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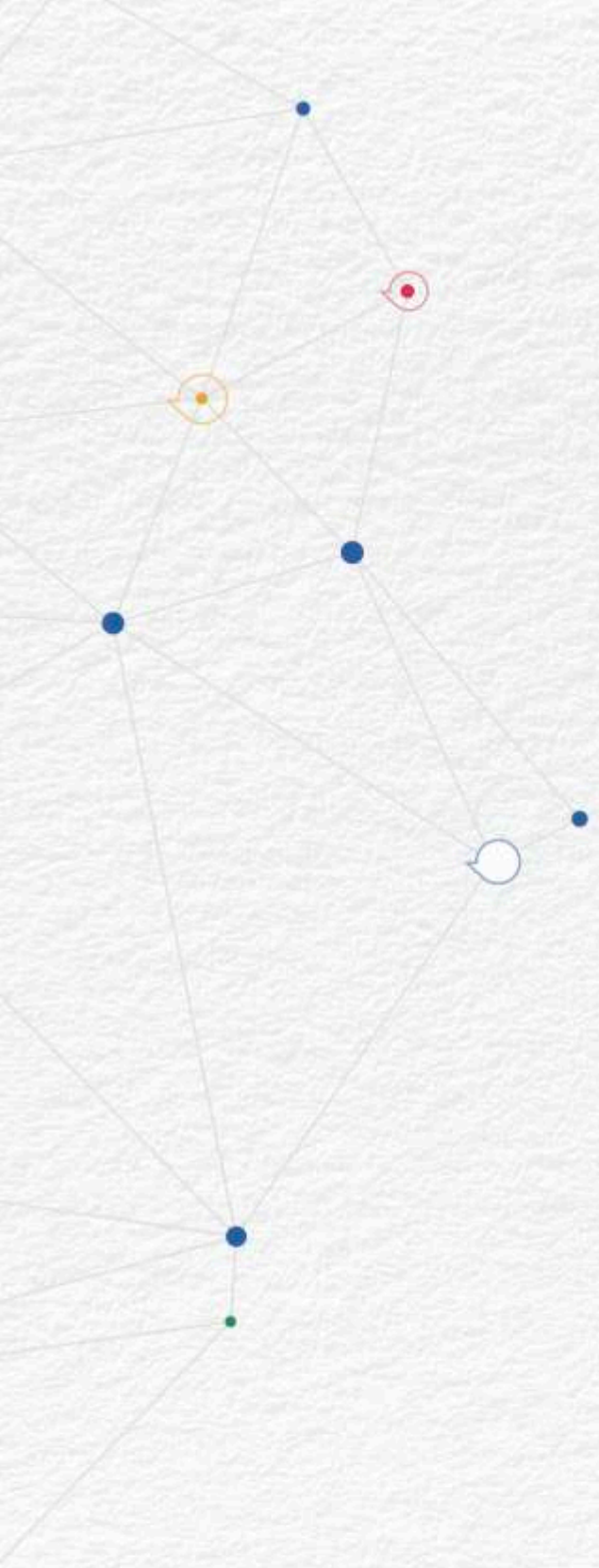### LUCKNOW NOIDA JAIPUR INDORE

CONNECT
JAIPURIA RESEARCH NEWSLETTER

QUARTERLY RESEARCH NEWSLETTER
JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
JUNE 2023

VICE CHAIRMAN'S MESSAGE

Jaipuria institute of management, NOIDA has been quietly and steadfastly building a strong foundation for delivering high quality management education. We have always kept reforming and innovating as we respond to the changes that are happening in the world today. Our steady growth and quality has been corroborated further when we received the NIRF ranking of 51 in 2022.

Today, I am thrilled to unveil our latest initiative "CONNECT" our Research Newsletter aimed at strengthening our ties with the industry. As a leading business school with a legacy of over 20 years we are excited to communicate our research with professionals like you who are shaping the future of the industry.

At Jaipuria, we believe that innovation is the key to success in today's rapidly evolving business landscape. It is our endeavour to partner with industry in addressing challenges of business and society through research and innovation. The Research Newsletter serves as an extension of our commitment to innovation and industry collaboration. Our esteemed faculty, renowned for their expertise across various disciplines, contribute thought-provoking and scientifically established content that addresses critical issues faced by today's organizations.

I am very hopeful that you will gain access to a wealth of knowledge and fresh perspectives that can shape your decision-making processes, inspire innovation, and fuel your professional growth.

I look forward to continuing sharing the latest research insights with you and forging new partnerships to create a brighter future together.

Shri Shreevats Jaipuria
Vice-Chairman
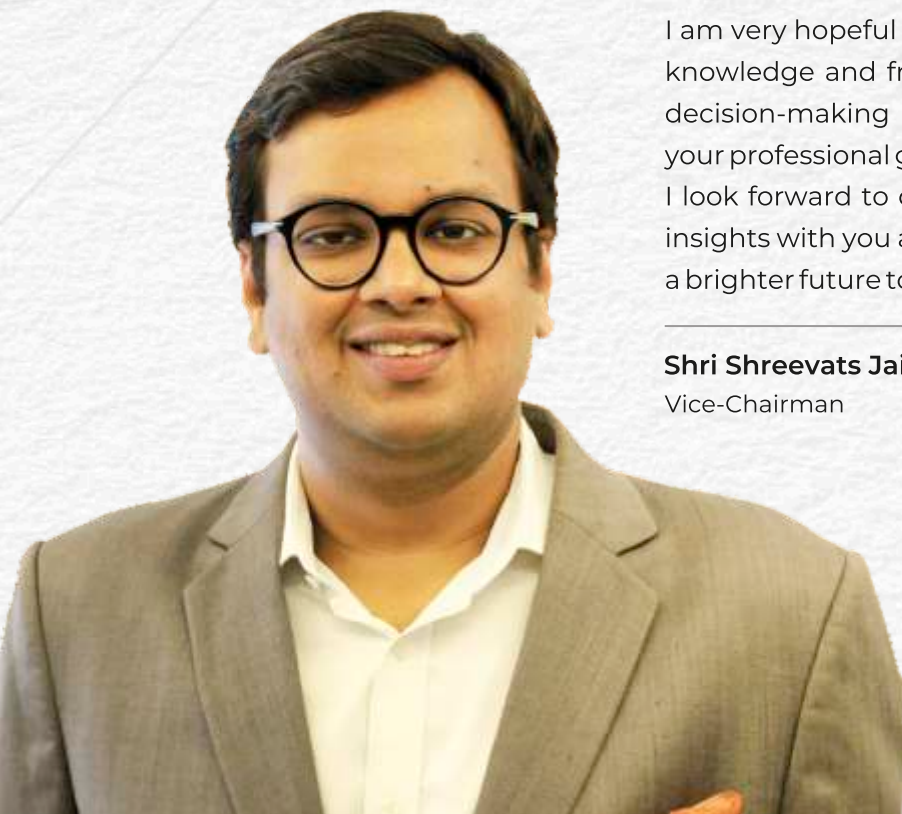
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CONNECT

DIRECTOR'S MESSAGE

"It is my pleasure to introduce to you our quarterly research newsletter "CONNECT," which serves to bridge the gap between academia and industry. Our faculty members at Jaipuria Institute of Management (JIM) have been consistently publishing their research in top-notch academic journals that are highly relevant to both theory and practice. We at JIM believe that it is crucial to share our research with industry professionals and move beyond academic peer reviews. Through our quarterly research newsletter, "CONNECT," we are excited to share the industry insights that have emerged from our research. Our aim is to not only showcase our research but also to address the gap between industry and academia directly. Our faculty members possess core strengths in problem conceptualization, expertise is using quantitative and qualitative research methodologies, tools, and techniques, the ability to conduct in-depth analysis and Draw inferences, and to propose solutions and actions that stand the test of time. By leveraging these strengths, JIM can offer various services and support to industry partners looking to address complex business problems. We look forward to partnering with you in addressing the pressing problems of business and society."

Dr. Subhajyoti Ray
M-Stat, (ISI); Fellow,
Indian Institute of Management- Ahmedabad

EDITORIAL TEAM MESSAGE

Dear Readers

We are proud to present to you the first issue of our freshly minted quarterly research newsletter, CONNECT. We at Jaipuria Institute of Management Noida are committed to the cause of publishing quality research articles that are equally significant for academia and practice. In this issue we present four unique research insights that our colleagues have discovered during the pursuit of their research. We hope that reading this newsletter will help you in your professional life and give you're a glimpse of new perspectives. In creating this newsletter, we have focused primarily on the impact and insight of research with the hope that it resonates with you. The links to the full research article are given after each presentation.

In the paper entitled "Is cloud kitchen here to flourish or fade?", the authors have highlighted the importance of framing an effective electronic ordering strategy that would enhance consumer's online food ordering experience and hopefully catapult the cloud kitchen business model to cloud nine. In the next article entitled "Can we solve a multi-brand distributor's supply crisis dilemma for self-care essentials during pandemic concerns?" the authors have proposed a rational and sustainable decision making framework that promises to incorporate various social and economic criteria to tackle inadequate and disproportionate self-care essential supply during COVID. Interestingly, the authors of the next article entitled "Can Threat Intelligence Model secure confidentiality of Health and Wellness Records of Patients?" have underscored the need for seamless transfer of medical data to ensure efficient and effective medical care for high risk patients. They have

proposed the use of sophisticated life-saving device that would be connected with IoT based sensors and actuators to provide intelligent real-time updates of the patient's health. The next article "What went wrong with Walmart in Japan, China and South Korea?" is a comprehensive content analysis of the relevant literature to gain rich insights on the challenges and issues countered by retailers like Walmart. These insights can be a great learning for the retailers and will be helpful in formulating their global strategy for market penetration across the globe.

We sincerely hope that all these articles would be of great interest to you. Please feel free to connect if you have any feedback, recommendations or queries about the newsletter and the articles covered in this issue.

Best regards
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IS CLOUD KITCHEN HERE TO FLOURISH OR FADE?

The Indian hospitality industry has emerged as one of the prominent industries that drive the growth of the Indian service sector. There are two kinds of online food delivery platforms. The first type is the "aggregators," which emerged roughly 15 years ago; the second is the "new delivery" players, which appeared in 2013. Both allow consumers to compare menus, scan and post reviews, and place orders from a variety of restaurants with a single click. The aggregators simply take orders from customers and route them to restaurants, which handle the delivery themselves. New delivery players like Zomato build their own logistics networks, providing delivery for restaurants that do not have their own drivers.

The online food aggregator has established a new model for small restaurateurs, popularly known as 'cloud kitchens'. A cloud kitchen is a delivery-only restaurant with no actual dining space. It is solely based on online orders placed through Online Food Delivery operators (OFD).

Would cloud kitchen turn out to be another "bubble" that would burst after draining investors' funds?

This is not likely to happen, according to researchers (Richa Misra and Shalini Srivastava) from the Jaipuria Institute of Management, Noida. They contend that OFD operators who can offer a value proposition and are aware of the factors that motivate the customer to order food online will win customer satisfaction. The food-ordering website for customers should make it easier for all types of users, especially first-time users. From the customers' perspective, most consumers choose to buy goods and services online because they are presented with a sense of control over their order that allows them to customise their order, select from various restaurants, compare prices and menus, and track their order.

To meet the expectations of customers, OFD must offer users the perception of control and convenience. Cloud kitchens will increasingly need to handle hygiene as COVID has increased awareness of cleanliness and dietary composition.

The pre-pandemic preference for ordering in and takeaways received an immense boost due to the pandemic-induced restrictions, which negatively impacted dine-in business. The restaurant owners did experience a decline in dine-in business, but takeout and delivery have been on the rise. As a result, the demand and supply sides of the cloud kitchen industry were driven to increase, and a sizable number of dine-in players were observed switching to the cloud kitchen model.

The implication of the study will be helpful in framing an effective electronic ordering strategy. The hospitality industry is very competitive, and it is essential to understand the needs and desires of the people. The food operators need to enhance the consumer experience with the food ordering web portal in terms of simplicity and control while eliminating the constraint of human interaction. It is time to implement these effective strategies to help your Cloud Kitchen business to the next level!

Full research paper can be accessed here

Misra, R., & Srivastava, S. (2021). Enhancing Perceived Credibility During a Pandemic: Exploring Factors Affecting Consumer Behavioral Intention in an Online Ordering Environment. Journal of Electronic Commerce in Organizations (JECO), 19(4), 40-63.

DOI: 10.4018/JECO.2021100103

Dr Richa Misra is an Associate Professor at the Jaipuria Institute of Management, Noida. She has her doctorate in management from Amity University. She has more than 20 years of teaching experience in the fields of IT and decision science.

Dr Shalini Srivastava is working as Professor (OB & HR) at Jaipuria Institute of Management, Noida. She is PAN Area Chair (HR) and Ex-Dean (Research) at Jaipuria, Noida. She has around 25 years of teaching experience. Dr Srivastava is the Associate Editor of Employee Relations and the Reviewer Board International Journal of Information Management, an A* Journal and Reviewer of top A* and A Category Journals.

WHAT WENT WRONG WITH WALMART IN JAPAN, CHINA AND SOUTH KOREA?

India does not allow foreign investment in multi-brand retail however, there are many countries that do so. Today Walmart operates about 10,500 stores and clubs in 20 countries. Getting here has been a long and demanding journey, with success in some countries and not-so-good-of-an-experience in others. While Walmart prospered in markets closer to the U.S., like Canada and Mexico, its presence in Asia and Europe was much more challenging to manage. It is crucial to study the challenges and issues encountered by retailers such as Walmart.

What were Walmart's experiences in three major East Asian countries – Japan, China, and South Korea and why was the retailer not as successful as compared to several other countries?

Dr Deepak Halan from the Jaipuria Institute of Management, Noida (India), set out on a journey to comprehensively review relevant literature to gain rich insights. The content analyses of the literature review delivered 60 different reasons behind Walmart's failure in Japan, China and South Korea. Further studies revealed that about three-fourths of the insights were related to various normative aspects such as competition, consumer, human resources, supplier, manufacturer, the general public, media, and community forces acting on Walmart's operations that diverted the global retailer away from success. And amongst these, almost half comprised those related to consumer-related forces, i.e. pertaining to the economy, consumer preference, location, price, product mix and promotion.

In South Korea, customers found the shelves in Walmart stores at a considerably greater height than those in the domestic outlets, compelling them to use ladders or reach out uncomfortably for products. Also, shoppers wanted freebies such as product samples. However, Walmart could not meet this requirement as it was in conflict with its Every Day Low Price (EDLP) strategy.

Japanese culture is associated with 'long-term thinking' and inculcates making purchases in small amounts. However, Walmart's model promotes bulk buying, wherein consumers

Dr Deepak Halan is an Associate Professor and Area Chair of Marketing at Jaipuria Institute of Management, Noida, India. He has about 28 years of experience across academics and industry and his research work has been published in reputed international journals such as the International Journal of Retail & Distribution and Development and Learning in Organizations.

tend to buy unnecessary items. Moreover, in Japanese households, most fridges were almost two-thirds the size generally found in American homes. Also, Walmart was pushing products made in China into the Japanese market, which were perceived to be low cost and low quality, given the Japanese pride for manufacturing superior products. Further, several of Walmart's rival supermarkets in Japan were also running various promotional campaigns, and based on their timings, the shoppers decided when to purchase some particular items. However, since EDLP was the foundation of Walmart's marketing strategy, it only offered a few sales promotions. Hence, despite the prices being attractive, Japanese shoppers could not appreciate Walmart's marketing strategy.

In China, shoppers wanted dependability and high quality while shopping from overseas brands and did not mind paying a premium price. However, Walmart was perceived as risk-prone and tacky, given its EDLP positioning.

Retail firms can learn immensely from the issues experienced by other retailers like Walmart while formulating their globalisation strategy.

The full research paper can be accessed here

Halan, D. (2021) 'A critical analyses of Walmart's expansion into three Asian countries, International Journal of Business and Globalisation.'

https://www.inderscienceonline.com/doi/full/10.1504/IJBG.2021.117407. 2021/01/01,

CAN THE THREAT INTELLIGENCE MODEL SECURE THE CONFIDENTIALITY OF THE HEALTH AND WELLNESS RECORDS OF THE PATIENTS?

Cyber-attacks are rated among the top five risks in 2020, expected to grow twice by 2025, and the detection rate is as low as 0.05 per cent, even in the developed world (World Economic Forum, Global Risk Report 2020). Hence, the data security of every configurational dimension of the Internet of Things (IoT) needs to pay attention towards reducing the cyber-attacks on upcoming IoT-based systems across different sectors. To maintain confidentiality in regards to patients' health and wellness records, may it be of a normal or a sportsperson, security and privacy of their vital data are the most crucial dimensions to be managed inevitably.

Can a threat intelligence model enable the integration of secure tunnelling for the hash function to intelligently detect the anomaly and manage the breach at the earliest?

The solution may seem difficult, but it is possible, as researchers (Dr Deepak Singh and his team) at Jaipuria Institute of Management, Noida, believe. They are pinning their confidence on a multi-layered outlier detection model incorporating the unified threat management system for the Body Area Network (BAN) along with prosthetic sensors implanted in the patients (like heart valves) or performance aggregators for sportspersons may find an answer to it. The seamless confluence of a new class of computing architecture, known as Mist computing, with the body area network, enables outbound and inbound performance management of signals shared among the entire body area network for the patient. The IoT devices and sensors may get an extra layer of security for the environment without compromising signal comprehension in the healthcare process delivery. The intrusion divergence process for inbound security can protect the alien signals from breaching the secure environment for the body area network under surveillance.

The pandemic waves have brought forth the need for seamless transfer of vital medical data across geographies for an efficient medical care system for patients at risk.

Sportspersons nowadays need to be smartly trained to remain fit and avert any adverse situations that hamper their performance. These prerequisites are an utter need to keep them equipped with bio-sensors to monitor all the required vitals during treatment and/ or training. The player may be wearing Near Field Communication (NFC) devices which could populate the server with vital signals from the body parts. Therefore, it calls for threat management, along with energy conservation, necessitating a model towards the usage of Qi-Powered multimodal architecture for the body area network. The end-point control-based applications are growing enormously with the advent of IoT-based sensors and actuators being used in intelligent real-time systems. At the same time, it is expected to keep the ecosystem safe for the user while delivering constant updates. The entire healthcare ecosystem may be designed for the personalised medication of a patient who is using a sophisticated life-saving device like a prosthetic heart valve or an elderly person dependent on medical-aided ambulatory devices, or a sportsperson on a performance measurement system.

Dr. Deepak Singh is an Associate Professor Marketing, consultant, trainer, and researcher, with more than 27 years of experience in the field of Strategy & Marketing Management. His research papers and articles have been published in reputed national and international journals in ABDC & WoS indexed journals in the area of Consumer Behaviour, Strategic Management, Green Marketing, etc.

Full research paper can be accessed here

Sharma, D., Singhal, T. K., & Singh, D. (2022). Threat Intelligence Model to Secure Iot Based Body Area Network and Prosthetic Sensors. ECS Transactions, 107(1), 15417.

DOI 10.1149/10701.15417ecst

CAN WE SOLVE A MULTI-BRAND DISTRIBUTOR'S SUPPLY CRISIS DILEMMA FOR SELF-CARE ESSENTIALS DURING PANDEMIC CONCERNS?

The sudden outbreak of the COVID-19 pandemic posed an enormous challenge to ensure the availability of self-care essentials (SCEs) in front of healthcare departments across the world. When we investigated the source of the problem, we could find that it was because of stressed, broken, and disrupted supply chains during multiple lockdowns in China and other global economies. In fact, disrupted supply chains which led to a deficiency in pharmaceutical supplies of SCEs, also fueled social and ethical issues for selecting suppliers across countries like India.

In our study, we proposed a framework for selecting suppliers based on multiple factors such as cost, quality, lead time, social conscience, response to panic buying, logistics and distribution network, usage of disinfected and sanitised vehicles, and the public image of a pharma company. We found that lead time, quality, and availability of disinfected vehicles for supplies were some of the most vital concerns in selecting suppliers during the pandemic.

The inclusion of factors such as response to panic buying behaviour, disinfection and sanitization of vehicles and social conscience in the literature on supplier selection is a unique contribution of this study. Additionally, developing a probabilistic Bayesian hierarchical model of the identified supplier selection criteria and proposing a hybrid Bayesian BWM and Socio-technological decision-making framework MABAC-enabled decision-making framework for selecting suppliers in the emergency situation of the pandemic COVID-19 is a novel contribution of this study. Moreover, nurturing and strengthening a socio-entrepreneurial fabric between distributors-suppliers and regulatory bodies and assisting government policymakers with a quick response plan to ensure the availability of SCEs in the market

have been noted as an important contribution of this study for effectively managing the healthcare crisis during COVID-19.

Our proposed decision-making framework helped the multi-brand distributor Alpha (name changed for anonymity) maintain the fitting availability of SCEs while ensuring various important parameters simultaneously. The consideration of various social and economic criteria helped in rational and sustainable decision-making amidst the pandemic. The selection of best suppliers and flexibility of choosing suppliers based on their scores result in higher fulfilment and a low risk of stock-outs. Hence, to tackle the lack and disproportionate distribution of SCEs, policymakers and regulators can use our proposed framework and implement it nationwide to tighten the grip on the spread of COVID-19.

Full research paper can be accessed here

Chauhan, A., Jakhar, S. K., & Mangla, S. K. (2022). Socio-technological framework for selecting suppliers of pharmaceuticals in a pandemic environment. Journal of Enterprise Information Management.

DOI 10.1108/JEIM-02-2021-0081.

Dr Ankur Chauhan is an Associate Professor in the area of Operations and supply chain management at the Jaipuria Institute of Management, Noida. His major research interests are in healthcare delivery systems and circular economy. He extensively uses the mix-method approach of multi-criteria decision-making methods in his research studies.
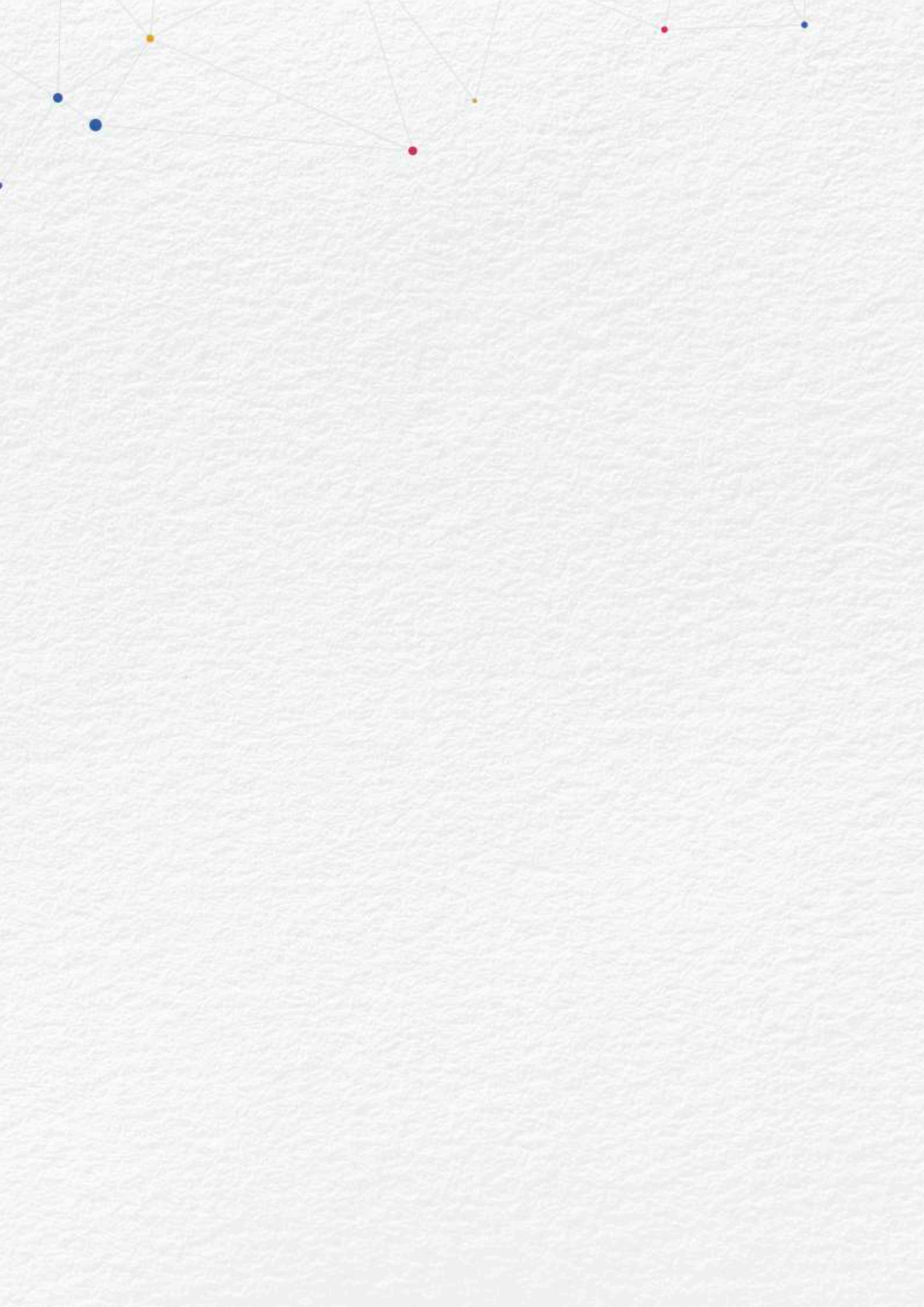
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