated the factors encouraging customers to choose Cash on Delivery (COD) payment method while shopping online. This research uses quantitative methods and a sample of 155 respondents who often do online shopping in e-commerce and used Cash on Delivery as their payment method. Questionnaire is used to collect data. Method used in this study is Partial Least Squares Structural Equation Modeling analysis techniques which is operated using SmartPLS ver. 3 software. It was found that promotion factors, social factors, personal factor, perceived ease of use factors, and perceived usefulness factors play an important role in determining the decision to use Cash on Delivery (COD) payment method when shopping

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6. *Safia Anjum and Junwu Chai (2020),* The e-commerce market of Pakistan has phenomenally fostered in recent years as a result of cyberspace expansion and launching of various national and international vendors. While country's e-commerce scenario has significantly reshaped, customers are still reluctant to adopt e-payment methods and cash on delivery (COD) prevails as the method of payments for online shopping. This study was conducted to empirically investigate major factors which influence Pakistani customers to opt for COD while shopping online. The goodness-of-fit index and adjusted goodness-of-fit index values were observed to be 0.933 and 0.866, respectively. In SEM analysis, perceived security against online scams and perceived control over the buying process were observed to be the key role players instigating Pakistani customers to use COD. This study presents imperative implications for online businesses as well as government agencies. The investigation provides an insight into purchase behaviors of Pakistani e-customers and has paramount importance for e-commerce retailers and marketing startups in evolving e-commerce scenario of the country.
7. *Sara Hamed and Sara, el deep (2020),* "Buyers have values and risks affecting their online purchase behavior. This study captures cash on delivery, an online payment method found in emerging markets, as a moderator between utilitarian and hedonic value, perceived risks, and online purchase intention. A survey on a sample of 365 respondents from Egypt is utilized. Results show that cash on delivery increases hedonic value, yet does not affect utilitarian value or risks. Understanding consumers in different regions helps practitioners develop correct strategies for survival in global markets. Marketing researchers would benefit by developing models that are more comprehensive of consumer behavior in diverse regions.
8. *Gurpreet Singh, Jayesh Bankhede, Kishan Murari Barnwal, Jayesh Verma, Juhi Shrivastava and Shivshankar Rajput (2021),* E-commerce is a boom in the modern business. E-commerce means electronic commerce. E- commerce (Electronic commerce) involves buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, predominantly the Internet. E-commerce (Electronic commerce) is a paradigm shift influencing both marketers and the customers. Rather e-commerce is more than just another way to boost the existing business practices. It is leading a complete change in traditional way of doing business. This significant change in business model is witnessing a tremendous growth around the globe and India is not an exception. A massive internet penetration has added to growth of E-commerce and more particularly start-ups have been increasingly using this option as a differentiating business model.

V. Objectives of the Study

- To Analyze the financial stability and robustness achieved by e-commerce platforms by implementing the 10% advance payment strategy.
- To Evaluate the effectiveness of the earmarked funds in facilitating hassle-free returns and enhancing the accessibility of customer support services.
- To Investigate the operational support provided by the strategy, particularly in terms of offsetting delivery-related expenses and contributing to a seamless delivery process.

VI. Research Methodology

1. *Research Design*

- Utilize a sequential exploratory design, starting with a quantitative phase to analyze financial data from e-commerce platforms, followed by a qualitative phase for in-depth insights from customers and delivery personnel.

2. *Sampling*

- Employ purposive sampling to select e-commerce platforms implementing the 10% strategy, ensuring representation across diverse sizes and industries.
- Conduct stratified random customer sampling, considering demographics, shopping behaviors, and experiences.
- Use purposive sampling for delivery personnel, selecting individuals with varying roles and experiences within the delivery process.

3. *Data Collection*

Quantitative Phase:

- Utilize structured surveys distributed to a sample of customers, focusing on their perceptions of the 10% strategy and its impact on their shopping experiences.

Qualitative Phase:

- Conduct semi-structured interviews with a subset of customers to explore their experiences and perceptions in-depth, allowing for a nuanced understanding of their satisfaction with the strategy.
- Engage in semi-structured interviews with delivery personnel to gain qualitative insights into their experiences and challenges associated with the 10% strategy.

4. *Ethical Considerations*

- Obtain informed consent from all participants, clearly articulating the research's purpose,

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confidentiality measures, and the voluntary nature of participation.

- Ensure the anonymity of participants by removing personally identifiable information from qualitative data.
- Adhere to ethical guidelines, treating participant data with utmost confidentiality and respect.

5. *Limitations*

- Acknowledge potential limitations, such as the availability and accuracy of financial data from e-commerce platforms and potential biases in customer and delivery personnel responses.
- Mitigate biases through transparent reporting and triangulation of data from multiple sources.

6. *Conclusion and Recommendations*

- Synthesize quantitative and qualitative findings to draw comprehensive conclusions regarding the overall impact of the 10% strategy.
- Provide actionable recommendations for e-commerce platforms based on a holistic understanding of the strategy's implications from both financial and stakeholder perspectives.

This research methodology, combining quantitative and qualitative approaches, aims to provide a nuanced and thorough exploration of the 10% Strategy on COD Orders and its multifaceted impact on e-commerce platforms, customers, and delivery personnel.

VII. Findings of the Study

1. *Customer Perspective*

- Most respondents feel that with this strategy, customers will have an easier time returning products, and the company will avoid complications.
- The majority of respondents believe they will benefit from this strategy only if the company ensures a smooth return policy for their products.
- Most respondents believe this strategy gives them confidence that their orders won't be automatically canceled, leading to higher customer satisfaction.
- The majority of respondents believe this strategy is not suitable for expensive products, such as luxury items.

2. *Delivery Personnel Perspective*

- The majority of delivery personnel believe that customers often choose not to receive Cash on Delivery (COD) products because there is no cost associated with it for the customer. This results in additional expenses for the delivery personnel, who are only paid for successfully delivered orders.
- Almost all delivery personnel are in favor of this strategy because they believe that even if the customer chooses not to receive the order, the 10% strategy will help recover their additional costs, such as operating expenses and fuel costs.
- The majority of respondents believe that, according to this strategy, if the customer has already paid some portion at the time the order is placed, they are likely to receive the order because customers are price-conscious and feel committed once they have made an initial payment.
- The majority of respondents believe that if this strategy benefits anyone the most, it is the delivery personnel. Those whose products are returned don't receive payment. This strategy is expected to reduce return rates, ensuring customers receive the product.

VIII. Company Perspective

- This strategy will also benefit the company, as the cost incurred from returned products can be recovered through the 10% strategy itself.

IX. Conclusion

The 10% Strategy for Cash on Delivery (COD) orders is a game-changer, not just for e-commerce platforms, but more importantly for the hardworking delivery personnel. By tackling the issue of bounced COD orders, this strategy helps secure a steadier income for delivery workers, cuts down on wasteful expenses, and promotes a more sustainable and efficient delivery system. This approach highlights the significant benefits for those on the front lines of last-mile delivery, underlining the importance of business strategies that prioritize the well-being of essential workers.

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Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.



Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

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The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

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A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

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Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

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Numerical methods used should be transparent and, where appropriate, supported by references.

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Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

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Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

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Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

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Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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Tips for writing a good quality Management Research Paper

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1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

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11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

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When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

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Put figures and tables, appropriately numbered, in order at the end of the report.

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Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

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Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

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Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

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- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

A

Adhered · 14, 16
Agitate · 2
Amidst · 4
Anonymity · 16
Assertion · 22

B

Bivariate · 16, 21, 23

C

Coexist · 1
Cognition · 1

D

Decades · 1, 2
Depletion · 12, 13, 14, 15, 16
Diminish · 13

E

Echoes · 22
Erode · 12, 13
Exploitation · 13

F

Fragility · 3
Fragmentation · 2

G

Giants · 1

J

Jeopardise · 2, 4

L

Loyalists · 1, 6
Lucrative · 5

O

Opaque · 13

P

Penetration · 1, 2, 5, 6, 8, 9
Pivotal · 15
Procedures · 22

R

Regimes · 3, 24
Repercussions · 1, 4
Retirees · 6

S

Shrinking · 1
Stringent · 1, 14, 15
Strive · 14
Synergy, · 1, 4

U

Unaware · 13, 21, 24
Urging · 19





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