

The Relationship Between Strategic Physiognomy and E-Service Delivery The Mediating Role of Marketing Intelligence

Layla Mohsen Hassan Al-HAKEEM

Ph.D. in Marketing Management, Ass.Professor, University of Kerbala, IRAQ.
layla.alhakeem@uokerbala.edu.iq, <https://orcid.org/0000-0002-6380-0094>

Amjad H. ISMAIL

Ph.D in Marketing Management, Ass.Professor, University of Kerbala, IRAQ.
amjad.h@uokerbala.edu.iq, <https://orcid.org/0000-0002-8817-2389>.

Mohammed Awad JARALLAH

Msc.in Marketing Management, University of Kerbala, IRAQ.
mohammed.awad@uokerbala.edu.iq, <https://orcid.org/0009-0003-1493-0380>.

Ahmed Abdullah AMANAH

Ph.D in Strategic Management, Professor, University of Kerbala, IRAQ.
Ahmed.a@uokerbala.edu.iq, <https://orcid.org/0000-0001-5092-391X>

Nassrullah Hamdan ABBOOD

Msc. in Marketing Management, Assistant Teacher, University of Kerbala, IRAQ.

Abstract

The study aims to discover the mediating role of Marketing Intelligence in enhancing the relationship between Strategic Physiognomy in its dimensions and the provision of E-Service Delivery. The study focuses on evaluating the methods used in collecting and analyzing data to identify challenges and opportunities in the Iraq tourism environment. The study relied on environmental scanning to collect data on the problems facing the tourism sector in Iraq and analyze them to determine future trends. Advanced techniques and programs were used to collect and analyze information in line with the objectives, problem and questions of the study. The questionnaire was used as a means of obtaining information from the sample of (162) individuals in Iraqi tourism companies. The data were analyzed using statistical programs (Amos V.23), (SPSS V:23). The study concluded that there is a direct impact of Strategic Physiognomy in providing E-Service Delivery, and an indirect impact of Strategic Physiognomy in providing E-Service Delivery through adopting Marketing Intelligence. While the study reached a set of recommendations, the most important of which is that companies should use advanced analysis tools to collect and analyze data on markets, costumers and competitors on a regular basis and train employees to use and benefit from them in making strategic decisions.

Keywords: Strategic Physiognomy, Marketing Intelligence, E-Service Delivery, Iraq.

1. INTRODUCTION

Tourism services continue to evolve rapidly and are increasingly innovative and adaptable. With the spread of digital technologies, e-banking has emerged as a key element in providing modern services. This has radically changed how customers interact with the sector. However, the competitive nature of the tourism sector forces companies to continuously study ways to enhance their electronic offerings. This study explores the impact of Strategic Physiognomy in providing E-Service Delivery through the application of Marketing Intelligence. The study focuses on three main variables: Strategic Physiognomy is an early detection tool to identify challenges and threats that may disrupt the sustainability of services. The second variable (mediator) in this study is Marketing Intelligence, which is the use of a set of unconventional (electronic) marketing strategies and methods that use social media platforms to indirectly influence consumer behavior, as Strategic Physiognomy is linked to the provision of E-Service Delivery electronically. While the third variable (dependent) in this study is E-Service Delivery, which are conducting operations in innovative ways through electronic communication networks, whether related to traditional or new tourism businesses, which have become a major role in modern services. This variable consists of three dimensions (cost, speed, quality). The main problem of the study was represented in the main question (How does Strategic Physiognomy affect the provision of technical tourism services through Marketing Intelligence?) To answer this question, the study sample was adopted from a group of tourism companies in the Middle Euphrates region. This sample includes a group of 162 respondents. The interaction between Strategic Physiognomy, Marketing Intelligence, and E-Service Delivery constitutes the main focus of this study. However, through Strategic Physiognomy, management of the company can anticipate and get ready for future trends in a way that guarantees a sufficient understanding of the demands of the tourism environment to reap the benefits of Marketing Intelligence and improves the affordability, speed, and quality of E-Service Delivery. Businesses may get a competitive edge and sustainability in serving the various demands of their clients by comprehending and strengthening these partnerships.

2. LITERATURE REVIEW

2.1. Strategic Physiognomy (SP)

The definition of SP can be stated as: The ability to comprehend and predict present and future trends and the opportunities to advise decision-makers and mold organizational strategies while being a proactive strategy which supports firms in advancing within intricate and quickly evolving settings. SP, by examining various futures and alternative scenarios, enables companies to be more flexible, adaptive, and prepared for new possibilities and problems (Arokodare & Asikhia, 2020). Still, it is also not only an organizational tool, yet it is a vital practice that guarantees the long-term viability and success of companies. Therefore, to remain ahead of the curve in an increasingly connected and unpredictable world, executives need to adopt a Strategic Physiognomy mindset; that is, they can use this strategy to spot environmental risks and chances to deal with uncertainty (Gordon et al. 2020). Moreover, one of SP's main goals is to find hidden patterns and issues which might have an impact on the organization's future through analytical investigation, practitioners of foresight can obtain important insights about new technology, societal changes, and economic fluctuations. Moreover, decision-makers may use this information to make well-informed decisions that support the strategic goals and values of their company (Haarhaus & Liening 2020). Besides, creating many future scenarios based on various hypotheses and factors is known as scenario planning, and scenario planning, trend research, and environmental scanning are important ideas in science fiction. With the use of this method, companies may think through potential outcomes and create adaptable plans to deal with them (Burt & Nair 2020) as some scholars see that strategic finance (SP) is a proactive, structured method of looking beyond an organization's current expectations and considering developments

in the political, social, and economic spheres. This, in turn, allows an organization to assess the potential effects of its policies and strategic choices (Lari et al. 2020).

Added to what is mentioned above, some contend that the advantages of SP go beyond making decisions right away, particularly when businesses actively engage in foresight activities and generate compelling concepts that highlight flexibility, agility, and adaptation (i.e. concepts enable them to swiftly adapt to unforeseen developments and proactively design their future). Organizations may also take advantage of new possibilities and reduce possible dangers by keeping one step ahead of rivals (Flaih & Chalab, 2022). Panjaitan et al. (2022) see that SP is an early detection tool for spotting obstacles and dangers that might jeopardize an organization's capacity to maintain itself. Depending on the insight that Panjaitan et al. (2022) provide, it can be said that by being able to predict the future, one will be able to develop strategies and tactics to counteract risks and turn them into opportunities that will help the company. However, organizations may get several advantages from SP; that is, it greatly enhances their ability to anticipate and understand future trends, in addition to enabling them to shape and formulate strategies and initiatives that align with their long-term goals and objectives. Moreover, organizations can effectively assess the potential impact, implications, and uncertainties associated with various factors on their operations and markets by carefully considering and analyzing different scenarios. Hence, this comprehensive assessment helps identify potential risks and previously untapped opportunities (Buehring & Bishop. 2020). SP enables organizations to lay the foundation for a successful future and equips them with the tools and knowledge to develop robust contingency plans and strategic options. This preparedness ensures that organizations are well-equipped to overcome potential challenges and unexpected disruptions with resilience and adaptability. By engaging in SP, organizations can avoid potential problems that may arise, ensuring business continuity and long-term sustainability (Fergnani. 2022). SP encourages a culture of continuous learning, growth, and innovation as it forces individuals at all levels of the organization to actively scan the external environment for emerging trends, shifts in consumer behavior, advances in technology, and other critical factors that may present challenges and opportunities. This increased awareness and vigilance stimulates the discovery of new and promising opportunities for growth and expansion (Sjoholm. 2021); that is, developing tactics that work (Edes. 2021). gaining an edge over competitors (Manu. 2022). Performance enhancement (Arokodare & Asikhia, 2020). Increasing the ability to make strategic decisions (Buehring & Bishop, 2020). promoting rejuvenation and innovation (Moqaddamerad & Ali, 2024).

However, one must be aware of the essential factors in determining future tactics and results when trying to apply SP successfully. Their ability to predict future consumer demands and market trends makes them able to develop and provide new goods and services, i.e., comprehending these aspects helps firms establish long-term targets and goals that align with their overarching strategic vision (Hamel et al. 2022). In recent years, SP, in all services and fields, has become more significant. The rapidly evolving technological environment and changing customer expectations added to this significance as it helps businesses foresee changing market conditions and make necessary adjustments to stay ahead of the competition and secure long-term success. However, organizations may efficiently recognize new trends and make decisions to satisfy changing client wants by utilizing SP in services (Nascimento et al. 2021). SP also makes it easier to investigate new ventures and alliances in the services industry. This may increase income sources and forge strong market positions. SP, also, helps businesses find possible partners and projects proactively; that is, partners and projects which can match with their long-term objectives and also increase their profitability and market share. Additionally, in an increasingly unstable financial world, it also helps enterprises to secure the stability and resilience of their operations (while managing possible risks and uncertainties) (Pulsiri & Vatananan-

Thesenvitz. 2021). So it can be said that information processing, environmental scanning, networks and individuals, culture, regulation can be considered as the dimensions of SP (Lari et al. 2020).

2.2. Marketing Intelligence (MI)

Using social media platforms to indirectly influence consumer can be considered as an unconventional marketing strategy and methods. The main goal of these techniques is to attract the attention of the public and influence their attitudes and purchasing decisions without them feeling that they are being subjected to a marketing process (Ebrahimi et al. 2022). Marketing Intelligence tools are defined as a set of different strategic tactics that marketers use to skillfully influence consumer behavior and promote goods and services. This is done by understanding the psychology of customers when marketers skillfully formulate advertising campaigns that integrate seamlessly into the daily lives of customers. And taking advantage of the emotional stimuli of individuals and creating a sense of desire for a product or service, as psychological manipulation techniques are used to influence consumer decisions and drive purchasing behavior without them feeling it (Rangaswamy & Kumar. 2021). Urdea et al. (2021) argues that as marketing technologies continue to evolve, marketers are constantly finding innovative ways to use their expertise to attract and engage customers, ultimately converting them into loyal brand advocates. By focusing on advertising messages, organizations can influence customer opinions and preferences when marketers strategically partner with individuals who have a strong online presence and have a large following and fan base, using their platforms to promote services (Piriyakul & Piriyakul. 2021). Agrawal (2023) points out that when marketers create content that matches the tone and style of customers' preferences by providing valuable and engaging content that is unlike traditional advertising, marketers can capture and win customers' attention, increasing the likelihood of brand recognition, acquisition, and prominence.

2.3. E-Service Delivery (ESD)

The concept of E-Service Delivery has received increasing attention in the previous period due to the increasing desires of customers on the one hand, and the conditions of environmental uncertainty and the vagueness of the future vision on the other hand, each institution aims to achieve the most efficient and effective way to implement its business plan. E-Service Delivery refer to the digital platforms provided by financial institutions that allow customers to perform various activities remotely (Zand. 2020). Through the capabilities of E-Service Delivery, individuals can manage their affairs smoothly, conduct transactions effortlessly, and easily access information from anywhere and at any time, using countless electronic devices such as computers, modern smartphones, advanced tablets, and even wearable technology (Nazaritehrani & Mashali. 2020). These services provided to organizations and individuals are easy to use and save effort, allowing them to focus on more important aspects of their lives. Moreover, they have allowed individuals who may not have been able to access traditional services to participate in economic activity in its various forms (Chaimaa et al. 2021). Ensuring that everyone can manage their financial affairs safely and conveniently. In addition to convenience and accessibility, E-Service Delivery also provide enhanced security measures to protect customers' sensitive information. Through advanced encryption technologies, customers can rest assured that their personal data is protected from unauthorized access (Agwu.2021). Overall, E-Service Delivery have truly transformed various fields, making them easier, more convenient, and more secure at all levels. Whether in the short term or planning for long-term goals. Therefore, they provide comprehensive services that meet customers' diverse needs and preferences (Vinoth et al.2022). Organizations must continue to innovate and enhance their E-Service Delivery to maintain their competitive advantage in the ever-changing digital landscape.

Whether it is through introducing new features, using advanced platforms, or highly fortified security measures (Rawwash et al.2020). There is no doubt that E-Service Delivery have changed the way individuals interact, moving from the traditional approach to a more efficient and dynamic digital platform, and with the advancement of technology, the world of E-Service Delivery has expanded further, offering new features to enhance customer service (Falade & Ogundele. 2023). E-Service Delivery offer many advantages to customers that greatly enhance their experience and lie in the following main points: Provide convenience by eliminating the need to visit the bank branch in person. (Haralayya. 2021). Provide superior accessibility and flexibility, as these services are available 24 hours a day, 7 days a week (Fiberesima. 2023). Reduce costs (Son et al. 2020). The financial benefits enjoyed by customers, from cash withdrawal benefits on digital transactions to exclusive discounts on various products and services (Poleshchuk. 2022). Online bill payment options are one of the important services (Nathiya & Janaki Priya. 2023:34). Most researchers have agreed that the main dimensions of e-services are three dimensions (Cost, Speed, Quality) (Ibrahim & Saleh. 2018)

3. METHODOLOGY

Contemporary companies face major challenges in how to sustain their competitive advantage. Strategic Physiognomy, which involves anticipating and preparing for future trends and disruptions, is essential for companies seeking to innovate and enhance their E-Service Delivery. At the same time, Marketing Intelligence such as brand marketing, viral marketing and amplified marketing plays an important role in subtly influencing customer perceptions and behaviors. The mechanisms through which Strategic Physiognomy affects the cost, speed and quality of E-Service Delivery are still new and unexplored. This gap prevents companies from fully benefiting from Strategic Physiognomy and marketing innovations to improve their E-Service Delivery and achieve sustainability. Therefore, the problem of the study lies in the following main question: How does Strategic Physiognomy affect the provision of E-Service Delivery through the adoption of Marketing Intelligence tools?. To answer this question, the study model will be built based on the administrative literature specialized in the fields of (Strategic Management and Marketing Management) and the hypotheses that researchers aim to prove by targeting a sample of tourism companies in the Middle Euphrates region in Iraq, and more specifically those concerned with strategic planning, marketing and providers of electronic banking services. This includes a diverse group of individuals who are the study sample.

The questionnaire form was used as a tool for collecting data, and was distributed to a sample of employees in those companies and their customers. The form dealt with two axes, the first axis related to general (personal) data related to the respondent, while the second axis dealt with the study variables and their dimensions. The first independent variable included five dimensions with 20 paragraphs Based on (Lari et al. 2020), the second mediating variable included 16 paragraphs Based on (Urdea et al.,2021), and the third respondent variable included three dimensions with 12 paragraphs Based on (Ibrahim & Saleh. 2018), and the total number of paragraphs was 48 paragraphs.

The five-point Likert scale was used, in addition to using a set of methods used in statistical analysis and using specialized statistical programs such as SPSS, Amos, as well as structural equation modeling, to analyze the data related to the study and its hypotheses:

H¹ (There is a significant correlation between Strategic Physiognomy, Marketing Intelligence and E-Service Delivery)

H² (There is a significant indirect effect of Strategic Physiognomy in E-Service Delivery through Marketing Intelligence)



Figure 1. Study Model

4. RESULT

4.1. Measuring the stability of the scales

Testing the stability of the measurement tool is an essential step to ensure the reliability of the study results and indicates the extent of stability and consistency of the results of the measurement tool when reused with the same sample or in different conditions. Table (1) shows the Cronbach's alpha for the three study variables:

Table 1. Cronbach's alpha for Main Variables

Variables	Cronbach's alpha
Strategic Physiognomy	0.875
Marketing Intelligence	0.732
E-Service Delivery	0.719

It is clear from the above table that all Cronbach's alpha values were acceptable, which indicates a high stability of the current study scale according to administrative and social literature, and this enhances the acceptance of our results.

4.2. Descriptive Statistics and Correlation Analysis

Table (2) presents the results of descriptive statistics and correlation analysis. The mean and standard deviation values for Strategic Physiognomy, Marketing Intelligence, and E-Service Delivery are $M= 3.592$, $SD= .828$, $M= 3.838$, $SD= .657$, and $M= 4.026$, $SD= .648$, respectively.

Table (2) presents the results of Testing H1 (There is a significant correlation between Strategic Physiognomy, Marketing Intelligence and E-Service Delivery), The Pearson correlation coefficient shows a positive and significant relationship between Strategic Physiognomy and E-Service Delivery ($r = .621$, $p < 0.1$), and also a positive and significant relationship between Strategic Physiognomy and Marketing Intelligence ($r = .729$, $p < 0.1$). It also indicates a positive relationship between Marketing Intelligence and E-Service Delivery ($r = .870$, $p < 0.1$). These correlations were expected in the study hypotheses.

Table 2. Mean, Standard Deviations, and Correlations Between Main Variables

Variables	M	SD	1	2	3
Strategic Physiognomy	3.592	.828	1	.729**	.621**
Marketing Intelligence	3.838	.657	.729**	1	.870**
E-Service Delivery	4.026	.648	.621**	.870**	1

Note N=162 , **p<0.01

4.3. Testing Indirect Effect Hypothesis

Testing the main hypothesis H² (There is a significant indirect effect of Strategic Physiognomy in E-Service Delivery through Marketing Intelligence) In order to test the study hypothesis, path analysis was used, the results of which were extracted using the (AMOS V.23) program, as follows:

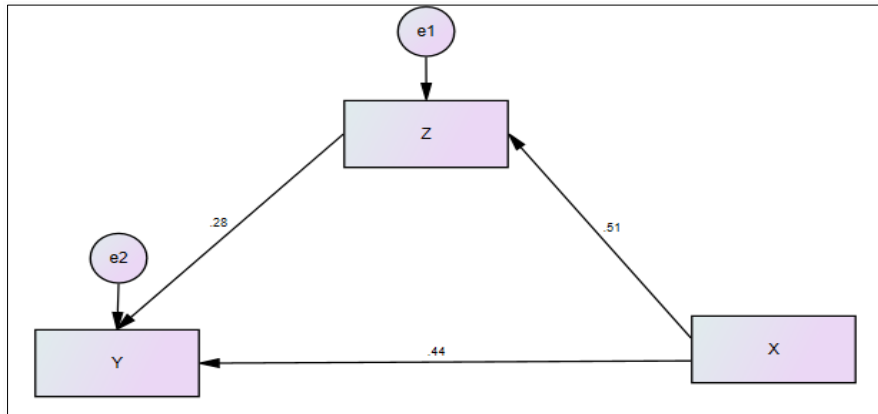


Figure 2. Paths of direct and indirect influence between the study variables

Table 3. Direct and Indirect Impact Paths Between The Study Variables

Independent Variable	Mediating Variable	Dependent Variable	Type Of Effect	Direct	Indirect	Total	P
Strategic Physiognomy (X)	Marketing Intelligence (Z)	E-Service Delivery (Y)	Direct	0.448	-	0.732	***
			Indirect	-	0.286		***

From Table (3) and Figure (2), we note the following:

- 1) It was found that there is a direct and significant effect of Strategic Physiognomy (X) in E-Service Delivery (Y), and the effect between them reached (0.448), which is significant at the level of (1%).
- 2) It was found that there is an indirect effect of Strategic Physiognomy in E-Service Delivery through Marketing Intelligence , and the indirect effect between them reached (0.286), which is less than the direct effect, and it is significant at the level of (1%).
- 3) The total effect of Strategic Physiognomy (X) in E-Service Delivery (Y) reached (0.732), which is significant at the level of (1%). From the above results, we conclude that the study hypothesis is achieved.

5. DISCUSSION AND CONCLUSIONS

This study succeeded in verifying the main hypothesis test of the study, as the test stages were completed by analyzing the questionnaire data using the path analysis method. The analysis focused on studying the direct and indirect effects and the overall effect between the study variables. The effect of the independent variable, which is Strategic Physiognomy, and the Marketing Intelligence variable as an intermediary variable were examined in terms of their impact on the responding variable, which is E-Service Delivery. The relationship between these

variables was analyzed and the potential effects were examined using a variety of tests to evaluate a clear and comprehensive picture of these variables and their effects within the work environment within the tourism sector in Iraq. It is inferred from this that Marketing Intelligence mediates the relationship between Strategic Physiognomy and E-Service Delivery, thus achieving the study model and its hypothesis, and thus the question of the study problem was answered. Despite the positive results, the Iraqi tourism sector still faces challenges in fully implementing Strategic Physiognomy and employing Marketing Intelligence tools. There is also a need to increase investment in technology and training to enhance the digital capabilities of these companies.

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