

IntechOpen

IntechOpen Series

Business, Management and Economics, Volume 37

Modeling the Relationship and Capabilities of Digital Marketing Inhibitors in Marketing

A Multidisciplinary Approach to Understanding
the Complexities of Digital Marketing

Edited by Abigail Chivandi



Modeling the Relationship
and Capabilities of
Digital Marketing
Inhibitors in Marketing
- A Multidisciplinary
Approach to
Understanding the
Complexities of Digital
Marketing

Edited by Abigail Chivandi

Published in London, United Kingdom

Modeling the Relationship and Capabilities of Digital Marketing Inhibitors in Marketing – A
Multidisciplinary Approach to Understanding the Complexities of Digital Marketing
<http://dx.doi.org/10.5772/intechopen.1004485>
Edited by Abigail Chivandi

Contributors

Altug Ocak, Hanene Hammami, Ileana Nicoleta Sălcudean, Manoj Kumar Jain, Michael Mncedisi Willie,
Samuel Musungwini

© The Editor(s) and the Author(s) 2025

The rights of the editor(s) and the author(s) have been asserted in accordance with the Copyright,
Designs and Patents Act 1988. All rights to the book as a whole are reserved by INTECHOPEN LIMITED.
The book as a whole (compilation) cannot be reproduced, distributed or used for commercial or
non-commercial purposes without INTECHOPEN LIMITED's written permission. Enquiries concerning
the use of the book should be directed to INTECHOPEN LIMITED rights and permissions department
(permissions@intechopen.com).

Violations are liable to prosecution under the governing Copyright Law.



Individual chapters of this publication are distributed under the terms of the Creative Commons
Attribution 4.0 Unported License which permits commercial use, distribution and reproduction of
the individual chapters, provided the original author(s) and source publication are appropriately
acknowledged. If so indicated, certain images may not be included under the Creative Commons
license. In such cases users will need to obtain permission from the license holder to reproduce
the material. More details and guidelines concerning content reuse and adaptation can be found at
<http://www.intechopen.com/copyright-policy.html>.

Notice

Statements and opinions expressed in the chapters are these of the individual contributors and
not necessarily those of the editors or publisher. No responsibility is accepted for the accuracy
of information contained in the published chapters. The publisher assumes no responsibility for
any damage or injury to persons or property arising out of the use of any materials, instructions,
methods or ideas contained in the book.

First published in London, United Kingdom, 2025 by IntechOpen

IntechOpen is the global imprint of INTECHOPEN LIMITED, registered in England and Wales,
registration number: 11086078, 167-169 Great Portland Street, London, W1W 5PF, United Kingdom

For EU product safety concerns: IN TECH d.o.o., Prolaz Marije Krucifikse Kozulić 3, 51000 Rijeka,
Croatia, info@intechopen.com or visit our website at intechopen.com.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

Modeling the Relationship and Capabilities of Digital Marketing Inhibitors in Marketing – A
Multidisciplinary Approach to Understanding the Complexities of Digital Marketing
Edited by Abigail Chivandi
p. cm.

This title is part of the Business, Management and Economics Book Series, Volume 37

Topic: Marketing

Series Editor: Taufiq Choudhry

Topic Editor: Hanna Gorska-Warsewicz

Print ISBN 978-1-83634-170-3

Online ISBN 978-1-83634-169-7

eBook (PDF) ISBN 978-1-83634-171-0

ISSN 2753-894X

If disposing of this product, please recycle the paper responsibly.

IntechOpen

intechopen.com

Built by scientists, for scientists



Explore all IntechOpen books

IntechOpen Book Series

Business, Management and Economics

Volume 37

Aims and Scope of the Series

This series will provide a comprehensive overview of recent research trends in business and management, economics, and marketing. Topics will include asset liability management, financial consequences of the financial crisis and covid-19, financial accounting, mergers and acquisitions, management accounting, SMEs, financial markets, corporate finance and governance, managerial technology and innovation, resource management and sustainable development, social entrepreneurship, corporate responsibility, ethics and accountability, microeconomics, labour economics, macroeconomics, public economics, financial economics, econometrics, direct marketing, creative marketing, internet marketing, market planning and forecasting, brand management, market segmentation and targeting and other topics under business and management. This book series will focus on various aspects of business and management whose in-depth understanding is critical for business and company management to function effectively during this uncertain time of financial crisis, Covid-19 pandemic, and military activity in Europe.

Meet the Series Editor



Prof. Choudhry holds a BSc degree in Economics from the University of Iowa, as well as a Masters and Ph.D. in Applied Economics from Clemson University, USA. In January 2006, he became a Professor of Finance at the University of Southampton Business School. He was previously a Professor of Finance at the University of Bradford Management School. He has over 80 articles published in international finance and economics journals. His research interests and specialties include financial econometrics, financial economics, international economics and finance, housing markets, financial markets, among others.

Meet the Volume Editor



Dr. Abigail Chivandi is a distinguished marketing and business management expert. She holds a Ph.D. in Marketing Management and has over 15 years of experience in teaching, research, and industry. Dr. Chivandi has published numerous journal articles and book chapters, showcasing her expertise in digital marketing, service innovation, and entrepreneurship. She supervised postgraduate students (DBA/Ph.D., MA& HONS) and presented at international conferences, demonstrating her academic leadership. As a senior lecturer, postdoctoral fellow, and associate researcher, Dr. Chivandi has made significant contributions to her field. Her passion for marketing and business management drives her to empower students, entrepreneurs, and professionals with valuable knowledge and skills.

Contents

Preface	XV
Section 1	
Digital Marketing and Brand Identity	1
Chapter 1	3
Building Brand Identity through Digital Marketing Platforms and Smart Apps in Medical Schemes in South Africa <i>by Michael Mncedisi Willie, Samuel Musungwini and Altug Ocak</i>	
Chapter 2	17
Embodiment and Performance of Identity: The Social Skin of Film Festivals (Case Study – The Transilvania International Film Festival) <i>by Ileana Nicoleta Sălcudean</i>	
Section 2	
Digital Marketing Inhibitors, Automation and Artificial Intelligence	33
Chapter 3	35
The Automated Enterprise: Unify Your People, Processes, and Technology through IT Automation <i>by Manoj Kumar Jain</i>	
Chapter 4	53
The Integration of Artificial Intelligence in Sustainable Branding: A Literature Review <i>by Hanene Hammami</i>	

Preface

As a renowned marketing and business management expert, I am excited to share my knowledge and experience with readers. This book, *Modeling the Relationship and Capabilities of Digital Marketing Inhibitors in Marketing – A Multidisciplinary Approach to Understanding the Complexities of Digital Marketing*, is a comprehensive guide to understanding digital marketing inhibitors and their impact on marketing strategies. Through a multidisciplinary approach, this book provides insights into the relationships and capabilities of digital marketing inhibitors, offering practical knowledge and real-world examples to help readers navigate the complexities of digital marketing.

Dr. Abigail Chivandi
University of Witwatersrand,
Johannesburg, South Africa

Section 1

Digital Marketing and Brand Identity

Chapter 1

Building Brand Identity through Digital Marketing Platforms and Smart Apps in Medical Schemes in South Africa

Michael Mncedisi Willie, Samuel Musungwini and Altug Ocak

Abstract

In the landscape of healthcare, particularly for non-profit schemes, aligning brand identity with organizational values is crucial, especially given the outsourcing of operational tasks. The study employed a mixed-methods approach, integrating a comprehensive literature review and case studies to examine brand identity. It underscores the challenges of distinguishing between the roles of schemes and third-party administrators, particularly in shaping member perceptions of brands. This ambiguity emphasizes the necessity for distinct visual identities and effective communication strategies. Furthermore, the study underscores the increasing significance of digital platforms in influencing brand identity. The findings demonstrate the pivotal role of digital platforms in enhancing member engagement and service delivery, as evidenced by significant growth in website usage, mobile app logins, and WhatsApp interactions observed in the presented case studies. WhatsApp has emerged as a preferred platform due to its user-friendly interface and real-time support capabilities. This study adds to the existing body of knowledge on the impact of digital platforms on brand identity, highlighting an increasing member preference for automated chat services for efficient issue resolution and underscoring the challenges of brand management in the healthcare sector.

Keywords: brand identity, digital marketing, medical schemes, non-profit entities, digital brand identity, online brand management

1. Introduction

In the complex landscape of healthcare, particularly within the insurance and funding environment, the crucial task of aligning brand identity with organizational values stands as pivotal for long-term sustainability. This alignment assumes heightened significance, particularly in the context of widespread outsourcing within the healthcare industry [1, 2]. Brand identity refers to the collection of attributes

that a company or organization wants consumers to associate with its brand [3]. It represents how a brand wants to be perceived by its target audience and encompasses various elements such as brand name, logo, design, colours, symbols, messaging, and overall visual and verbal communication style [3, 4]. Essentially, brand identity is the outward expression of a brand's unique values, personality, mission, and vision that differentiate it from competitors and create a consistent and memorable impression on consumers [5]. It plays a crucial role in shaping consumer perceptions, building trust and loyalty, and influencing purchasing decisions [6].

As organizations engage in contracting out services, it becomes essential to safeguard their brand identity and visibility, ensuring they remain distinct and maintain relevance while demonstrating ongoing value to their customers [3, 6, 7]. The concept of brand identity in the service industry has been extensively covered in the literature [6, 8, 9], yet limited studies have specifically examined the effects of outsourcing on brand identity and visibility [10]. Scholars such as Du Preez and Bendixen [11] highlighted in their study that outsourcing contact centres can have significant practical implications, particularly leading to a loss of control over internal brand management [11]. Contact centres act as the initial touchpoint in the service industry and play a vital role in facilitating customer service [12, 13]. According to the Council for Medical Schemes' industry report, customer service is a key factor when outsourcing administrative services [14]. Medical schemes play a crucial role in providing access to healthcare services managing healthcare costs for individuals and families and contracting out administration services. However, challenges arise in distinguishing between the roles of medical schemes and third-party administrators, especially regarding brand perception among members [15–17]. This blurring of brand identities underscores the need for distinct and differentiated visual identities and strategic communication strategies to maintain brand clarity in a complex environment.

2. Purpose and scope of the review

The study aims to examine the difficulties associated with brand management, explicitly distinguishing between medical schemes and third-party administrators, and explore digital platforms' growing significance in molding brand identity and engaging with members. Ultimately, the study seeks insights into successful brand identity strategies for medical schemes and guidance for future research.

3. Literature review

Brand identity is a critical determinant of success within the healthcare industry, particularly for non-profit medical schemes where aligning brand values with organizational ethos is paramount [5, 18, 19]. Theoretical frameworks, notably those proposed by Kapferer and Aaker, furnish indispensable insights into the construction and perception of brand identity within this context [3, 5]. Kapferer's Brand Identity Prism and Aaker's Brand Identity Model are theoretical frameworks for analyzing and managing brand identity. Kapferer's prism delineates six facets: Physique, Personality, Culture, Relationship, Reflection, and Self-image, offering a comprehensive understanding of how brands are perceived and influence consumer behaviour (**Figure 1**). Conversely, Aaker's model focuses on five dimensions: Brand Vision, Brand Culture, Brand Personality, Brand Relationships, and Brand Reflection, emphasizing strategic

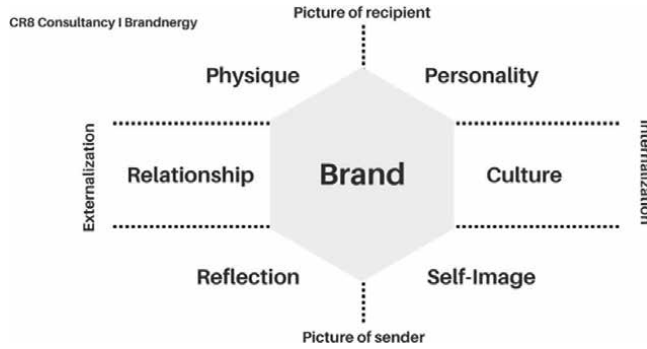


Figure 1.
Kapferer brand identity prism.

elements like vision, culture, and stakeholder relationships (**Figure 2**). While Kapferer's prism highlights the emotional and symbolic aspects of brand identity, Aaker's model accentuates strategic elements and stakeholder relationships, though both frameworks contribute valuable insights into brand identity management.

The parameters outlined in the Kapferer and Aaker frameworks provide a systematic approach to understanding brand identity within the healthcare context. These frameworks delineate several key dimensions, including physique and self-image. Physique represents the tangible elements of the brand, such as logos, colours, packaging, and design. At the same time, self-image pertains to how consumers perceive themselves to the brand, reflecting the brand's ability to meet consumers' self-expression and identity needs [5].

Relationship is another crucial facet examined in both frameworks, focusing on the interactions and connections between the brand and its customers. This dimension encompasses customer loyalty, engagement, and satisfaction, pivotal in shaping consumer perceptions and behaviours [3]. These dimensions are pertinent

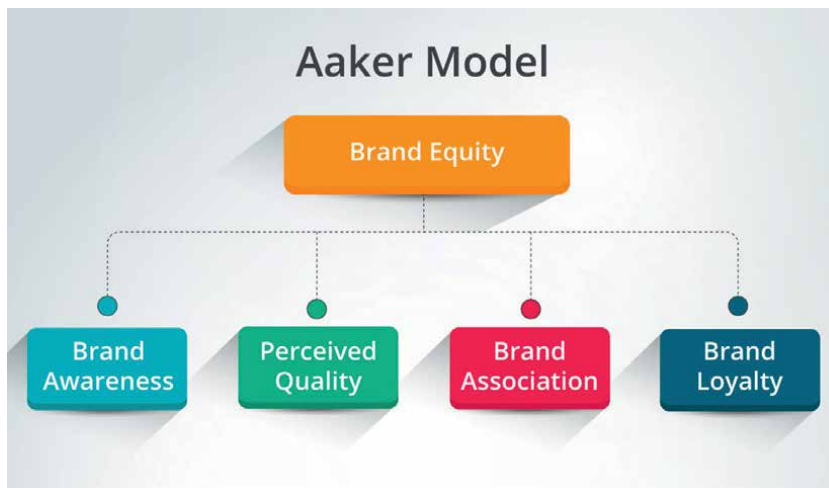


Figure 2.
Aaker model.

considerations within the current study, which aims to explore the complexities of brand management within the healthcare sector.

In medical schemes, where trust, credibility, and differentiation are pivotal, deep comprehension and compelling brand identity management are indispensable for organizational triumph. Medical schemes are non-for profit entity that funded relevant health service in exchange of a monthly premium, also known as health insurance companies in other settings. Non-profit entities within healthcare often accentuate altruistic motives, social responsibility, and the fostering of collaborative partnerships, necessitating a resonance of these aspects within their brand identity strategies [20].

Moreover, amidst the intricacies of brand management within the healthcare sector, outsourcing operational tasks, notably observed in the administration of medical schemes, injects additional complexity into the equation [5]. This complexity emphasizes the importance of a nuanced approach to brand identity analysis, particularly in delineating the duties of medical schemes compared to third-party administrators. However, challenges abound in accurately gauging brand perception among members, especially in contexts where the delineation between schemes and third-party administrators blurs. This conundrum accentuates the necessity for clear and differentiated visual identities and communication strategies to alleviate confusion and fortify brand clarity. Furthermore, the burgeoning significance of digital platforms cannot be overstated in shaping brand identity within the healthcare domain. Analysis of digital engagement trends unveils valuable insights into evolving consumer preferences and delineates the opportunities digital touchpoints present for amplifying brand visibility and bolstering member interaction [21]. Leveraging digital platforms for brand storytelling and fostering engagement emerges as an indispensable strategy for medical schemes to adapt to the shifting consumer behaviours and preferences, underscoring the indispensability of understanding the nuances of brand management within the healthcare sector and delving into tailored frameworks for multi-entity environments and digital branding strategies.

4. Methods

The study utilized a mixed-methods approach, incorporating a comprehensive literature review of case studies for examining brand identity [22–24]. An in-depth literature review involves synthesizing existing research and theories to understand the various dimensions of brand identity, providing a theoretical foundation for further investigation [25]. Case studies provide insights into real-world brand identity practices, allowing researchers to identify best practices, pitfalls, and strategies for enhancing brand effectiveness [26]. Secondary data on case studies used was sourced from Google Search and scheme-specific official websites and integrated reports. Moreover, case studies enable the exploration of brand identity dynamics within specific industries or organizational structures, shedding light on how entities construct and communicate their brand identities [27, 28]. The study population was medical schemes registered with the CMS. A convenience sampling frame was adopted, and comparative analysis allowed researchers to explore similarities and differences in brand identity across closely related entities. The main objective of convenience sampling is to collect information from participants who are easily accessible to the researcher like recruiting providers attending a staff meeting for study participation [29].

5. Analysis and results

Medical schemes associated with employer groups typically share the same logo as the employer, fostering a cohesive visual identity that enhances employee brand association. These schemes are custom-tailored benefit packages aimed at meeting the distinct healthcare needs of employees and are commonly integrated into the comprehensive employee benefits package. Large corporations may offer customized medical schemes, either self-administered or through partnerships with insurance providers, providing additional perks specific to the organization. Additionally, employers may negotiate group health insurance plans with insurance providers to cover employees and sometimes their dependents, ensuring favorable rates and terms. Another standard model is Employer-Sponsored Health Maintenance Organizations (HMOs), where employers partner with HMOs to offer comprehensive healthcare services through a network of providers and facilities.

5.1 The post office and PostMed case study

This visual consistency can help reinforce the employer's brand image and values, fostering a stronger connection between employees and the healthcare benefits provided. One example is the Post Office and Medipos brand image, which are similar in the logo and the colours used (**Figure 3**). Medscheme administers the scheme, has a different logo and brand identity and has administered nine other medical schemes as of December 2022 (Two open schemes and seven closed schemes) (**Figure 3**).

5.2 The discovery health and discovery health medical scheme case study

The graph below illustrates the logos and brand identities of Discovery Health Administrator and Discovery Health Medical Scheme, highlighting their operational differences. Despite their distinct functions—Discovery Health Medical Scheme as a healthcare provider and Discovery Health Administrator as a service administrator—they share the same logo and brand identity. This similarity in visual branding can create confusion among members, making it challenging to differentiate between entities. Discovery Health Administrator administered 17 other medical schemes, including Large Closed schemes. The CMS has previously issued reports, circulars, and declarations addressing concerns about such practices. Brand-sharing practices between medical schemes and their administrators are considered irregular



Figure 3.
Contrast between Post Office and PostMed Logo. Source: Matshoba [30].

or undesirable. This practice can blur the lines between different operational roles, potentially leading to misunderstandings and confusion among members regarding the services provided by each entity [14]. Each entity's distinctive visual identity is crucial for clarity and transparency. There are notable instances in the sector where branding is shared, such as Discovery Health Administrator and Discovery Health Medical Scheme (**Figure 4**).

Another example of significant similarities between the administrator and the scheme can be seen in Momentum brand. Momentum Health is a healthcare provider offering comprehensive medical coverage, including hospital plans, chronic illness coverage, and day-to-day medical expenses, directly enrolling members who pay premiums for these benefits. It operates under the broader Momentum brand, emphasizing health insurance and medical aid solutions, and generates revenue through member contributions. In contrast, Momentum Health Solutions serves as an administrator, offering extensive support to various medical schemes, including claims processing, customer service, network management, and data analytics, as well as targeting schemes and healthcare providers needing efficient administrative solutions. Members of Momentum Health may face difficulties distinguishing between the scheme and Momentum Health Solutions due to shared branding, similar logos, and colour schemes, could possibly lead to confusion. This confusion can complicate communication channels and affect perceptions of accountability, possibly resulting in frustration and diminished trust in the brand. Clear differentiation in branding and communication is crucial to mitigate these issues and ensure members effectively navigate and utilize the services offered by each entity (**Figure 5**).

The analysis of four selected medical schemes highlights potential challenges related to the members' inability to distinguish between the medical scheme, the employer group, and the contracted third-party administrators. This issue is particularly pronounced when there is significant overlap in branding or operational responsibilities, leading to confusion among members regarding the roles and



Figure 4.
Discovery Health Medical Scheme and Discovery Health Pty Ltd. Logo.



Figure 5.
Momentum health and Momentum health solutions Logo.

functions of each entity involved in their healthcare management. One notable challenge in medical schemes arises when there is ambiguity surrounding the association with an employer group or the use of similar branding, which can confuse members about who is responsible for their healthcare benefits. This lack of clarity can lead to misunderstandings in coverage and service provision. Additionally, contracting with multiple administrators for various functions can add complexity, potentially resulting in fragmented communication and service delivery. These challenges, impacting a significant portion of the membership, emphasize the importance of clear branding and defined roles to enhance member satisfaction and streamline healthcare management.

5.3 Digital presence

5.3.1 Discovery health medical scheme case study

The data from 2022 to 2023 reveals a dynamic shift in user engagement across Discovery Health Medical Scheme's digital platforms. In the past year, Discovery Health Medical Scheme has demonstrated significant growth in digital engagement, reflecting an evolving landscape of user interaction and preference for digital health management tools.

The considerable growth in the website and WhatsApp usage, coupled with increased daily mobile interactions, highlights the evolving preferences of users towards more accessible and interactive digital health management tools. As Discovery Health continues to innovate and adapt to changing user needs, these trends suggest a promising future for digital health services. From 2022 to 2023, the average monthly website users surged by 294%, reaching 610,372, and daily logins increased by 23%, indicating a greater reliance on the website for health-related services. Despite a 33% decline in monthly mobile app users, daily logins rose sharply by 85%, suggesting a higher app usage frequency among fewer but more engaged users. WhatsApp registered users increased by 22% to 632,180, with daily interactions growing by 58%, highlighting its growing popularity for customer support.

The user base for HealthID, Discovery Health's digital health record system, expanded by 54%, facilitating more integrated care. Additionally, the scheme's social media followers grew by 14%, enhancing community engagement and brand visibility (**Table 1**).

5.3.2 Bonitas medical scheme case study

Bonita's medical scheme is one scheme that invests in digital platforms like any other medical scheme in the sector. The Bonita's member app had been downloaded by 55,174 users, establishing itself as the primary platform for member engagement. The app became essential for members, offering features such as checking benefits, finding network providers, virtual GP consultations, accessing medical savings account balances, communicating with call centre agents, and obtaining tax certificates.

By December 2022, downloads had increased to 76,563, marking a 39% rise and reinforcing the app's role as the central tool for member interaction. The uptake of the WhatsApp channel has also been significant, peaking in activity during June, July, and August of 2022. By the end of December 2022, there were 350,085 unique

	Discovery Health Medical Scheme		
	2022	2023	% change
Website users per month	154,828	610,372	294%
Website logins per day	42,694	52,400	23%
Mobile users per month	875,818	590,730	-33%
Mobile logins per day	28,794	53,370	85%
WhatsApp registered users	520,000	632,180	22%
WhatsApp interactions per day	1604	2540	58%
Current HealthID users	4139	6368	54%
Social media followers	1,200,000	1,373,384	14%

Source: Generated by the authors from DHMS [31, 32].

Table 1.
Discovery Health Medical Scheme Digital support.

WhatsApp users, an increase of 137,623 from the previous year. This indicates a robust preference for WhatsApp among members for its ease of use and accessibility. From 2020 to 2021, Bonitas Medical Fund saw considerable growth in digital engagement across various platforms, reflecting a growing reliance on digital communication tools. The most notable increase was WhatsApp use for agent interactions, which surged by an extraordinary 912%, from 20,149 in 2020 to 203,820 in 2021. This dramatic growth highlights WhatsApp as the most used and preferred real-time support and communication platform.

Similarly, interactions with WhatsApp’s bot and self-service features more than doubled, rising by 176% from 75,427 in 2020 to 207,821 in 2021. This substantial growth underscores the platform’s effectiveness in providing self-service options and automated responses, contributing to high user engagement. Live chat interactions increased significantly, growing by 54% from 21,914 in 2020 to 33,780 in 2021. This steady rise suggests that members value immediate, web-based support for their queries and concerns. Furthermore, chatbot interactions saw a remarkable increase of 128%, climbing from 22,223 in 2020 to 50,650 in 2021. This trend indicates a growing preference for automated chat services among members for quick and efficient problem resolution. Overall, these trends reflect the increasing importance and usage of digital communication channels in enhancing member engagement and support (**Table 2**).

	2021	2022	% change
Live chat interactions	21,914	33,780	54%
Chatbot interactions	22,223	50,650	128%
WhatsApp agent chats	20,149	203,820	912%
WhatsApp bot and self-service interactions	75,427	207,821	176%

Source: Generated by the authors from Bonita’s [33, 34].

Table 2.
Bonita’s medical Schemes Digital support.

6. Discussion

Brand identity plays a critical role in the success of medical schemes within the competitive healthcare industry by shaping how they are perceived and differentiated from their competitors. It encompasses elements such as the scheme's logo, colours, visual design, messaging, and overall reputation among members and stakeholders. Theoretical frameworks developed by scholars like Kapferer and Aaker offer valuable insights into constructing and perceiving brand identity in this context. Effective brand identity management is essential in healthcare, where trust and credibility are paramount. Outsourcing operational tasks adds complexity to brand management, necessitating a nuanced approach, particularly distinguishing between schemes and third-party administrators [3, 5].

Additionally, the growing significance of digital platforms in shaping brand identity cannot be understated. Leveraging digital platforms for brand storytelling and engagement is critical for schemes to adapt to changing consumer behaviours and preferences [35, 36]. The literature review underscores the importance of brand identity in achieving success within the healthcare sector, emphasizing its role in building trust and credibility. Medical schemes face challenges in aligning their brand identity due to their heavy reliance on third-party administration services. This dependency can overshadow and dominate their own brand presence and visibility, while outsourcing further complicates the alignment with organizational values.

Empirical methodologies like case studies offer practical insights, but challenges remain in assessing brand perception accurately. Digital platforms are increasingly shaping brand identity, necessitating adaptation to changing consumer preferences [37]. Results reveal challenges distinguishing between schemes and administrators, leading to confusion among members. Clear branding and defined roles are essential for enhancing member satisfaction. Digital platforms play a significant role in member engagement, with trends indicating a shift towards more interactive tools [14]. Case studies of Discovery health Medical Scheme and Bonitas Medical Scheme demonstrate the significance of digital platforms in member engagement. Both schemes witness significant growth in digital engagement, reflecting evolving preferences for digital health management tools. WhatsApp has become a favored platform due to its user-friendly interface and widespread accessibility. Live chat and chatbot interactions contribute to high user engagement, highlighting the importance of digital communication channels in enhancing member support and satisfaction [14].

7. Implications for practice and future research

The implications for practice underscore the importance of clear branding strategies and robust digital engagement initiatives for medical schemes. Clear and differentiated branding strategies, aligned with organizational values, are essential for enhancing brand clarity and member satisfaction. This involves ensuring visual consistency across various touchpoints and effectively communicating the roles and functions of different entities involved in healthcare management. Investing in digital engagement strategies is crucial to meet the evolving preferences of members for digital health management tools. Leveraging digital platforms for brand storytelling, member support, and service delivery can enhance member interaction and loyalty while keeping pace with industry trends.

In terms of future research, there is a need to delve deeper into the role of brand identity in healthcare organizations, particularly in non-profit entities. Investigating how brand identity influences member perceptions, trust, and loyalty can provide valuable insights for organizational strategy and decision-making. Furthermore, research focusing on innovative digital branding strategies tailored to the healthcare sector is essential to inform best practices for medical schemes in the digital age. Understanding member experience and satisfaction within medical schemes can also guide service delivery and brand management improvements. In contrast, comparative studies analyzing brand identity practices across different healthcare organizations can provide benchmarking insights for strategy development.

8. Recommendations

Recommendations for medical schemes encompass enhancing brand clarity, investing in digital engagement, fostering collaboration, and continual research and evaluation. Firstly, medical schemes must enhance brand clarity through clear and differentiated branding strategies. This involves ensuring consistency across various touchpoints and effectively communicating the roles of different entities involved in healthcare management. Regular evaluation of branding strategies, coupled with feedback from members, can facilitate adjustments and ensure alignment with organizational values. Secondly, given the increasing importance of digital platforms, medical schemes should invest in robust digital engagement initiatives to cater to evolving member preferences. Leveraging digital tools for brand storytelling, personalized member support, and streamlined service delivery is paramount. User-friendly interfaces and continuous monitoring of digital engagement metrics can enhance member interaction and satisfaction, ultimately fostering long-term loyalty.

Additionally, fostering collaboration among medical schemes, third-party administrators, and stakeholders is crucial for streamlining healthcare management processes and enhancing overall service delivery. Clear communication channels and cross-functional teams can facilitate knowledge sharing and innovation in brand management practices. Continued research and evaluation are imperative to stay abreast of industry trends and member preferences. Future research should focus on understanding the impact of brand identity on member perceptions and exploring innovative digital branding strategies tailored to the healthcare sector. Regular evaluation of branding initiatives and digital engagement metrics will ensure strategic alignment and effectiveness in an evolving healthcare landscape.

9. Conclusion

Navigating the complex healthcare landscape demands strategic approaches from medical schemes to ensure sustained success and member satisfaction. Enhancing brand clarity through clear and differentiated branding strategies is paramount, alongside investments in robust digital engagement initiatives to meet evolving member preferences. Collaboration among stakeholders and continual research and evaluation are equally crucial for staying ahead of industry trends and aligning with member needs.

Author details

Michael Mncedisi Willie^{1*}, Samuel Musungwini² and Altug Ocak³


1 Council for Medical Schemes, Pretoria, South Africa

2 Midlands State University, Gweru, Zimbabwe

3 Beykent Üniversitesi, İstanbul, Türkiye

*Address all correspondence to: m.willie@medicalschemes.co.za

IntechOpen

© 2024 The Author(s). Licensee IntechOpen. This chapter is distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. 

References

- [1] Batraga A, Rutitis D. Corporate identity within the health care industry. *Economics and Management*. 2012;**17**(4):1545-1551
- [2] Hatch MJ, Schultz M. Bringing the corporation into corporate branding. *European Journal of Marketing*. 2003;**37**(7/8)
- [3] Aaker DA. *Building Strong Brands*. New York, NY: The Free Press; 1996
- [4] Farhana M. Brand elements lead to brand equity: Differentiate or die. *Information Management and Business Review*. 2012;**4**(4):223-233. DOI: 10.22610/imbr.v4i4.983
- [5] Kapferer JN. *The New Strategic Brand Management*. 5th ed. London: Kogan Page; 2012
- [6] Keller KL. Brand synthesis: The multidimensionality of brand knowledge. *Journal of Consumer Research*. 2003;**29**:595-600. DOI: 10.1086/346254
- [7] Aaker DA. *Managing brand equity*. New York: The Free Press; 1991
- [8] Balmer JM. Strategic corporate brand alignment: Perspective from identity based views of corporate brands. *European Journal of Marketing*. 2012;**46**(7/8):1064-1092. DOI: 10.1108/03090561211230205
- [9] Buil I, Catalán S, Martínez E. The importance of corporate brand identity in business management: An application to the UK banking sector. *BRQ Business Research Quarterly*. 2015;**19**(1):3-12. DOI: 10.1016/j.brq.2014.11.001
- [10] Kranzbühler AM, Kleijnen MHP, Verlegh PWJ. Outsourcing the pain, keeping the pleasure: Effects of outsourced touchpoints in the customer journey. *Journal of the Academy of Marketing Science*. 2019;**47**(2):308-327. DOI: 10.1007/s11747-018-0594-5
- [11] Du Preez R, Bendixen M. Outsourcing contact centers: Internal branding challenges and consequences. *Journal of Business & Industrial Marketing*. 2019;**34**(3):549-558. DOI: 10.1108/JBIM-10-2018-0311
- [12] Dharamdass S, Fernando Y. Enablers of contact centre service excellence: A practitioner's perspective. *International Journal of Business Excellence*. 2017;**11**(3):381-396. DOI: 10.1504/IJBEX.2017.081932
- [13] Sheth JN, Jain V, Ambika A. The growing importance of customer-centric support services for improving customer experience. *Journal of Business Research*. 2023;**164**(1):113943. DOI: 10.1016/j.jbusres.2023.113943
- [14] Council for Medical Schemes (CMS). *Industry Report 2022/2023*. Pretoria, South Africa: Council for Medical Schemes (CMS); 2023
- [15] Willie MM. Exploring the expenditure on marketing in South African medical schemes. *International Journal of Research - GRANTHAALAYAH*. 2023;**11**(6):23-30. DOI: 10.29121/granthaalayah.v11.i6.2023.5195
- [16] Costa MPD. Using outsourcing as a competitive edge: The case of medical aid schemes. *International Journal of Management Science and Business Administration*. 2018;**5**(1):23-30
- [17] Council for Medical Schemes (CMS). *Findings and Recommendations of the*

- Governance Theme Project. Pretoria: CMS; 2006. Available from: https://www.medicalschemes.com/files/Presentations%20And%20Reports/FINAL%20GOVERNANCE%20REPORT%20APRIL%202006%20_3_%20_3_.pdf
- [18] Beverland M. Brand Management: Co-Creating Meaningful Brands. London: Sage; 2018
- [19] Keller KL. Strategic Brand Management. London: Pearson; 2013
- [20] Castagnola L, Yawson RM. Corporate – Nonprofits Partnerships to Improve Social Innovation and Corporate Social Responsibility. MPRA Paper 107997. Munich, Germany: University Library of Munich; 2021
- [21] Ningrum KK, Roostika R. The influence of social media marketing activities on consumer engagement and brand knowledge in the culinary business in Indonesia. *International Journal of Research in Business and Social Science*. 2021;**10**(5):34-45. DOI: 10.20525/ijrbs.v10i5.1314
- [22] Castro FG, Kellison JG, Boyd SJ, Kopak A. A methodology for conducting integrative mixed methods research and data analyses. *Journal of Mixed Methods Research*. 2010;**4**(4):342-361. DOI: 10.1177/1558689810382916
- [23] Hong QN, Rees R, Sutcliffe K, Thomas J. Variations of mixed methods reviews approaches: A case study. *Research Synthesis Methods*. 2020;**11**(1):e1437. DOI: 10.1002/jrsm.1437
- [24] Timans R, Wouters P, Heilbron J. Mixed methods research: What it is and what it could be. *Theoretical Sociology*. 2019;**48**(1):193-216. DOI: 10.1007/s1186-019-09345-5
- [25] Snyder H. Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*. 2019;**104**:333-339. DOI: 10.1016/j.jbusres.2019.07.039
- [26] Rashid Y, Rashid A, Warraich MA, Sabir SS, Waseem A. Case study method: A step-by-step guide for business researchers. *International Journal of Qualitative Methods*. 2019;**18**:1-13. DOI: 10.1177/1609406919862424
- [27] da Silveira C, Lages C, Simões C. Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research*. 2013;**66**(1):28-36. DOI: 10.1016/j.jbusres.2011.07.020
- [28] Zainal Z. Case study as a research method. *Jurnal Kemanusiaan*. 2007;**5**(1):1-6
- [29] Etikan I. Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*. 2016;**5**(1):1. DOI: 10.11648/j.ajtas.20160501.11
- [30] Matshoba A. Post Office Rescue Plan Gets the Green Light but Comes with Major Retrenchments and an Additional R3.8bn Allocation. South Africa: INSIDER GOLD; 2023. Available from: <https://www.moneyweb.co.za/news/south-africa/post-office-rescue-plan-gets-the-green-light/>
- [31] DHMS. Integrated annual report 2022. 2021. Available from: <https://www.discovery.co.za/assets/discoverycoza/corporate/investor-relations/2022/dhms-ir-2021.pdf>
- [32] DHMS. Integrated annual report 2023. 2022. Available from: <https://www.discovery.co.za/assets/discoverycoza/corporate/investor-relations/2023/dhms-ir-2023.pdf>

[33] Bonitas. Annual Report 2021. 2021. Available from: https://www.bonitas.co.za/frontend/images/pdfs/Annual_Report_2021.pdf

[34] Bonitas. Annual Report 2023. 2022. Available from: https://www.bonitas.co.za/frontend/images/pdfs/2023_Annual_Report.pdf

[35] Chakraborty A, Jain V. Leveraging digital marketing and integrated marketing communications for brand building in emerging markets. In: Adeola O, Hinson RE, Sakkthivel AM, editors. Marketing Communications and Brand Development in Emerging Economies Volume I. Palgrave Studies of Marketing in Emerging Economies. Cham: Palgrave Macmillan; 2022. DOI: 10.1007/978-3-030-88678-3_13

[36] Pascucci F, Savelli E, Gistri G. How digital technologies reshape marketing: Evidence from a qualitative investigation. *Italian Journal of Marketing*. 2023;2023:27-58. DOI: 10.1007/s43039-023-00063-6

[37] Dwivedi YK, Ismagilova E, Hughes DL, Carlson J, Filieri R, Jacobson J, et al. Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*. 2021;59:102168. DOI: 10.1016/j.ijinfomgt.2020.102168

Chapter 2

Embodiment and Performance of Identity: The Social Skin of Film Festivals (Case Study – The Transilvania International Film Festival)

Ileana Nicoleta Sălcudean

Abstract

Fashion poses the same dilemma that arises between elitism and mass culture in art; translated into the semiotics of *haute couture* and *street fashion*, this dilemma is entwined with other implied questions regarding identity, symbolism, gender, aesthetics, politics, economics and social endeavors. From the body as a “scene of display” and the “body as artifact” to the “body as a site of lived experience” and as a “site of embodied agency” social and artistic identity is constructed and exhibited through gestures, practices, rituals: voluntary and involuntary performances juxtaposing dominance, beauty and novelty. International film festivals are seen as “cosmopolitan spaces” and the “red carpet” represents the intersection between film and fashion, a performance in itself. This case study will analyze the setting of the Transilvania International Film Festival and its evolution throughout its 22 editions, with a view to decoding the national and international traces of the symbolic language of dressing, embodiment and performance of identity. Following the “social skin” models proposed by Terence Turner (*internal, interrelational and macro-relational*), this article will approach different levels of identity construction for and within a film festival context.

Keywords: film festival, embodiment, identity construction, performance of identity, fashion

1. Introduction

“If both anthropology and film are seen not only as processes of knowledge but also as processes of communication, we must go a step further and try to understand how the products, which we may choose to call *texts* or *messages* are related to the process. Moving to what we can then call the textual level, it is important to bear in mind

that this level is context-dependent. Communication covers, here, both communication as a representation of reality and communication as *part* of reality” ([1], p. 69).

If we consider social and artistic identity to be manifested as communication, then we can examine the categories introduced by M.A.K Halliday for systemic functional linguistics, referring to *ideational* (*experiential* and *logical*), *interpersonal*, and *textual* functions ([2, 3], p. 249). I attempt to compare these functions to the categories proposed by Terence Turner in his model: *internal*, *interrelational* and *macro-relational* ([4], p. 503). Thus, the “social skin” model proposed by Turner when analyzing the population of a native tribe, the Kayapo, in the Amazon forests, is characterized by “dominance” and “beauty”, two features that create a new language¹. The *internal* function would correspond to the *ideational* category, the *interrelational* to the *interpersonal* and the *macro-relational* to the *textual*. Therefore, both linguistics and dress codes are regarded as languages that construct and reflect the inner world in the outside world. This model is applied to film and fashion, more specifically to film festivals that encompass various references to art, communication, society, culture, politics, ideology, economics etc. I do not refer here particularly to fashion films genre that is especially “a platform that stimulates a reflection on fashion” or to fashion film festival as a “*glamorous* event, as well as a creative platform to brainstorm interactively about the future of fashion film ([6], pp. 52–53), but to film and film festival in general and the gestures, practices and rituals that consecrate their identity, a blueprint of dominance and beauty.

I plead for “understanding visual images as embedded in the social world and only comprehensible when that embedding is taken into account” ([7], p. xviii). Film and fashion understood as art – “... a set of artifacts (objects, environments, and events), and the matrix that establishes them”² – are inconceivable outside a social context. Yet, the social semiotics of multimodality (moving beyond language itself) compel us to re-evaluate expression and interpretation in the consonant context of embodiment and performance of the identity [9].

Kelly Fuery proposes a new media approach based on Foucault’s concept of *discourse*, exploring the discontinuities involved in different types of discourses, as well as the implications of the *novelty* of discourse, the meaning of the *new* as a discursive practice, as statement: “Seen in this way the new of new media is invested with all the themes of power and subjectivity that operate within the discursive practices of culture, and new media itself becomes part of a much larger set of enunciative functions within those cultural orders” ([10], p. 24).

These voluntary and involuntary performances, traces of the symbolic language of dressing, embodiment and identity construction prompt various questions. What is the meaning of dominance and beauty in the new context of social semiotics of film festivals? And how is the context influencing this symbolic language? [9] What is the function of the *internal*, *interrelational* and *macro-relational* dimensions in identity coding, both socially and artistically? What is the role of new/social media and the

¹ “The surface of the body, as the common frontier of society, the social self, and the psycho-biological individual becomes the symbolic stage upon which the drama of socialization is enacted, and bodily adornment (in all its culturally multifarious forms, from body-painting to clothing and from feather head-dresses to cosmetics) becomes the language through which it is expressed” ([5], pp. 112–140).

² “This matrix includes artifacts, productive practices generating them, spaces where those practices take place, places where the artifacts are experienced (for visual art primarily museums and galleries, but also public spaces, homes and other private properties and reproductions such as catalogs and advertisements for commodities), art education, art criticism, and art history” ([8], p. 138).

digital culture generally in enhancing these types of relationships and how is novelty applying to the process of both creating and transferring meaning?

2. Social and artistic identity

“Creativity is a systemic, rather than an individual phenomenon” ([11], p. 23).

The processes that take place in the social area, as well as their circumstances and the objective and subjective reactions they trigger off reflect identity and mold it at the same time. And though artistic products may be traced down to individuals and their creativity³, they are an intricate puzzle that contains all the cultural and social layers embodied at a certain moment in time. To this mix we could add other ingredients that blend social endeavors such as: Symbolism, gender, esthetics, politics and economics. And if we also include in this complex process the public, with the consumption formulas, then the algorithm will multiply its results. Some researchers correlate the act of consumption with that of cultural identity (Stuart Hall, John Fiske).

The measure unit in cultural studies remains the *text* that transcends its meaning beyond the written text, to all products from fashion to film⁴. Culture means not only *high culture* and *popular culture*, but also daily meanings and practices. Recent studies analyze local and global forms of resistance to Western hegemony. The new phase of cultural studies develops a new vocabulary: post-hegemony. *Hegemony*, the term on which cultural studies were built, had to do with domination by force or consensus, ideology or discourse. In the present state, power has become internalized: Domination comes from within, power is a generative force, and resistance to power becomes a complicated process in the context in which power is reproduced even within the exploited groups ([12], p. 55). Lash is criticized by Richard Johnson, who argues that the term *hegemony*, even in Gramsci's writings, does not refer to a mode of domination, but to a form of political leadership, with a set of complex relationships between different groups and individuals. “In general, contemporary Europeans and Americans understand self to be the subjectively self-present flow of internal thought and feeling. This subjective awareness of internal states is linked to the notion of privacy, and through privacy to property. It is connected to an idea of individual freedom and tied to our belief in essential individuality, that deep down inside there is a true me” ([8], p. 138). Can we see this discourse of power played in fashion? What are the norms imposed by the red carpet? Can it be regarded both as a coding of identity and social display?

The *internal* social skin inscribed in the individual transfers to the *interrelational* social skin the main traits of identity that solidify in the trends of the *macro-relational* skin. This dance between the individual and the society describes the construction and performance of identity in modern times, yet, changes that occur also play an

³ “Creativity is often the factor held to differentiate mere craft (technical facility) from art. In its lesser forms, creativity is associated with the concept of talent, and in its greater forms with that of genius. *Self-expression* is also incorporated into the linked symbolism of freedom and creativity” ([8], p. 133).

⁴ “In their similarities, iconography and semiotics are both concerned with what objects mean, consider the significance of their historical development, and question how objects acquired their meaning. Fundamentally, both embrace concepts found in anthropology, where works of art are seen as cultural systems; as objects that define social relationships, sustain social rules and strengthen social values” ([8], p. 89).

important role: “Historical memory has become too short to recall that every time there has been a major reordering of capitalism, there has been a major unsettling of cultural identities, bringing with it destabilizing ideologies, new social moments and unpredicted realignments in politics with disastrous consequences for Europe” ([13], p. 30). There is a favorable context for discussions on different cultures, cultural products and cultural identity, even reflected in visual culture, in our case, as this dance between the individual and the society is mirrored here: “Visual culture reflects, but also teaches us about ourselves and our cultures” ([8], p. 9).

Moreover, emphasized by the new/ social media, the barriers between private and public become blurred ([14], p. 40). Elsaesser raises a question about the ethical challenge that comes with the freedom of the individual – the fewer obligations he/she assumes as he/she is released from responsibility and consequences ([14], p. 28). This great diversification of new/social media and the unceasing changes in technology can be subversive. Examples of the dissemination of illegal narratives on the Internet (with topics related to sexuality or terrorism), phenomena such as *happy slapping*, *cyber-stalking* etc. can be conclusive ([10], p. 143).

Identity becomes flexible and new media and social media changes borders. New media, especially social media develops into an environment that facilitates the spread of views and information. They create the context of embodiment and performance of the identity providing the expression and the interpretation. The appeal of the new technologies have also a certain attraction that brings marketing value. That is the “carnavalesque attribute” ([10], p. 144) of the new media⁵. Iulia Kristeva stated that the carnival is a spectacle or a discourse where the line between the author and a spectator is eluded, it represents both stage and life, an ambiguity. ([15], pp. 48–50).

The intrinsic short-term projection of fashion industry, based on the newness and trend-setting strategies, derives a permanent, simultaneous and non-linear presence in the digital culture. The digital age and the impact of fashion films ([16], p. 118) accelerate that urge of newness and confer a feeling of power when the individual is in alignment with the trends in fashion. Yet, what is sold as *new* by the marketing image is ruled out as obsolete by the image itself that is spread worldwide and amends the novelty of the product.

3. Voluntary and involuntary performances

“Cinephilia, in other words, has reincarnated itself, by dis-embodiment itself” ([17], pp. 27–44).

As identity implies communication that incorporates different levels, we can consider the transfer that takes place between one individual and the others, in a continuous dialog of display and perception⁶. Whether it is a voluntary or an involuntary

⁵ “The purpose of new media becomes disruptive and socially cohesive at the same time. It sustains the long traditions of the carnivalesque, and yet is also part of the dominant and mainstream cultural order” ([10], p. 145).

⁶ “Evidently these regimes of ‘contingency, irony, solidarity’ (to slightly mis-use the title of one of Richard Rorty’s books) may not serve to ‘locate’ us in space and time, like auratic art, or ground us in an ontology of proof and evidence constructed around trace and imprint as the photographic image is said to have done, but it could nonetheless indicate the place for us in the new media, as bodies and minds, but also - and this will be the challenge - as participating subjects and (inter-)active citizens” ([18], p. 46).

performance, the body is a “scene of display”, an “artifact” or “a site of lived experience” ([19], p. 139). It also channels a discourse of power, representing a “site of embodied agency” ([19], p. 139) where social and artistic identity is constructed and exhibited through gestures, practices and rituals: “Both art and self-exist for humans as meanings, and there is significant overlap in the ways we understand them. Art is understood to be a mode of self-expression. We identify self as a subjective flow of internal thought and feeling. We link individual selves and art thought the complex notion of creativity. However, the meanings of both art and self are currently in a state of flux” ([8], p. 132).

Performance and entertainment share a common ground, though expected from different categories⁷ and gaining different levels of success and novelty⁸. Read from this perspective, criticism could be a narcissistic attempt, besides its primary beneficial role of guidance, mirroring the double influence between the *ideational* and the *textual*. Over the years, the focus has shifted from film to text, audiences and film reception. As research methods for film analysis, psychoanalysis and semiotics may have been used successfully for classic cinema, but they become less useful in analyzing the new types of cinema and television⁹.

The new perspective brings changes both in the way the camera room is conceived (focusing more on the domestic space than on the public space, technology and access, etc.) and in the way in which viewers experience film ([21], p. 21). “What is important for all motion picture criticism, journalistic or academic, is that the critique functions not only to inform, but also to provide a direction-finder for the viewer, to attempt to help the movie-goer perceive what is excellent and what is meretricious, perhaps to help, too, in seeing what is not so easily perceivable on the surface” ([22], p. 249).

The experience of the past and the novelty of the future interrelate and the demand of the *new* is both exciting and obsessive. Social and artistic identity aggregates the past and the future into a continuum present. Thus, new media find a prolific place in the communication strategy: “These media industries distribute important ideological and cultural products, with significance for the representation of social norms and values” ([23], p. 3). Although this phrase is sometimes used as an “ideological construct” ([10], p. 22), a kind of hook phrase¹⁰ that in association elevates any discourse, there is, however, a difference between new media theories and the practice of new media.

⁷ “Anthropologists and programme-makers are communicators, whereas film-makers are artists.

Anthropologists share with programme-makers the *compulsion to explain*; film-makers, on the other hand, share with programme-makers the *compulsion to entertain*” ([1], p. 261).

⁸ “What is less speculative is that the next ten years are going to witness profound mutations in the geopolitics of entertainment. Traditional Left positions, whether couched in the pessimistic tones of the Frankfurt School or the more nuanced accents of Gramsci, are simply unable to provide the terms with which to engage seriously with the coming changes” ([20], p. 78).

⁹ “The forms of analysis which proved so powerful were drawn from Brechtian esthetic, and particularly those elements of Brecht which stressed art as a practice which could produce knowledge. What was specific to art was the way in which ideological and political knowledge was dependent on the articulations of symbolic acknowledgement of castration. Psychoanalysis was thus added to Brecht to produce an esthetic of difference” ([20], p. 73).

¹⁰ “A large part of interactivity is ideologically driven, particularly in terms of marketability, where the sense of extra and new is attached to *cutting-edge* technology” ([10], p. 49).

4. Film festivals: Film and fashion

“Instead of merely engaging in a celebration of local culture, international film festivals contribute to the creation of a transnational and cosmopolitan film culture, and to achieve this end they use spectacle, stars and glamour” [24]. While many studies are critical of “Hollywood’s influence” on festivals, it is widely acknowledged that spectacular images and stories with popular appeal are the mortar that keeps the festival construction of “serious film programming and criticism erect” ([25], p. 115).

The juxtaposed notions of change and novelty, though already discussed in terms of new technology and new media, trigger a review of the notions of celebrity and stardom. Another concept used by Fuery for the reception of new media is *habitus*, introduced by Bourdieu and seen as a strategy to deal with situations of continual change, integrating past experiences into new perceptions. “New media has given rise to a new type of celebrity. This state of celebrity depends more and more on the ego for its existence, and this in turn becomes part of the *habitus* of subject and culture” ([10], pp. 138–140).

Hollywood is more than film production and distribution. It also means promotion, marketing, television, cable, video, etc. We are not talking just about the film industry, but also about trans-industrial activities. Changes and continuity linked to Hollywood must be understood in the context of the general economic and political contexts, but also of the global market (cable, privatization, commercialization). Hollywood’s relationship with new technologies must be seen in the light of all these contexts ([23], p. 6)¹¹. The imitation process characterizing the *interrelational* segment of social skin is also in place: “Interactivity has been at the center of cultural formations since well before any sense or notion of new media technology” ([10], p. 57). In the mid-60s the Peter Pan syndrome was operating: younger children were watching what older children were watching, girls were watching what the boys were watching, but not vice versa ([22], p. 4).

Fashion poses the same dilemma that arises between elitism and mass culture in art: translated into the semiotics of *haute couture* and *street fashion*. Starting from Lakoff and Ricoeur, Smith-Shank suggests that as we change our metaphors, we change reality. A distinction is made between conventional metaphors, metaphors that structure the essential conceptual cultural system, and the new metaphors that introduce and form new realities ([8], p. 65). In this system, “temporal islands, discursive architectures and programmed geographies which are the modern festivals, do not respond too well to traditional metaphors” ([27], p. 103). The qualities of stardom and celebrity are continued from films to the red carpet. Therefore, the red carpet becomes a universal language. “Cinéma du look, adopting the style norms of design and fashion”, represents a transnational aspect of cinema... “Style and subject matter ensure that the films travel more easily across national boundaries, and by appealing to universalized Eurochic values of erotic sophistication, adult emotion and sexual passion, they even have a chance to enter the American market” (Film Festival Networks. *The New Topographies of Cinema in Europe*, pp. 82–83). Lawson suggested “a three-part conceptual framework” that encompasses the participation of celebrities to the “pseudo-events” of the red carpet, the way they brand themselves on the red carpet and the focus to advance their network in the fashion world [28].

¹¹ Elseasser considers that “*multimedia convergence* and *digital cinema* are apparent oxymorons” ([14], pp. 13–40), [26]

When considering the red carpet, we need to start from the type A film festivals in Europe, as a reference point. Cannes is the mirror of Hollywood in Europe, since it depends on “Hollywood’s film business” and endeavors, at the same time, to fight off its hegemony ([29], p. 121). It is built as an American, French and British effort to stave off the fascist dominance of the Venice Film Festival ([29], p. 15). Yet Cannes is always concerned with cinema as economic product, “offering the ultimate network opportunity for the contemporary transnational cinema market” ([29], p. 120)¹².

With a tradition of many decades, Cannes is the glamorous film festival that has a prestigious red carpet display, being followed by Venice and its remarkable premieres. Though Sklar considers that the “hoopla” made during these film festivals is not natural, but rather created by the media ([31], p. 12), glamor is an interwoven addition to the myth of the festival. The meeting between Grace Kelly and Prince Rainier of Monaco at the Cannes Festival of 1955 and the outcome of their wedding added to the magic of this film festival.

France as represented in the American and French films of the 1950s and 1960s was key to the development of “cosmopolitan film culture”, as it is the “Frenchness films” that helped bridge the gap between popular culture and high culture. “Yet this film and the cosmopolitan cinema shed light on a cinematic imaginary of the 1950’s and 1960’s when film seemed like an ideal medium to help advance a brighter future in which the destructive forces of right-wing nationalism would be surpassed by an idealized and more ‘cosmopolitan’ world” ([24], p. 198).

The Venice Film Festival is a “construction of a media spectacle, built on the accreditation hierarchal privileges and able to create an added value through this” ([29], p. 159).

The Film Festival Rotterdam, with its focus on independent cinema and on thematic sections, fights off the “glamour that dominates the festivals in Cannes, Berlin, and Venice” and has managed to develop more and more in the “direction of professional cultural entrepreneurship” ([29], pp. 200–201). The reaction to the red carpet creates a new fashion: a festival fashion, as a counterpart of the high couture glamor.

And still, one can notice a shift from the national focus to a network focus. For instance, the Berlin Film Festival was very strongly related to the “geopolitical power play of the Cold War lately becoming ‘a network node for film professionals by moving into the field on international training” ([29], p. 82). At the 60th anniversary of the Berlinale, the director Dieter Kosslick organized a program entitled “Berlinale goes Kiez”, which aimed to expand the festival throughout the city. A “flying red carpet” was moved around the city, laid down for one evening in small art cinemas that are located in various districts of Berlin which are usually not involved in the Berlinale (in ‘Kino Toni’ in Weißensee, in ‘Neues Off’ in Neukölln and in ‘Union Filmtheater’ in Köpenick). The result was a new world record for the Berlin Film

¹² “For the independent cinema after 1968, as well as for the political avantgardes, the relation between Hollywood and Europe, between Hollywood and Latin American cinema tended to be conceived as radically and absolutely antagonistic in both theory and practice. Filmmakers borrowed their metaphors from the vocabulary of oppression and exploitation, and occasionally, as in the case of Godard, from the class-war. In Europe, the revival of political and formalist avant-gardes corresponded to a desire to abandon the notion of a *national* cinema in favor of an international(ist) radical modernism [30]. But in the case of Glauber Rocha and the Cinema Nôvo in Brazil, or the Peronist cinema of Argentina, anti-Hollywood could also mean self-consciously nationalist cinema echoed in Godard’s anti-imperialist appeal” (Elsaesser, pp. 464–465).

Festival, as no less than 299,478 tickets were sold during the 11 days of the 2010 festival ([32], pp. 42–43).

How can we imagine *glamor* to be expressed and interpreted without new/social media nowadays? Festivals depend on *glamor* and on “cutting-edge art” ([33], p. 29). *Glamor* is displayed on the *red carpet*, a place of augmented reality, where the new trends are reflected and then transmitted in the media coverages and where young people see themselves reflected in a mirror.

5. Fashion in Romania. The social skin: Beauty, dominance, novelty

“Esthetic cosmopolitanism” could be regarded as a “new way of expressing or reshaping one’s own culture in light of the culture of ‘others’ or the ‘outside’” [34, 35] and “is of particular relevance to European identity by reason of the latter’s equal emphasis on diversity and tolerance” ([32], p. 6).

The permuted identity of the iconic (static image) vs. symbolic (moving image) redefines the self at the intersection of display, perception and critique. In film this is conveyed through a contingent narrative: “The use of an engine makes the cinema machine similar to an industrial factory organized around an assembly line. A factory produces identical objects that are coming from the assembly line at regular intervals. Similarly, a film projector spits out images, all the same size, all moving at the same speed. As a result, the flickering irregularity typical of the moving image toys of the nineteenth century is replaced by the standardization and uniformity typical of all industrial products. Cinema also reflects the logic of the industrial era in another way. Ford’s assembly line, introduced in 1913, relied on the separation of the production process into a set of repetitive, sequential, simple activities. Similarly, cinema replaced previous modes of visual narration with a sequential narrative and an assembly line of shots that appear on the screen one at a time” ([36], p. 1).

In this binary of freedom – imitation, creativity – appliance, fashion in Eastern Europe in connection to film illustrates the culture of the other, another *social class* bound to stereotypes and cultural practices. As small national cinemas in Eastern and Central Europe illustrate the leveled style of communism, they reflect the “unglamorous stardom” [37] at different levels. The topics of the films disclaim the glamor and sophisticated look and invite mainly to a certain auto-criticism, almost parodic attempt. Nevertheless this criticism is a narcissistic attempt, a double influence between *ideational* and *textual*.

“At one level, the ‘social skin’ models the social boundary between the individual actor and other actors; but at a deeper level it models the internal, psychic diaphragm between the pre-social, libidinous energies of the individual and the ‘internalized others’, or social meanings and values that make up what Freud called the ‘ego’ and ‘super-ego’. At yet a third, macro-social level, the conventionalized modifications of skin and hair that comprise the ‘social skin’ define, not individuals, but categories or classes of individuals, (for example, infants, senior males, women of child-bearing age, etc.). The system of bodily adornment as a whole (all the transformations of the ‘social skin’ considered as a set) defines each class in terms of its relations with all the others. The ‘social skin’ thus becomes, at this third level of interpretation, the boundary between social classes” ([5], pp. 112–140).

If there is a continuation of stardom and celebrity from film to the red carpet, the lack of such preoccupations in the film explains the continuity to this diffuse fashion display on the red carpet. “Also, in contrast to heritage cinema’s preoccupation with

grand and glorious events (history is problematised only on the surface for the sake of narrative suspense) and edifying characters, vernacular cinema engages with the quotidian, the local and the private, on both the level of form and that of content. The filmmakers in question express their disappointment with anything grand or totalising and instead focus their cameras on the socially alienated and culturally dispossessed elements. The main characters here are often village idiots, orphans, whores, ethnic minority members, the crippled and the old” ([38], p. 37).

Fashion in Romania is a very interesting topic to research, a study conducted on students and their take on fashion proved that the brand-related narrative is partially verified in this context. “Youngsters see these brands or clothing items in the form of a stylistic attempt rather than in a form of a fashion statement” ([39], pp. 54–55). The uniqueness is seen in the way they combine the outfits, not necessarily in the unique pieces of clothes. Therefore fast brands, second hand shops are targeted. Though there are groups that are very much interested in prestigious and expensive clothes, this reinterpretation of the outfit from matching different pieces that are not necessarily from famous brands, but with the intention to create a unique appearance is more common among the majority of the young people of Romania. The same study mentioned above showed through a survey”that brands count less than other aspects of clothing when it comes to buying apparel: the color, print, fabric, and price of the items are much more important than the brand of the products, and these can be quoted as signals for price-conscious shopping” ([39], p. 56). Besides the price concerns it also shows a certain appeal to styling, that becomes most important. This inclination might be a reminiscence of the communist period when clothes were all the same and only few items to be found for sale and people developed different ways of solving that uniform-like style by creating different home made/do-it-yourself items. It was the casual, everyday style, but original. Thus, as Crăciun [40] concludes, value is material, social, political and fashion in Romania can be ambivalent. The act of dressing and consuming certain objects becomes a way of acquiring a certain value and social acceptance.” Bobbling is also considered a clear index of faulty materiality” ([40], p. 15).

Plank and Staritz unveil the key factors in the downgrading of apparel workers in Romania as being fast fashion, post-socialist transformation, Europeanization and the global economic crisis [41]. Yet, the same factors are to be considered in connection to cloth consumption. Fast fashion represents a solution for limited budgets, though the duration of the clothes is limited due to their poor textures. If for youngsters this is a possibility for rapid change in clothing and frequent purchase of new items, creative mix of garments, for the middle class, middle age group of people it may be translated into a different narrative as they wear them extensively and the worn out clothes project a different outcome. Crăciun calls bobbling”an index of a faulty or decaying materiality, and an index of usage and, possibly, carelessness and hardship. It limits an individual’s ability to project a desired self. It hints at an individual’s inability to present a renewed self” ([40], p. 3).

6. Transilvania international film festival. Red carpet: Display, perception and critique

Trying to investigate the way the *red carpet* is perceived at the Transilvania IFF (22 editions) and to decode the national and international traces of the symbolic language of dressing, embodiment and identity performance on the red carpet, I conducted 23

interviews with different actors involved in the Transylvania IFF: managers, volunteers and participants in the competitions (ages ranging from 22 to 46 years old). The analysis of the interviews considered the following questions: *Which are the categories of people connected to the red carpet? What hierarchies are thus created? Is there a continuum between the stage and the red carpet?*

Some of the interviewed persons do not relate at all to the red carpet and have little if anything to say about this section of the festival. This shows that the festival does not concentrate on the glamor side excessively. Alessia Cremenescu (volunteer and guest at the Transylvania IFF) considers that the red carpet in Romania does not play generally the same role as it does in the West. Some B type film festivals do focus on the red carpet and the star-system (eg. the Sarajvo Film Festival), but not all of them do. The Transylvania IFF has two festivities that have such a touch, though it is not very formal (Mihai Fulger, film analyst, member of the jury). While in Venice, for instance, the red carpet is the moment that introduces a certain film, after each special screening the actors and the crew walk on the red carpet to meet the public (interview with Chiara Sgarbi, involved with management of Cinema in Northern Italy), for the Transylvania IFF, the red carpet marks the two festivities at the beginning and the end of the festival, and it is not a display but rather a recognition and reward of the stars. Most of the persons agree that the red carpet at the Transylvania IFF has a rather symbolic role and indicates something festive. Yet, the Transylvania IFF's main goal is the promotion of cinematic art by presenting some of the most innovative and spectacular films of the moment that feature both originality and independence of expression, that reflect unusual cinematic language forms or focus on current trends in youth culture (Available from: <http://tiff.ro/en/about-festival>). It is also a tradition that every year, a famous guest is invited to be the star of the festival. Over the years, that translated in way the Transylvania IFF's Lifetime Achievement Award has been presented to important figures of European and worldwide cinema, including Sophia Loren, Nastassja Kinski, Jiří Menzel, Debra Winger, Claude Lelouch, Geraldine Chaplin, Wim Wenders, Marin Karmitz, Jacqueline Bisset, Michael York, Catherine Deneuve, Claudia Cardinale, Annie Girardot, Udo Kier, Vanessa Redgrave, Nicolas Roeg and Franco Nero. However, what prevails is not *glamor*, but rather what these stars represent and convey regarding their activity and experience (Alexandra Ghejan, volunteer).

The red carpet is actually the equivalent of the beginning and the end of TIFFF. It becomes more and more important and “is such a reason for celebration and joy”. Moreover, “its role is also to show the world what they do not know, stars, prize winners” (Cristian Hordilă, festival manager). The *red carpet* marks the beginning and the end of the festival also with regard to the media and the public (Oana Giurgiu, executive director Transylvania IFF). It matters for the TV events (Bogdan Movileanu, volunteer, participant).

Hordilă also confessed that the people involved in the festival enjoy preparing for the *red carpet*. Yet he considers that it is matter of the Romanian style “to make a confusion between treating an event with respect or attending an event and trying to make a statement that appearance does not matter”. It is exactly this attitude that revokes the statement through the denial and the acknowledgement of the red carpet.

Claudia Negrea, a volunteer and guest at the Transylvania IFF, believes that the *red carpet* is rather a psychological strategy that imparts a certain grandeur to the guests and contributes to their self-esteem. There is a certain difference between the red carpet and the stage. On the red carpet anyone can walk, but only the winners get on the stage, namely those who are rewarded with prizes for their activity in the film industry.

The hierarchies at the Transilvania IFF are conferred by badges. There are two categories of people on the red carpet: those who have invitations and those who are there to watch. Inside, at the festivity, there is another hierarchy according to the seats (closer to the stage or not). There is a certain continuity between the stage and the red carpet, as the stars are always acclaimed, given flowers, applauded, and they receive prizes on the stage (Mihai Fulger, film analyst, member of the jury). Others believe that the hierarchies are not formed at the festival, on the red carpet, but that they are already decided before, since they are part of the industry. Agănecei believes that there is no surprise or spontaneity in this industry, since all these are created for the public. All the stars are rewarded according to their activity (Ștefan Agănecei, crew-assistant manager Victoria cinema, Transilvania IFF staff).

Though the festival invests in the idea of a star-system, some believe it is rather artificial and a cliché. Sometimes the red carpet lacks a certain decency (Ion Indolean, correspondent AperiTiff, guest).

Others believe that the red carpet might be a display of social status and that unfortunately it might also involve politics. The artists have a certain role to play in the film, but on the red carpet they display their artistic face, which can be extravagant in terms of fashion and look. The red carpet can influence the public and inspire them through artistic looks (Raluca Horvat, hairstylist Transilvania IFF). "The world needs to see their heroes, to admire the people they appreciate, and the people in question have to give them this staged moment" (Cristian Hordilă, festival manager).

Nevertheless, the performed narrative not only creates, but also deconstructs the world.¹³ And the public also re-constructs and de-constructs the presented reality, as they mold the *macro-relational* skin. There is a two-way influence: the *ideational (experiential and logical)* communication surfaces to the *interpersonal* level and reflects in the *textual* function, whereas the "textual" impels the individual to recreate the *ideational (experiential and logical)* layer.

The festival develops a certain fashion style, defined as "urban, artistic, casual, relaxed, nothing straight-laced" (Cristian Hordilă, festival manager). Many of those who walk on the red carpet wear outfits by Romanian designers, and the Transilvania IFF has become a reference point in the fashion industry. There are more and more fashion bloggers who maintain a certain interest in these "arrivals" on the red carpet. Yet, this prosaic approach is crafted in a certain festival fashion that becomes very recognizable, an effortless casual deliberately non-sophisticated outfit, accompanied by a certain bohemian attitude. A certain mundane Boho-chic style, adapted to the festival is visible in Cluj-Napoca and the participants are quite recognizable in the city during the festival.

Each artist will try to create a certain image on the red carpet, reflecting a certain trend and setting a certain trend, as well. The look is a complex mixture of garments, hair, make-up. This appearance must be created according to the event. On the red carpet each artist can show his/her own style. Nowadays, the look is very important. The others somehow expect you to fit in; therefore, many young people try to imitate stars and their style (Theodora Onofrei, hairstylist Transilvania IFF). Yet, the red carpet of Transilvania IFF has a rather ambivalent relation to glamor: praise and blame.

¹³ "Films are no longer considered mere images of unmediated expressions of the mind, but rather the temporary embodiment of social processes that continually construct and deconstruct the world as we know it" ([21], pp. 3–4, [42]).

To sum up, although it tries to preserve an underlying concept deeply connected to film festivals¹⁴, the red carpet at the Transilvania IFF builds the festival's social and artistic identity. The different opinions show that the red carpet is under construction, adapting and performing between tradition and novelty. The festival succeeds in creating a "macro-relational" social skin ([4], p. 503) that is more and more recognizable and that is also reflected in the way the festival promotes and relates to the red carpet. Thus, the red carpet, a display of beauty, dominance and novelty filtered by the Romanian context and perception, becomes a critique and self-critique in itself, "communication as a representation of reality and communication as *part* of reality" ([1], p. 69).

7. Conclusions

"That the physical surface of the human body is systematically modified in all human societies so as to conflate these three levels of relations (which most modern social science devotes itself to separating and treating in mutual isolation), should give us cause for reflection. Are we dealing here with a mere exotic phenomenon, a primitive expression of human society at a relatively undifferentiated level of development, or is our own code of dress and grooming a cultural device of the same type?" ([5], pp. 112–140). The main characteristics of a certain group, its visible traits, form the text, the trend that is recognizable – a convention. The permuted identity of the iconic (static image) vs. symbolic (moving image) redefines the self and the community at intersection of display, perception and critique.

Dominance, beauty and novelty can be considered the main attributes of film and fashion. The domination of discourse is granted to the individual who finds new ways to express it. The enchantment of novelty becomes in itself a discourse that is intensely speculated in film and fashion. The gain of the *new* (and the changes it entails) lies in a certain isolation, a freedom of creativity unaltered by the mainstream; but it also has disadvantages, in the sense that it cannot benefit from the opportunities offered by the umbrella of accepted tradition. "New media art is science fiction. It operates by extrapolating cultural vectors that are technologically inflected" ([36], p. 3). Even the idea of change itself and of the *new* can be negatively instrumentalized, sometimes in the form of control, like in the case of new media in relation to the concept of Marxist hegemony ([10], p. 134).

Film festivals become resonance boxes, with a "recursive, performative and self-referential dimension", where festival audiences are "mutually self-confirming and self-celebrating as well", since they do not only experience the films, but also are immersed in a "self-celebration and self-performing" event ([27, 43], p. 101).

Though we could notice a certain continuity/imitation of the main traits of the European Film Festivals, each festival shows its own social and artistic identity, which also reflects its specific context. The Transilvania IFF fashion configuration can be depicted at two levels: the red carpet and the overall style developed at the festival that both exude a certain auto-criticism, almost a parodic attempt. Therefore, that dominance from inside is visible at a different level: a synergy emerges as internal skin fuels interrelational skin and becomes a macro-relational imprint.

¹⁴ "It is part of the whole concept of the festival, not just for the Transilvania IFF" (Cristian Hordilă, festival manager).

Acknowledgements


Part of this research was supported by a grant offered by Babeş-Bolyai University, Cluj-Napoca - project number GTC 2016/31813 and by a grant of the Romanian National Authority for Scientific Research, CNCS-UEFISCDI, project number PN II-ID-PCE-2011-3-1010.

Author details

Ileana Nicoleta Sălcudean
Faculty of Theatre and Film, Cinematography and Media Department,
Babeş-Bolyai University, Cluj-Napoca, Romania

*Address all correspondence to: nicoleta.salcudean@ubbcluj.ro

IntechOpen

© 2025 The Author(s). Licensee IntechOpen. This chapter is distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. 

References

- [1] Crawford PI, Turton D, editors. *Film as Ethnography*. Manchester New York: Manchester University Press; 1992
- [2] Halliday MAK. In: Webster JJ, editor. *On Language and Linguistics*. London, New York: Continuum; 2003
- [3] Halliday MAK. In: Webster JJ, editor. *On Language and Linguistics*. London, New York: Continuum; 2004
- [4] Turner TS. The social skin. In: Cherfas J, Lewin R, editors. *Not Work Alone: A Cross-Cultural View of Activities Superfluous to Survival*. London: Temple Smith; 1980. pp. 112-140
- [5] Turner T. The social skin. *HAU: Journal of Ethnographic Theory*. 2012;2(2):486, 112-140
- [6] Janneke VDL. *Conceptualizing the Fashion Film: The Issue of Sustainability in Fashion and the Fashion Film Festival*, Research Master's Thesis in Media Studies, University of Amsterdam Research Master's Thesis in Media Studies. 2013
- [7] Rose G. *Visual Methodologies: An Introduction to Researching with Visual Materials*. London: SAGE; 2012
- [8] Smith-Shank DL, editor. *Semiotics and Visual Culture: Sights, Signs, and Significance*. Reston, VA: National Art Education Association; 2004
- [9] Halliday MAK. *Language as a Social Semiotic*. London: Edward Arnold; 1978
- [10] Fuery K. *New Media, Culture and Image*. USA: Palgrave Macmillan; 2009
- [11] Csikszentmihalyi M. *Creativity: Flow and the Psychology of Discovery and Invention*. New York: Harper/Ccjlins; 1996. pp. 107-126
- [12] Lash S. Power after hegemony: Cultural studies in mutation? *Theory. Culture and Society*. 2007;24(3):55-78
- [13] Nowell-Smith Ricci S, editor. *Hollywood and Europe: Economics, Culture, National Identity 1945-95*. London: BFI; 1998
- [14] Herzog A, Richardson J, Vernallis C. *The Oxford Handbook of Sound and Image in Digital. Media*, Oxford: Oxford University Press; 2013. pp. 13-44
- [15] Kristeva J. *The Kristeva Reader*, Ed. Toril Moi, New York: Columbia University Press; 1986
- [16] Uhlirova M. In: Bartlett D, Cole S, Rocamora A, editors. *The Fashion Film Effect, in Fashion Media. Past and Present*. London: Bloomsbury; 2013
- [17] Valck Marijke D, Hagener M, editors. *Cinephilia: Movies, Love and Memory*. Amsterdam: Amsterdam University Press; 2005. pp. 27-44
- [18] Elsaesser T. Truth or Dare: Reality Checks on Indexicality, or the Future of Illusionism. In: Koivunnen A, Widding AS, editors. *Cinema Studies into Visual Theory*. Turku: D-Vision; 1998
- [19] Joyce RA. Archeology of the body. *Annual Review of Anthropology*. 2005;34:139-158
- [20] MacCabe C. *The Eloquence of the Vulgar*. London, UK: Language, Cinema and the Politics of Culture, British Film Institute; 1999

- [21] Cresswell T, Dixon D, editors. *Engaging Film. Geographies of Mobility and Identity*. USA: Rowman and Littlefield Publishers; 2002
- [22] Stokes M, Maltby R, editors. *Hollywood's Audiences. British Film Institute: Cultural identity and the Movies*, London; 1999
- [23] Wasko J. *Hollywood in the Information Age*. UK: Polity Press in collaboration with Blackwell Publishers; 1994
- [24] Schwartz V. *The Cannes Film Festival and the Marketing of Cosmopolitanism. It's So French! Hollywood, Paris and the Making of Cosmopolitan Film Culture*. Chicago/London: Univ. of Chicago Press; 2007. pp. 56-99
- [25] Loist S, de Valck M. *Film festivals/film festival research: Thematic, annotated bibliography*. In: *Medienwissenschaft/Hamburg: Berichte und Papiere*. 2nd ed. Vol. No. 91. Hamburg: Universität Hamburg, Institut für Germanistik II; 2010
- [26] Elsaesser T. *Pushing the contradictions of the digital: 'virtual reality' and 'interactive narrative' as oxymorons between narrative and gaming*. *New Review of Film and Television Studies*. 2014;**12**(3):295-311
- [27] Elsaesser T. *European Cinema: Face to Face with Hollywood*. Amsterdam: Amsterdam University Press; 2005b
- [28] Lawson C, Draper J. *Working the red carpet: A framework for analysing celebrities' red carpet labour*. *Celebrity Studies*. 2020;**12**:1-14
- [29] Marijke DV, editor. *Film Festivals: From European Geopolitics to Global Cinephilia*. Amsterdam: Amsterdam University Press; 2007
- [30] Chan F. *The international film festival and the making of a national cinema*. *Screen*. 2011;**52**(2):253-260
- [31] Sklar R. *Beyond hoopla: The Cannes film festival and cultural significance*. *Cineaste*. 1996;**22**(3):18-20
- [32] *European Arts Festivals. Strengthening Cultural Diversity*, European Commission. Luxembourg: Publication Office of European Union; 2011. Available from: https://ec.europa.eu/research/social-sciences/pdf/policy_reviews/euro-festival-report_en.pdf [Accessed: May, 2017]
- [33] Hing-Yuk Wong C. *Film Festivals: People, Culture, and Power on the Global Screen*. USA: Rutgers University Press; 2011
- [34] Regev M. *Cultural uniqueness and aesthetic cosmopolitanism*. *European Journal of Social Theory*. 2007;**10**(1):123-138
- [35] Papastergiadis N. *Glimpses of cosmopolitanism in the hospitality of art*. *European Journal of Social Theory*. 2007;**10**:139-152
- [36] Manovich L, Andreas K. *Soft Cinema: Navigating the Database*, Cambridge. MA: MIT Press; 2005
- [37] Soila T, editor. *Stellar Encounters: Stardom in Popular European Cinema*. Herts: John Libbey Publishing Ltd; 2009
- [38] Skrodzka A. *Magic Realist Cinema in East Central Europe*. UK: Edinburgh University Press; 2012
- [39] Nistor L. *Young consumers' fashion brand preferences. An investigation among students in Romania*. *Acta Universitatis Sapientiae, Communicatio*. 2019;**6**:41-59

[40] Crăciun M. Bobbles and values: An ethnography of De-bobbling garments In Postsocialist urban Romania. *Journal of Material Culture*. 2015;**20**(1):3-20

[41] Plank L, Staritz C. Social up - and downgrading of apparel workers In Romania: Fast fashion, post-socialist transformation, Europeanization, and the global economic crisis. *Transfer: European Review on Labour and Research*. 2016;**22**(2):233-248

[42] Khan N. Cutting the fashion body: Why the fashion image is No longer still. *Fashion Theory*. 2012;**16**(2):235-249

[43] Elsaesser T. Cinephilia and the uses of disenchantment. In: Valk MD, Hagener M, editors. *Cinephilia and the Uses of Disenchantment*. Amsterdam: Amsterdam University Press, Amsterdam; 2005a

Section 2

Digital Marketing Inhibitors,
Automation and Artificial
Intelligence

Chapter 3

The Automated Enterprise: Unify Your People, Processes, and Technology through IT Automation

Manoj Kumar Jain

Abstract

IT modernization is all about finding smarter ways to do business. However, IT operations teams manage ever-changing, complex IT architectures built on multiple platforms and complicated technology stacks. Many organizations struggle to deploy a modern infrastructure due to the maintenance cost and management complexity of their existing systems. Combined with the need to innovate at a faster pace, this complexity places a burden on IT operations teams. They are now asked to move more rapidly, manage increasingly complex IT environments, and accommodate new development approaches and technologies. No matter the complexity of your environment or where you are on your IT modernization journey, an IT operations automation strategy can help you improve existing processes. With automation, you can save time, increase quality, improve employee satisfaction, and reduce costs throughout your organization.

Keywords: Ansible Automation Platform (AAP), information technology (IT), continuous integration (CI), continuous deployment (CD), environment (Env)

1. Introduction

Corporate innovation is growing in scope and velocity in the modern era. There is widespread upheaval in a lot of industries. Consumers who are linked digitally have higher and quicker expectations. Outside of established market divisions, there is a new rivalry. Due to these advancements, businesses must continue to be competitive.

The goal of IT modernization is to identify more intelligent business practices. The dynamic, complex IT architectures that are built across several platforms and complex technology stacks, on the other hand, are managed by IT operations teams. Because of the complexity of managing their current systems and the high maintenance costs, many businesses find it challenging to adopt new infrastructure. IT operations teams are burdened by this complexity together with the requirement for rapid innovation. They now have to handle more complicated IT environments, move more quickly, and adapt to new development methodologies and technological advancements.

Whether your environment is complex or you are at a different stage of the IT modernization process, an IT operations automation plan can help you streamline your present processes. In addition to boosting output, raising employee satisfaction, and raising quality, automation can help your company save money overall.

1.1 The advantages of IT automation

IT automation can give assistance to an organization:

- Expedite operations and development.
- Increase your responsiveness and agility.
- Increase productivity and effectiveness.
- Supplement consistency and availability.
- Increase security and compliance.
- Increase staff availability to focus on strategic initiatives with high value, and
- Work on more interesting projects.

1.2 Mitigate key issues across roles by automation

- CIOs are responsible for cutting expenses and risks in network, engineering, and infrastructure departments [1].
- IT operations leaders must guarantee IT reliability and efficiency while lowering risk and generating a profit on IT investments.
- IT architects require collaborative solutions that are fast and reliable across a range of platforms.
- Engineering directors are responsible for maintaining regulations while supervising all aspects of the supply chain.
- Continuous integration and deployment (CI/CD) professionals require a zero-downtime platform.
- Systems administrators want technologies that enable them to keep up with the growing infrastructure size.
- Security analysts require effective methods for reviewing events and streamlining remedial procedures.

2. Improve productivity with IT automation

2.1 The definition of automation

Automation is the process of carrying out jobs with software to cut down on expenses, complexity, and errors. It is widely used in business decision software and IT systems, and it is also present in other industries such as robotics, manufacturing, and vehicle control.

IT automation replaces high-volume manual labor with repeatable instructions. This could be one task, several tasks, or even a sophisticated task orchestration. Its primary goal is to assist overworked employees in taking back control of their lives and redirecting their attention from routine, boring tasks to strategic projects and more engaging, fulfilling challenges. Staff members' job satisfaction can rise, their knowledge and abilities can be advanced, and they can perform their tasks more effectively with the aid of IT automation [2].

2.2 What is event-driven automation

Transitioning from end-to-end IT automation to event-driven automation is the next phase. When certain situations or events arise in your IT environment, it reacts automatically. By using conditional rules to determine which actions to take, event-driven automation gathers information from various tools and third-party observability sources. It then starts specified behaviors.

You can establish complicated workflows throughout your environment in an inventive way by automating responses to events such as new service ticket submissions, configuration drift, slowdowns in the network or system, and changing infrastructure conditions. You may regain better accuracy, consistency, and resilience while redefining the IT workday by taking a more proactive and responsive approach to difficult IT situations.

3. What benefits automation can offer to enterprise?

Teams' productivity is increased by automation, which simplifies and increases the consistency of work. Automation can be used to solve several typical IT issues:

- Errors, threat, and expensive regular tasks and manual processes.
- Scaling challenges on scale operation performance
- Applications and services slowness.
- Ineffective operations and workflows.
- Challenges on persisting with growing demand, changes, and infrastructure size.
- Shortage of time to focus on premium initiatives.
- Lack of coordination between teams using multistep processes to solve regular issues.

4. Create a roadmap for adopting automation

4.1 Determine business goals and objectives

Connect automation efforts with business challenges and goals. Use this to define top-down prerequisites for success and determine where to automate. For example,

automate patching helps the organization to boost system security and stability and meet business needs for higher uptime.

4.2 Stimulate coordination and cooperation amongst staff

Encourage to promote collaboration across the organization. Team members can design comprehensive automation workflows that yield with valuable coordination. Developing shared accountability and ownership for automation is another benefit of teamwork.

4.3 Build trust throughout the organization

Build a centralized repository for trusted automation content. For the benefit of other teams, each team should provide automation material in their domain of expertise and add it to the repository. Employees can set limits so that others can utilize their content with greater assurance.

4.4 Exchange success and knowledge

Form a core group of stakeholders who will share automation best practices, successes, and experiences throughout your company. This group is sometimes referred to as a center of excellence (CoE) or community of practice (CoP). These groups ought to assist others in their automation endeavors as well.

4.5 Organize automated content in one place

Choose an automation platform that provides a unified foundation for collaboration, tools, and content for your organization. Teams may automate more effectively and save duplication of labor by sharing tools and content in a single, reliable location.

5. Defining automation success criteria

There is no way to measure automation success—each team has distinctive characteristics and aspirations. Set attainable objectives that complement the expertise currently possessed by your company and motivate teams to grow. Automation success includes long-term examples:

- *Adoption* across your enterprise, from vision to execution, with an emphasis on simplicity and shared knowledge.
- *Accountability*, where each employee oversees their objectives.
- *Governance* through prescribed procedures that achieve automated objectives and yield repeatable outcomes.
- *Security* provides a streamlined pipeline, automated incident investigation and response, proactive vulnerability remediation, and repeatable and reusable procedures.
- *Standards* that give organizations and teams the base and flexibility they need to succeed.

6. Organization through enterprise-wide automation adoption transformation

Many enterprises are already using various single-function and vendor-specific management tools, proprietary and device-specific legacy technologies, or rigid ad hoc scripts to automate IT activities in discrete areas. Although certain jobs may be completed more quickly with these ways, sharing automation skills across your organization may be challenging because they do not scale across diverse, multivendor systems, or cross-domain processes. Further, as technology advances and new needs arise, it can frequently be challenging to expand and update these kinds of automation.

Realizing the full benefits of automation for contemporary, digital operations can be facilitated by an enterprise-wide strategy. With enterprise-wide automation, your company can better manage complex settings, see inside your operations, react quickly to changing conditions in your IT environment, and more successfully incorporate new technology and procedures. Enhanced business value, resilience, agility, and innovation are supported by this.

7. Enterprise-wide automation involves organizational people, processes, and platforms

More than only technologies are needed for automation throughout your company; people, processes, and platforms are also important factors to take into account.

7.1 People

People are at the core of any enterprise-wide initiative, and automation is no different. All teams inside your company, including development, operations, security, network, line of business, and infrastructure, need to be on board and prepared to pick up new knowledge and abilities to implement automation.

7.2 Processes

Projects inside your company are moved through processes from beginning to end. For automation to be widely adopted and used continuously, there must be clear procedures for developing, implementing, managing, and adjusting it.

7.3 Platform

The tools needed to create, execute, and maintain your automation are provided by an automation platform. An automation platform, as opposed to basic automation technologies, provides your company with a centralized framework for producing, distributing, and exchanging standardized automation knowledge and content at scale.

$$\text{Success} = \text{people} + \text{processes} + \text{platform} \quad (1)$$

Platforms, processes, and people all work together to enable enterprise automation. Every component significantly affects the results of your automation. You must take care of each component for automation to be successful.

8. Start automation success journey

It is time to get started as soon as you have your automation plan decided. Repeat after starting small, demonstrating value, then cautiously expanding. Strive for little periods of time to achieve small, gradual successes. Celebrate your victories and spread the word about automation's benefits throughout your company. Others can then build on your experiences and provide even more value because of the foundation this creates.

9. Acknowledge and applaud automation success

Successful automation generates measurable business value by shifting the organization's focus from operational efficiency to organizational effectiveness. Save time and allow personnel to focus on strategic tasks. Increase productivity and employee satisfaction. Improve the quality of the infrastructure, apps, and goods. Reduce costs while overcoming complexity.

The specifics of automation success will look different for each organization, but the common themes are:

- Organization's several teams produce and distribute automation material in a standardized, uniform way.
- With their current workforce size, teams may focus on important tasks and manage their resources more effectively.
- Expertise across organization is codified in automation library.
- With sophisticated approaches like event-driven automation, responses to frequent occurrences and changing conditions can be managed automatically without requiring human interaction.

10. Different kind of automation

Based on the complexity, the degree of human interaction, and the particular operations being automated, there are numerous categories into which automation can be divided. Six popular categories of automation are as follows:

10.1 Fixed or hard automation

This kind of automation involves the design and configuration of devices or systems to carry out a single, repetitive task or a limited collection of tasks. Because fixed automation requires extensive reconfiguration, it is highly specialized and difficult to adjust to changing tasks. It is frequently employed in sectors of the economy that demand the mass manufacture of comparable goods.

10.2 Programmable automation

Utilizing devices or systems that can be reprogrammed or modified to carry out various tasks is known as programmable automation. It is appropriate for industries

that generate a range of goods with some common processing stages and provides greater flexibility than fixed automation.

10.3 Flexible or soft automation

With less assistance from humans, flexible automation can manage a wider variety of tastes and goods. It frequently makes use of robotics and computer control systems to adjust to various production demands. It offers efficiency and personalization in a balanced manner.

10.4 Industrial robotics

Industrial robots are automated devices made to carry out a variety of tasks with a high level of repeatability and precision, including material handling, welding, painting, and assembling. They are capable of being programmed to carry out intricate movement and action sequences.

10.5 Cognitive automation

Business processes can be made more cognitively automated by incorporating machine learning and artificial intelligence (AI). Systems that are able to comprehend, analyze, and react to unstructured data are able to make judgments and carry out tasks like data analysis, natural language processing, and problem-solving that have historically needed human intellect.

10.6 Collaborative automation (Co-bots)

Bots that work in tandem with humans in a shared workspace are known as collaborative robotics, or co-bots. They can function safely near people thanks to the sensors and safety mechanisms they are fitted with. When doing tasks that call for both automation and manual skill, co-bots are utilized to augment human talents.

Depending on their unique requirements and objectives, industries may combine different types of automation, each with its own advantages and use cases.

Automation has a major impact on productivity, quality, and efficiency in a variety of industries, including manufacturing, health care, and other fields.

11. Cloud environments connect with automation

Success in the modern digital environment requires both innovation and adaptability. A lot of businesses are implementing cloud technologies to become more responsive and nimbler. Eighty-nine percent of businesses currently employ a multi-cloud strategy, and 80% use a hybrid cloud strategy.

Yet, cloud systems can provide fresh difficulties for operations. Most businesses manage their environments using a range of tools, which frequently leads to redundancy and inconsistencies. Managing and comprehending the use and expenses of cloud environments for your company can be challenging due to their practically endless scale. Businesses frequently integrate cloud-native and container-based technologies into their cloud systems, necessitating the training of employees in new competencies. Furthermore, because of their distributed nature, cloud environments demand new methods for governance, compliance, and security [3].

You may encourage innovation and digital efforts by making the most out of your cloud expenditures with the aid of IT automation.

Consequently, 80% of corporate executives believe that their organization's future success depends on implementing IT automation, calling it "extremely important" or "very important."

One way to get past the operational obstacles of cloud migration and large-scale environment management is through cloud automation, which is the application of IT automation to cloud technologies. Resource provisioning, retirement, and full life cycle processes that include network and security operations, management, and release engineering are all examples of what can be automated in the cloud [3].

12. Understanding tools and technologies used in cloud environments

Clouds are environments that abstract, pool, and share scalable resources across a network.

Cloud environments are often associated with two other technologies:

- Private clouds are dedicated to a group of single business user or organization. They are usually owned and managed by the organization and run behind its firewall.
- Public clouds are virtual resources collections created from hardware owned and maintained by a third-party operator such as Amazon Web Services (AWS), Google Cloud, IBM, and Microsoft. Many clients using via self-service interface to access these resources are automatically supplied and distributed.
- A hybrid cloud is a combination of private cloud, public cloud, virtualized, and bare metal IT architecture that allows for some degree of workload mobility, orchestration, and management across two or more environments.
- Multi-cloud refers to using multiple cloud services from different vendors, either private or public.
- Cloud-native architectures use collections of small, independent, and loosely coupled services to deliver applications designed for cloud environments.
- Applications can be packaged and isolated along with their complete runtime environment—all the files required for operation—using Linux® containers.

13. What organizations need to do in cloud automation

Automation tools, platforms, and infrastructure-as-code (IaC) solutions, despite their seeming similarities, differ in ways that might mean the difference between disorganized, disjointed automation attempts, and effective enterprise-wide adoption [2, 4].

13.1 Automation platform

Automation platforms offer a centralized framework for large-scale workflow orchestration. They enable effective resource, infrastructure, environment, and

team management as well as the sharing and management of automated information throughout organizations.

13.2 Automation tools

Automation tools work well for point-and-individual automation. They do not offer the connectivity and administration tools required for workflow orchestration or automation across an entire organization.

13.3 IaC and provisioning tools

Tools for infrastructure as a service (IaC) and cloud provisioning make it easier to supply and retire individual resources, but they are unable to automate entire workflows or link a large range of resources [4].

14. Requires workflow orchestration for effective cloud automation

A single automation platform is necessary for cloud workflow orchestration to be effective, as it provides a consolidated foundation that allows everyone to work together in the organization participate and automate consistently. Effective collaboration and sharing of automation resources, best practices, and lessons learned throughout the company are further benefits of a unified automation platform. All domains can be integrated into broader automation workflows under a single strategy, even though each team can develop automation for their own domain.

Many automation solutions are available, but not all of them have the features that an organization needs to build intricate, well-coordinated cloud workflows. Search for automation platforms that provide:

- Complete, business support.
- Industry-leading partner product integrations
- Simple, streamlined adoption for all roles.
- Huge scalable across environments.
- Agent free deployment.

Automation framework to delivers all of this and more, allowing to implement effective cloud and enterprise-wide automation.

15. Business use cases

15.1 Infrastructure automation

The majority of IT companies deal with expanding infrastructure complexity and size. A variety of operating systems, storage, databases, ITSM platforms, and other tools are managed by teams. With limited time and resources, IT teams frequently

struggle to keep up with this expansion, resulting in late patching, upgrades, and resource delivery. Automating routine management actions, such as planning, simplifies operations at scale, decommissioning configuring, and deploying, allowing to restore visibility into and control over your infrastructure [4].

15.1.1 Configurations of IT infrastructure

IT environment contains a variety of hardware and software. Consistently managing all of these by hand can lead to lose the productivity, increase the maintenance costs, and the unable to meet strict service-level agreements (SLAs).

15.1.1.1 How can automation help?

Automation provides repeatable and predictable processes for completing tasks and maintaining configurations across systems, resulting in improved consistency, faster changes, and increase uptime.

15.1.1.2 Do more with event-driven automation

Event-driven automation can improve processing and storage to suit user and application demand while continuously adjusting resources that have been allotted.

15.1.2 Available resources help to maintain more systems

IT staff do not regularly grow at the same pace as the infrastructure they manage. Teams frequently find it difficult to continue taking on more tasks with the personnel they currently have.

15.1.2.1 How can automation help?

Teams can manage huge, complicated IT infrastructures with their current workforce by implementing automation. It can free up resources from time-consuming, monotonous activities so they can concentrate on more significant and gratifying projects.

15.1.2.2 Do more with event-driven automation

Events such as new incident ticket entries, user administration requests, detected security threats, resources nearing capacity thresholds, and high network latency can all be immediately handled by event-driven automation while adhering to policies. In addition, it can proactively automate processes like as data collection, resource provisioning and scaling, and backup creation.

15.2 DevOps automation

15.2.1 Provision environments

A variety of tools and technologies encompass by DevOps environments. Provisioning and deploying changes to these complex environments can take lot of time and requires expert knowledge for each component [5].

15.2.1.1 How can automation help?

Infrastructure as code (IaC) approaches of automation allow the IT team to provide self-service capabilities and rapidly deliver approved resources and configurations without manual intervention.

15.2.1.2 Do more with event-driven automation

When a member of the team encounters an issue, event-driven automation immediately takes the action—such as adding configuration information to service tickets or analyzing and parsing log files for critical messages—to simplify and speed up troubleshooting while also keeping development and deployment activities on track.

15.2.2 Accelerate development

Developers require IT infrastructure to create, test, and deploy new applications and services. Manual IT operations can delay resource and service delivery and create proof-of-concept (POC) performance, ultimately resulting in inefficient development process.

15.2.2.1 How can automation help?

Combination with application programming interface (API)-centric design with automation reduce the time it takes the IT team to deliver infrastructure, supporting rapid proofs of concept (POC), development, testing, and deployment into production or live environment.

15.2.2.2 Do more with event-driven automation

Event-driven automation could help on more tasks like automatic, self-service infrastructure provisioning and workload deployment in your CI/CD pipeline to further boots application development and deployment workflows.

15.3 Security automation

Manually managing security and compliance gets harder as networks and equipment get bigger and more complex. Manual processes may result in mistakes in resource configuration, inconsistent policy application, and slower problem detection and resolution, making your systems more susceptible to attacks and compliance problems. Processes, infrastructure, and apps can all be made more efficient with automation, and security can be incorporated from the beginning. In fact, complete deploying security automation and artificial intelligence (AI) can reduce the average cost of a breach by 65.2%, but only 31% of organizations have done so [6, 7].

15.3.1 Risk hunting

Forty-five percent of security professionals use multiple tools when investigating and responding to a cybersecurity incident.³ This can be a big issue for the identification of cybersecurity risks. In complicated IT settings, human procedures can cause delays in threat identification, which can put your company at risk.

15.3.1.1 How can automation help?

By automating your security procedures, you can more quickly and manually identify, validate, and escalate threats.

15.3.1.2 Do more with event-driven automation

After the risk is identified, event-driven automation can promptly shut down affected resources as needed, gather log files from impacted systems, and update vulnerability reports to provide on time, complete, and accurate information for incident investigation and response.

15.3.2 Security incident response

Containing security breaches and detecting within 200 days or less can reduce the average cost of a breach by US\$1.12 million.² However, fixing across multiple platforms and tools can be complicated, time-consuming, and error-prone when performed manually [7].

15.3.2.1 How can automation help?

Security teams can use automation to connect tools and immediately apply fixes to affected systems across your environment concurrently and respond to incidents quickly.

15.3.2.2 Do more with event-driven automation

Event-driven automation helps prevent malicious threats and the loss of sensitive company data by proactively isolating and repairing infrastructure and applications based on vulnerability notifications.

15.4 Network automation

Network management has not changed all that much, despite advancements in underlying technologies. Networks are usually constructed, run, and maintained by hand. However, the demands of constantly changing workload requirements cannot be adequately supported by old, manual techniques to network configuration and upgrades since they are too slow and prone to errors. Network operations teams may become more adaptable and agile and better serve the needs of contemporary businesses by automating network resource and service management [8].

15.4.1 Assure network configuration uniformity

Inconsistencies, misconfigurations, and network instability can result from manual network configuration, which makes it impossible to deliver the high level of service needed for digital business operations.

15.4.1.1 How can automation help?

To enforce best practices, automation lets you standardize network administration procedures. Teams responsible for network operations can minimize mean time

to recovery (MTTR) for service outages and provide services at scale in a timely and effective manner.

15.4.1.2 Do more with event-driven automation

Network resources can be synchronized with the most recent settings and regulations by using event-driven automation to counteract configuration drift. Many of the disruptions that lead to calls after hours might be avoided by proactively resolving possible problems.

15.4.2 Streamline application load balancing and failover

To maximize both efficiency and cost, application loads must be distributed evenly throughout the infrastructure. Inadequate application performance and delayed failover in the event of system issues can result from manually balancing loads.

15.4.2.1 How can automation help?

By removing the need for manual intervention, automating your load balancers allows for faster continuous modifications and failover, which improves application performance and reliability.

15.4.2.2 Do more with event-driven automation

Event-driven automation can maximize workload resource performance and network performance to enable applications provide the greatest user experience by monitoring metrics such as packet loss, latency, bandwidth, throughput, and so on. Additionally, you can make sure that demand and needs are met by revenue-generating applications.

15.5 Hybrid and multi-cloud automation

Infrastructure, network, application, and user administration become even more critical in hybrid and multi-cloud systems. IT departments have to handle cloud-based and on-site settings, frequently with different management tools for each.

Because of this, managing resources and applications by hand can be extremely difficult in terms of scaling, tracking, and effectiveness. Efficiency gains, scalability, and speed can be achieved by automating hybrid and multi-cloud management under a unified set of guidelines and procedures [3, 9].

15.5.1 Scale multi-cloud environments

For using and maintaining their cloud resources, each cloud provider provides a set of tools. Each cloud must be provisioned, managed, and maintained independently by IT teams because these products rarely interact directly with one another [9].

15.5.1.1 How can automation help?

Managing multi-cloud environments more consistently can be achieved via automation. One API can be provided for a specific operation, irrespective of the cloud, by creating automation assets that standardize resources across all of clouds.

15.5.1.2 Do more with event-driven automation

To help control public cloud spending and make sure that cloud resource usage conforms with organization regulations, event-driven automation can watch and analyse hybrid and multi-cloud features utilization.

15.5.2 Integrate private cloud environments

Hybrid cloud infrastructures integrate platforms, resources, and tools from both cloud and on-site sources. IT teams may find it challenging to constantly integrate and support both infrastructures due to this diversity.

15.5.2.1 How can automation help?

Applying the same automation code to current on-site systems, cloud resources, and future assets ensures consistency and adds an operational integration layer. This is made possible by a flexible automation platform.

15.5.2.2 Do more with event-driven automation

From deployment to retirement, event-driven automation can handle workloads that are cloud-native and maximize resource use in hybrid cloud environments.

16. Future strategy enterprise automation with artificial intelligence

Advancements in enterprise AI have been made possible by the emergence of generative AI technologies. Numerous enterprise AI applications across business areas are being drastically changed by generative AI technology. Generative AI can generate code, write marketing copy, produce esthetically appealing graphics, produce highly personalized content recommendations, and even come up with innovative solutions to challenging problems because of its ability to use large language models (LLMs) to create new content and solutions that go beyond traditional predictive models. This development goes beyond data processing to include comprehending and reproducing patterns in data to produce creative solutions [5].

The future of enterprise automation is bright as long as organizations keep implementing automation technologies. More cutting-edge products and technology should be available soon, strengthening the overall effect that enterprise automation can have on businesses. The ability of AI systems to forecast consumer behavior, market trends, and company dangers will increase. Reliable AI forecasts will empower businesses to make more proactive and knowledgeable decisions.

Enterprise AI will seamlessly incorporate new technologies to expand its uses and capabilities. For instance:

- IoT devices will supply real-time data for AI analysis, enhancing customer support and predictive maintenance [2].
- AI will make processing and analysis of large datasets more effective in the context of big data, allowing for the extraction of insightful information.

- Blockchain technology will improve AI security and transparency, especially in the supply chain management and financial industries.
- Faster, localized AI processing will be made possible by edge computing, which is crucial for time-sensitive applications.

17. Enterprise AI use cases

- *Cybersecurity threat detection:* Artificial intelligence (AI) solutions can predict product demand, optimize inventory levels, and spot possible disruptions in the ecosystem that make up the supply chain. With the help of this application, operations will run more smoothly, expenses will be lower, and market responsiveness will increase.
- *Cybersecurity threat detection:* Artificial intelligence algorithms are used in the financial industry to identify fraudulent activity. By identifying anomalous activity and analyzing transaction patterns, these technologies dramatically lower the likelihood of financial fraud. This skill is especially crucial for online and banking transactions where confidence and security are crucial.
- *Cybersecurity threat detection* systems examine client information to develop campaigns that are specifically tailored to each individual. By knowing the tastes and habits of their customers, businesses may customize their advertising and product recommendations, increasing consumer engagement and revenue.
- *Cybersecurity threat detection:* AI-driven chatbots and virtual assistants offer 24/7 customer support, answering questions and effectively addressing problems. Through interactions, these AI systems pick up new skills that help them help clients more effectively over time.
- *Human resources management:* AI-powered systems aid with candidate matching and resume screening in HR, making it easier to find the best candidates for available roles. They can also provide advice on decisions about training, development, and retention strategies by analyzing employee data.
- *Cybersecurity threat detection:* AI is essential for spotting and thwarting cybersecurity risks. AI systems can uncover potentially harmful security breaches before they have a substantial impact by studying network data and spotting unexpected trends.
- *Research and diagnostics in health care:* Medical imaging analysis, disease diagnosis, and patient outcome prediction are all made possible by healthcare technology. This program does more than just accelerate.

18. Conclusion

To boost efficiency and ensure high-quality work, today's enterprises must adopt automation technologies. Automation serves as a valuable complement to human

labor, meeting the demands of rapid progress and innovation. It does not, however, replace human labor.


Automation is necessary in digital business. Using an enterprise-wide automation strategy can help you reduce expenses, improve quality, and save time. Automation tools and technologies like Ansible, Puppet, Chef, Blue Prism, UiPath, and Automation Anywhere, etc., offer an automated platform and knowledge that will enable enterprises to increase value, creativity, and business agility.

Author details

Manoj Kumar Jain
IBM Software Lab, India

*Address all correspondence to: manoj.kumarjain@gmail.com

IntechOpen

© 2025 The Author(s). Licensee IntechOpen. This chapter is distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. 

References

- [1] Rukosueva AA, Kukartsev VV. Automation of the enterprise financial condition evaluation. *Journal of Physics*. 2019;**1399**(3):033102
- [2] Viswanadham N, Narahari Y. *Performance Modeling of Automated Manufacturing Systems*. Englewood Cliffs, NJ: Prentice Hall; 1992
- [3] Zhan X, Zheng H, Xu K, Zhou S, Niu K. Evaluation and Optimization of Intelligent Recommendation System Performance with Cloud Resource Automation Compatibility. *Preprints.org*; 2024. Available from: www.preprints.org
- [4] Hagara M. Evaluation of Infrastructure as a Code for Enterprise Automation. *MUNI.CZ*; 2018. Available from: <https://is.muni.cz/th/liwzz/>
- [5] Tatineni S, Chakilam NV. Integrating artificial intelligence with DevOps for intelligent infrastructure management: Optimizing resource allocation and performance in cloud-native applications. *Journal of Bioinformatics and Artificial*. 2024;**12**(9):11310
- [6] Zheng H, Xu K, Zhan X, Zhou S, Niu K. Security Issues and Challenges in Cloud of Things-Based Applications for Industrial Automation. *preprints.org*; 2024
- [7] Pandey NK, Kumar K, Saini G, Mishra AK. Security issues and challenges in cloud of things-based applications for industrial automation. *Annals of Operations Research*. 2023;**342**:565-584
- [8] Munir M, Muhammad T. Network automation. *European Journal of Technology*. 2023;**7**(2):23-42
- [9] Hasan MR, Ansary MS. Cloud infrastructure automation through IaC (infrastructure as code). *International Journal of Computer*. 2023;**46**(1):34-40

The Integration of Artificial Intelligence in Sustainable Branding: A Literature Review

Hanene Hammami

Abstract

This study explores the integration of Artificial Intelligence (AI) in sustainable branding, a critical but underexplored intersection of AI, marketing, and sustainability. Leveraging a multi-theoretical framework encompassing sustainability theory, branding theory, and AI in business, this literature review identifies the transformative potential of AI-driven branding strategies to foster resource optimization, enhance eco-friendly practices, and strengthen brand value. The analysis highlights both opportunities, such as personalized consumer engagement and real-time transparency, and challenges, including technological limitations, organizational resistance, and ethical concerns. The findings underscore the necessity of aligning sustainability goals with AI technologies and branding efforts, paving the way for more effective, responsible, and impactful branding strategies.

Keywords: artificial intelligence (AI), sustainable branding, eco-friendly practices, branding theory, sustainability integration, ethical AI

1. Introduction

In today's rapidly changing business landscape, sustainability has shifted from being a supplementary corporate consideration to becoming an integral part of organizational strategy worldwide. Many companies are now prioritizing environmental, social, and governance (ESG) goals to foster long-term value creation and satisfy the rising expectations of stakeholders and consumers [1, 2]. Within this transformative shift toward sustainability, artificial intelligence (AI) emerges as a powerful enabler for companies, especially in the domain of branding. AI offers novel tools that can increase operational efficiency, personalize consumer engagement, and seamlessly integrate sustainability into brand identity and messaging [3]. Yet, despite the promising role of AI in sustainable branding, the academic exploration of this intersection remains limited, necessitating further inquiry into both the advantages and challenges posed by these technologies [4].

Existing literature has extensively examined AI's influence on marketing and various operational aspects of business, but few studies address AI's unique potential

to promote sustainability directly through branding efforts [5]. Instead, most research tends to emphasize broader applications of AI, such as enhancing customer experience or streamlining supply chain management [6]. This literature review aims to bridge this gap by systematically examining the ways in which AI-driven branding practices can contribute to sustainability initiatives, highlighting innovative uses and identifying obstacles that may arise during implementation.

As companies increasingly realize AI's potential to drive their sustainability agendas, understanding the full scope of this transformation within branding becomes essential. AI-powered branding offers organizations unique opportunities to optimize resource usage, advance eco-friendly practices, and improve overall brand performance [7]. However, the successful integration of AI into branding presents considerable challenges, such as technological complexities, organizational inertia, and ethical issues, particularly concerning data privacy and decision-making transparency [8]. These hurdles underscore the need for an in-depth examination of the practical and theoretical implications of AI in sustainable branding.

This study seeks to address the following key research questions:

1. How can AI-driven branding strategies foster sustainability by promoting resource optimization and encouraging environmentally conscious practices?
2. What are the primary challenges—technological, organizational, and ethical—associated with implementing AI in branding for sustainability?
3. What strategies can help companies effectively leverage AI to enhance sustainability within their branding efforts?

By investigating these questions, this literature review will contribute to a deeper understanding of how AI technologies can be harnessed to advance sustainable branding practices, providing valuable insights into the innovations and challenges that define this emerging field. Addressing these barriers is crucial for realizing the full potential of AI-driven branding in supporting sustainable business practices and achieving long-term, responsible growth [9, 10].

2. Theoretical framework

This study applies a multi-theoretical approach—integrating sustainability theory, branding theory, and AI in business theory—to explore how artificial intelligence (AI) can transform branding in the context of sustainability. The interconnection of these theoretical domains provides a robust framework for understanding how AI-driven branding efforts not only enhance sustainability but also reshape brand value, consumer engagement, and operational practices.

2.1 Sustainability theory

Sustainability theory emphasizes the necessity for organizations to balance profitability with social and environmental responsibility [11]. Traditionally, businesses have struggled to integrate sustainability into their core operations, often limiting it to peripheral activities or superficial initiatives [12]. However, AI offers transformative possibilities, enabling companies to monitor, measure, and refine their sustainability

efforts continuously and in real time. Within branding, sustainability theory highlights growing consumer expectations for brands to demonstrate eco-friendly practices and social accountability [13]. By embedding sustainability into brand identity, companies can increase brand appeal and strengthen brand equity, particularly among eco-conscious consumers who prioritize responsible practices.

Key contributions of sustainability theory:

- **Relevance to Consumer Preferences:** As more consumers prioritize sustainability, brands can leverage these preferences to strengthen consumer loyalty and trust [14].
- **Corporate Accountability:** Sustainability theory emphasizes corporate responsibility, encouraging brands to adopt practices that address social and environmental concerns directly in their branding [15].

2.2 Branding theory

Branding theory examines how companies create and manage brand identities to convey values and narratives that resonate with target audiences [16]. In modern consumer markets, sustainability has become an integral component of brand equity, shaping consumer trust, loyalty, and brand preference [17]. AI enhances branding strategies by providing powerful, data-driven insights that allow companies to understand consumer behavior and tailor sustainability messaging accordingly [18]. This personalized approach not only allows for more authentic sustainability narratives but also fosters deeper connections with eco-conscious consumer segments. By embedding sustainability at the core of brand messaging, companies can differentiate themselves in competitive markets where environmental and social considerations play an increasingly influential role.

Key Contributions of Branding Theory:

- **Authenticity in Sustainability Messaging:** Brands that communicate sustainability transparently and authentically are more likely to build long-term consumer trust [19].
- **Strategic Differentiation:** Branding theory underscores the importance of aligning brand values with consumer expectations, providing companies with a strategic advantage in promoting sustainability [20].

2.3 AI in business theory

AI in business theory explores how AI technologies can transform various business processes, from decision-making to customer engagement and operational efficiency [21]. In the realm of branding, AI serves as a critical enabler, offering tools that make sustainability efforts more visible, actionable, and measurable. For instance, machine learning and predictive analytics empower businesses to optimize resource usage, reduce waste, and increase transparency across their supply chains [22]. AI can facilitate dynamic, real-time branding campaigns that respond to evolving consumer demands for sustainable practices, enhancing consumer engagement and brand loyalty. However, AI-driven branding for sustainability also presents challenges,

including ethical concerns related to data privacy, potential biases in algorithms, and inequitable access to advanced AI technologies [23].

Key contributions of AI in business theory:

- **Data-Driven Decision-Making:** AI allows businesses to make informed, data-backed decisions that optimize sustainability and brand performance [24].
- **Real-Time Consumer Engagement:** AI-driven personalization allows companies to create impactful sustainability campaigns, enhancing consumer engagement and loyalty [25].
- **Ethical Considerations:** AI in business theory addresses the ethical and operational challenges of AI, emphasizing responsible AI use in sustainable branding [26, 27].

2.4 Interrelationship between the theories

The integration of sustainability theory, branding theory, and AI in business theory provides a comprehensive framework to guide this study. Each theory contributes a distinct perspective:

- **Sustainability Theory** defines the “what”—the specific sustainable practices companies need to adopt and why they matter in today’s marketplace and for long-term viability.
- **Branding Theory** addresses the “how” from a consumer engagement standpoint—communicating sustainability efforts in a way that enhances brand identity, appeal, and authenticity.
- **AI in Business Theory** explores the “how” from a technological perspective, explaining how AI tools can operationalize sustainability in branding through data-driven, personalized engagement, and optimized resource management.

2.5 Transformative cycle

The interplay of these theories creates a transformative cycle in which AI strengthens sustainability practices, enhances brand value, and drives continuous consumer engagement.

1. AI as a Catalyst for Sustainability

Through its data analysis and automation capabilities, AI serves as a critical enabler for businesses seeking to improve sustainability outcomes:

- **Optimizing Resource Use:** AI tools like predictive analytics can analyze vast datasets to forecast demand and manage inventory, thereby minimizing waste and reducing carbon footprints [28].
- **Reducing Waste:** AI systems streamline supply chain operations, automate repetitive tasks, and identify inefficiencies, which collectively help companies reduce environmental impact [29].

- **Enhancing Transparency:** AI improves transparency by enabling real-time tracking of product life cycles, ensuring ethical sourcing, and providing data that can be shared with stakeholders and consumers [30].

2. AI Enhances Brand Identity through Sustainability

AI enables companies to personalize branding efforts, creating sustainability messages that resonate with targeted consumer segments. By using AI to align brand identity with sustainability goals, companies can build a strong, authentic brand image [31].

3. AI Facilitates Ethical and Effective Branding

AI tools enhance branding by enabling companies to operationalize sustainable practices while maintaining ethical standards. However, companies must address ethical concerns related to AI use, such as privacy and algorithmic bias, to ensure AI-driven branding supports positive consumer and social outcomes [26, 27].

In sum, this integrated framework underscores how AI can transform sustainable branding, enabling companies to balance economic goals with social and environmental responsibility effectively. By addressing the opportunities and challenges identified through sustainability theory, branding theory, and AI in business theory, companies can enhance their sustainability efforts, foster brand loyalty, and contribute to a more sustainable future.

2.6 Improvements reflected in branding strategies

With AI facilitating sustainability, these advancements can be effectively communicated through branding, embedding sustainability as a core component of brand identity and building credibility that appeals to environmentally aware consumers.

- **Authenticity:** Modern consumers, particularly those focused on sustainability, are wary of superficial “green” claims. AI-driven improvements enable companies to substantiate their sustainability efforts with data, enhancing the authenticity of their branding [32]. For example, brands can leverage AI data to provide specific metrics, like water saved or carbon emissions reduced, offering consumers tangible evidence of their environmental impact, which fosters credibility and trust [33].
- **Resonance with Consumers:** Branding theory underscores the importance of creating deep, meaningful connections with consumers. AI insights allow brands to customize sustainability messaging for different market segments, making the brand more attractive to eco-conscious audiences [25, 34]. Brands that openly showcase their sustainability commitment tend to cultivate greater trust and loyalty among these consumers [35].

2.7 Sustainability branding reinforces market position and drives further innovation

When companies effectively communicate their sustainability progress through branding, it reinforces their market position and fosters a positive cycle of innovation and sustainable practice.

- **Market Differentiation:** Strong sustainability branding helps brands stand out, especially as consumers increasingly select products based on the ethical and environmental practices of companies [2, 36]. Sustainability-driven brands gain a competitive advantage as consumers view them as leaders and prefer to support these companies.
- **Reputation and Trust:** A brand rooted in sustainability elevates a company's reputation, building essential consumer trust that supports long-term success [37]. Brands that consistently emphasize transparency and responsibility are better positioned in the marketplace and more likely to attract a loyal customer base.
- **Encouragement for Further Innovation:** Success in sustainability branding often motivates companies to continually invest in new AI technologies and innovative practices to maintain their leadership position. This iterative feedback loop strengthens both the brand's value and its sustainability impact over time [38].

In this self-reinforcing cycle, AI acts as a driver for sustainability improvements that are then integrated into branding efforts. As consumers resonate with this authentic branding, the brand's market position strengthens, prompting further innovation in sustainability practices. This cycle builds a continuous, mutually reinforcing loop where sustainable innovation drives brand success, and brand success deepens commitment to sustainability.

2.8 Challenges in integrating AI into sustainable branding

While integrating AI in sustainable branding offers considerable potential, several challenges emerge at the intersection of these domains:

1. Technological Limitations

Implementing AI in branding, especially for sustainability, is often hindered by specific technological barriers:

- **Lack of resources:** Smaller companies may lack the financial resources, infrastructure, or expertise to effectively deploy AI technologies. High initial investment in AI systems can act as a significant barrier to entry for many organizations [39].
- **Data quality issues:** AI is highly reliant on quality data, yet many companies face challenges in data management, limiting AI's effectiveness in generating actionable insights for sustainable branding [40].
- **Complexity of implementation:** Integrating AI into existing systems can be complex and resource-intensive, often requiring organizational adjustments. Resistance to change within companies may further inhibit the adoption of AI solutions for sustainability [41].

2. Organizational resistance

Organizational structures and cultures may pose additional barriers to the effective use of AI in sustainability branding:

- Lack of awareness: Many companies do not fully understand AI's benefits for sustainability and branding, leading to limited support for AI-based initiatives [42].
- Internal silos: Organizational silos often limit collaboration across departments, impeding the development of integrated AI strategies for sustainability [43].
- Resistance to change: Employees may resist adopting new technologies due to concerns about job security or unfamiliarity with AI tools. Fostering a culture that values innovation and flexibility is essential for overcoming this resistance [44].

3. Ethical concerns

As organizations increasingly rely on AI technologies for branding and sustainability, they must navigate a complex landscape of ethical challenges. These challenges, if unaddressed, could undermine consumer trust, brand integrity, and the long-term success of sustainable branding efforts.

- Data privacy: The use of AI often involves the collection and analysis of vast amounts of consumer data, raising significant privacy concerns [8]. Compliance with data protection regulations, such as the General Data Protection Regulation (GDPR) in Europe, is essential for companies to avoid legal risks and maintain trust. Organizations must develop transparent data policies that align with ethical standards, ensuring consumers feel secure in how their data is collected, processed, and utilized [45].
- Algorithmic bias: AI systems can inadvertently perpetuate biases embedded in training data, leading to discriminatory outcomes [23]. These biases can negatively affect branding by alienating or misrepresenting certain consumer groups. Brands need to implement rigorous audits and bias detection mechanisms to identify and address any discriminatory patterns within their algorithms [46], ensuring that their sustainability initiatives are genuinely inclusive and equitable.
- Transparency: Transparency is a cornerstone of consumer trust. Consumers increasingly demand transparency in AI-driven branding processes to better understand how decisions are made, particularly those affecting sustainability [47]. Brands must communicate their use of AI clearly, offering insights into their decision-making processes and demonstrating accountability in how AI contributes to sustainable branding efforts [26, 27]. A lack of transparency can lead to consumer skepticism and reputational damage.

4. Theoretical contributions

This study contributes to the theoretical understanding of AI in sustainable branding through several key areas:

- Bridging research gaps: By investigating the intersection of AI, branding, and sustainability, this research addresses a critical gap in existing literature. Few studies have examined how AI-driven processes can authentically enhance

sustainability branding, creating a foundation for further empirical exploration in this interdisciplinary field [48].

- **Enhancing theoretical frameworks:** Integrating sustainability theory, branding theory, and AI in business theory provides a comprehensive understanding of the challenges and opportunities at this intersection [34]. This combined framework enriches current theoretical models by introducing empirical insights, particularly on the ethical complexities inherent in AI applications for sustainable branding [26, 27].
- **Proposing a transformative cycle:** This study introduces a transformative cycle, illustrating how AI-driven improvements in sustainability can reinforce branding strategies. This cycle emphasizes a feedback loop in which sustainability innovations strengthen brand equity, drive consumer engagement, and inspire further innovation, ultimately enhancing brand value over time [6].

5. Managerial contributions

The findings from this study provide practical implications for managers seeking to leverage AI for sustainable branding:

- **Strategic implementation:** Managers should prioritize the development of a structured framework for incorporating AI technologies into their sustainability branding efforts. This ensures that organizational goals align with consumer expectations and regulatory standards, reducing risk and enhancing brand credibility [7].
- **Investing in data quality:** High-quality data is essential for effective AI-driven insights. Managers should allocate resources toward improving data management practices, which will enhance AI accuracy and the credibility of branding efforts based on data-driven claims [22].
- **Fostering a culture of innovation:** Overcoming organizational resistance requires cultivating a culture that encourages innovation and cross-departmental collaboration. This can help bridge silos and align diverse teams toward common sustainability objectives, enabling a holistic approach to AI-driven sustainable branding [43].
- **Addressing ethical concerns:** Managers must proactively address ethical concerns, including data privacy, algorithmic bias, and transparency, to build and maintain consumer trust [8]. Ensuring ethical AI practices can foster brand loyalty and position the company as a leader in responsible innovation.
- **Continuous engagement with stakeholders:** Maintaining open communication channels with consumers, employees, and other stakeholders is essential for understanding their needs and expectations. Continuous engagement can enhance brand loyalty, foster a commitment to sustainability, and provide insights that guide ethical and sustainable business practices [49].

Acknowledgements


Some linguistic reformulations were made using the ChatGPT AI chatbot.

Author details

Hanene Hammami
Tabuk University, Tabuk, Saudi Arabia

*Address all correspondence to: halhammami@ut.edu.sa

IntechOpen

© 2025 The Author(s). Licensee IntechOpen. This chapter is distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. 

References

- [1] Aguinis H, Glavas A. What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*. 2012;**38**(4):932-968
- [2] Jones TM. ESG frameworks: What makes companies truly sustainable? *Business Ethics Quarterly*. 2020;**30**(3):299-320
- [3] Jiang F, Head M. Branding the sustainable organization with AI. *Sustainable Business Review*. 2020;**6**(1):34-49
- [4] Kumar V. Artificial intelligence in sustainable marketing: Transforming the future of consumer brands. *International Journal of Marketing*. 2023;**20**(1):22-40
- [5] Hammami H, Othmani L. Adopting sustainable manufacturing practices: The relationship between environmental performance and corporate reputation. *International Journal of Organizational Analysis*. 2024
- [6] Rust RT, Huang M. AI in service: From research to practice. *Journal of Marketing*. 2021;**85**(1):3-10
- [7] Jin Y. *Social Media and Crisis Communication* (No. 193266). Austin LL, editors. New York, NY: Routledge; 2022
- [8] Floridi L, Taddeo M. What is data ethics? *Philosophical Transactions of the Royal Society A*. 2016;**374**(2083):20160360. DOI: 10.1098/rsta.2016.0360
- [9] Zhechev V. A dive into the marketing trends of 2024: Insights to unlocking potential. *Business & Management Compass*. 2024;**68**(1):54-65
- [10] Lamarre E, Smaje K, Zimmel R. *Rewired: The McKinsey Guide to Outcompeting in the Age of Digital and AI*. John Wiley & Sons; 2023
- [11] Elkington J. The triple bottom line for 21st century business. *The Earthscan Reader in Business and Sustainable Development*. 2001:20-43
- [12] Aragón-Correa JA, Sharma S. A contingent resource-based view of proactive corporate environmental strategy. *Academy of Management Review*. 2003;**28**(1):71-88
- [13] Banerjee SB, Iyer ES, Kashyap RK. Corporate environmentalism: Antecedents and influence of industry type. *Journal of Marketing*. 2003;**67**(2):106-122. DOI: 10.1509/jmkg.67.2.106.18604
- [14] Leonidou CN, Katsikeas CS, Morgan NA. "Greening" the marketing mix: Do firms do it and does it pay off? *Journal of the Academy of Marketing Science*. 2013;**41**:151-170
- [15] Hart SL, Milstein MB. Creating sustainable value. *Academy of Management Perspectives*. 2003;**17**(2):56-67
- [16] Aaker DA. *Building Strong Brands*. Simon and Schuster; 2012. ISO 690
- [17] Lane Keller K. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. UK: Pearson Education Limited; 2013
- [18] Schultz F, Castelló I, Morsing M. The construction of corporate social responsibility in network societies: A communication view. *Journal of Business Ethics*. 2013;**115**:681-692

- [19] Keller KL, Kotler P. Holistic marketing: A broad, integrated perspective to marketing management. In: *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge; 2015. pp. 308-313
- [20] Holt DB. Why do brands cause trouble? A dialectical theory of consumer culture and branding. *Journal of Consumer Research*. 2002;**29**(1):70-90
- [21] Brynjolfsson E, McAfee A. *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. WW Norton & Company; 2014
- [22] Davenport TH, Ronanki R. Artificial intelligence for the real world. *Harvard Business Review*. 2018;**96**(1):108-116
- [23] Binns R. Fairness in machine learning: Lessons from political philosophy. In: *Conference on Fairness, Accountability and Transparency*. PMLR; 2018. pp. 149-159
- [24] Agrawal A, Gans J, Goldfarb A. Prediction, judgment, and complexity: A theory of decision-making and artificial intelligence. In: *The Economics of Artificial Intelligence: An Agenda*. University of Chicago Press; 2018. pp. 89-110
- [25] Huang M-H, Rust RT. A strategic framework for artificial intelligence in marketing. *Journal of the Academy of Marketing Science*. 2021;**49**:30-50. DOI: 10.1007/s11747-020-00749-9
- [26] Floridi L. Translating principles into practices of digital ethics: Five risks of being unethical. *Philosophy & Technology*. 2019;**32**(2):185-193
- [27] Floridi L. Establishing the rules for digital technology. *Nature*. 2019;**571**(7766):317
- [28] Wang Y, Kung L, Byrd TA. Big data analytics: Understanding its capabilities and potential benefits for sustainable development goals. *Technological Forecasting and Social Change*. 2020;**149**:119761
- [29] Lin YH, Lee CH, Hong CF, Tung YT. Marketing strategy and willingness to pay for sport tourism in the Kinmen Marathon event. *Sustainability*. 2022;**14**(19):12160
- [30] Sabherwal R, Steelman Z, Becerra-Fernandez I. Knowledge management mechanisms and common knowledge impacts on the value of knowledge at individual and organizational levels. *International Journal of Information Management*. 2023;**72**:102660
- [31] Lacoste S. Sustainable value creation in B2B relationships. *Industrial Marketing Management*. 2016;**52**:151-162
- [32] Delmas MA, Burbano VC. The drivers of greenwashing. *California Management Review*. 2011;**54**(1):64-87. DOI: 10.1525/cm.2011.54.1.64
- [33] Rana P, Paul J. Consumer behavior and green marketing: A bibliometric analysis. *Journal of Cleaner Production*. 2020;**256**:120061. DOI: 10.1016/j.jclepro.2020.120061
- [34] Kapferer J-N. *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. Kogan Page Publishers; 2012
- [35] Singh J, Bansal R. Sustainability and consumer behaviour: A systematic review. *Sustainable Development*. 2021;**29**(4):675-691. DOI: 10.1002/sd.2135
- [36] Chabowski BR, Mena JA, Gonzalez-Padron TL. The structure of

sustainability research in marketing, 1958-2008: A basis for future research opportunities. *Journal of the Academy of Marketing Science*. 2011;**39**:55-70

[37] González-Pérez S, Mateos de Cabo R, Sáinz M. Girls in STEM: Is it a female role-model thing? *Frontiers in Psychology*. 2020;**11**:564148

[38] Huang W, Chau KY, Kit IY, Nureen N, Irfan M, Dilanchiev A. Relating sustainable business development practices and information management in promoting digital green innovation: Evidence from China. *Frontiers in Psychology*. 2022;**13**:930138

[39] Duan Y, Edwards JS, Dwivedi YK. Artificial intelligence for decision making in the era of big data—Evolution, challenges, and research agenda. *International Journal of Information Management*. 2019;**48**:63-71. DOI: 10.1016/j.ijinfomgt.2019.01.021

[40] Chen H, Preston DS, Swink M. How the use of big data analytics affects value creation in supply chain management. *Journal of Management Information Systems*. 2015;**32**(4):4-39. DOI: 10.1080/07421222.2015.1138364

[41] Büyüközkan G, Göçer F. Digital transformation: A strategic approach for industry 4.0. *Computers in Industry*. 2018;**98**:104-113. DOI: 10.1016/j.compind.2018.03.013

[42] Gibbs J. Organizational structure and the integration of artificial intelligence. *Journal of Organizational Change Management*. 2021;**34**(2):273-289. DOI: 10.1108/JOCM-08-2020-0271

[43] Möhring M, Keller B, Schmidt R, Sandkuhl K, Zimmermann A. Digitalization and enterprise architecture management: A perspective on

benefits and challenges. *SN Business & Economics*. 2023;**3**(2):46

[44] Rogers PP, Jalal KF, Boyd JA. *An Introduction to Sustainable Development*. Routledge; 2012

[45] Jobin A, Ienca M, Vayena E. The global landscape of AI ethics guidelines. *Nature Machine Intelligence*. 2019;**1**(9):389-399. DOI: 10.1038/s42256-019-0088-2

[46] Mehrabi N, Morstatter F, Saxena N, Lerman K, Galstyan A. A survey on bias and fairness in machine learning. *ACM Computing Surveys (CSUR)*. 2021;**54**(6):1-35

[47] Kietzmann J, Paschen J, Treen ER. Artificial intelligence in advertising: How marketers can leverage AI along the consumer journey. *Journal of Advertising Research*. 2018;**58**(3):263-267. DOI: 10.2501/JAR-2018-035

[48] Dwivedi YK, Hughes DL, Ismagilova E, et al. Artificial intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice, and policy. *International Journal of Information Management*. 2021;**57**:101994. DOI: 10.1016/j.ijinfomgt.2019.08.002

[49] Bhattacharya CB, Sen S. Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*. 2004;**47**(1):9-24. DOI: 10.2307/41166284

Edited by Abigail Chivandi

This book will help you unlock the secrets of digital marketing while it explores the complex relationships between digital marketing inhibitors and discovers how to overcome obstacles to achieve marketing success. This book provides a multidisciplinary approach to understanding the capabilities and limitations of digital marketing, covering topics such as service innovation, marketing technology, artificial intelligence, and sustainable branding. With practical insights and real-world examples, you'll learn how to navigate the digital landscape, build strong brand identities, and drive business growth. Whether you're a student, entrepreneur, or marketing professional, this book offers valuable knowledge and strategies to help you stay ahead in the competitive digital market, enhance your digital marketing skills, and achieve your business goals.

*Taufiq Choudhry,
Business, Management and Economics Series Editor*

Published in London, UK

© 2025 IntechOpen
© Igor Kutyaev / iStock

IntechOpen

ISSN 2753-894X

ISBN 978-1-83634-171-0

