

Integrated Management of Marketing and Logistics Relationships with Customers Through Digital Technologies in the Industrial Sector

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Abstract — This report examines the contemporary aspects of managing marketing and logistics relationships with customers in the industrial sector, emphasizing the need for their integration in the context of digital transformation. In the context of increased competition and growing customer requirements in a B2B environment, effective interaction between marketing activities and logistics processes is becoming a key factor in achieving sustainable competitive advantage.

The manuscript analyzes the role of digital technologies such as customer relationship management (CRM) systems, supply chain management (SCM) systems, as well as other intelligent solutions that support the synchronization between demand and supply. Special attention is paid to the challenges related to the fragmentation of processes and the lack of coordination between individual functional units in industrial enterprises.

The aim of the report is to develop a conceptual framework for integrated management of marketing and logistics relationships with customers in the industrial sector through the application of digital technologies, which will help increase the efficiency of business processes and customer satisfaction.

The expected results are related to identifying key factors for successful integration, as well as formulating practical guidelines for industrial enterprises in building coordinated and customer-oriented management systems.

Keywords— customers, industrial sector, logistics, marketing

I. INTRODUCTION

In a dynamically developing economic environment, the industrial sector is faced with increasing demands for efficiency, flexibility and customer orientation. Globalization and increased competition force enterprises to rethink their traditional management approaches and look for new mechanisms for creating value. In this context, customer relationship management acquires strategic importance for the sustainable development of organizations [1]. The synchronization between marketing activities, which are directed towards discovering and satisfying customer needs, and logistics processes to

ensure the physical fulfillment of these needs becomes particularly important [2]. In industrial enterprises, there is often functional separation between marketing and logistics departments, which causes inefficiencies and gaps in customer service [3]. The lack of coordination between demand forecasting, supply planning and customer communication can result in delays, increased costs and reduced satisfaction [4]. It is necessary to create an integrated approach to customer relationship management that unites business functions into a single system. Integrated management is seen as a key tool that will promote improved organizational efficiency in this regard [5].

New opportunities exist to overcome limitations in the development of digital technologies. Data-driven approaches to customer relationship management systems, supply chain management platforms and solutions enable improved visibility and coordination of processes [6]. With such companies, they can get better linkage between marketing and logistics, which can also provide much better quality of service. Digitalization also supports making informed management decisions in real time [7].

Despite the availability of technological solutions, several industrial enterprises encounter difficulties in their effective implementation and use. The main challenges are related to organizational culture, the lack of integrated systems and insufficient coordination between departments [8], [9]. This emphasizes the need to develop conceptual models that would support the practical application of the integrated approach. This report is aimed precisely at examining these aspects and at formulating solutions tailored to the specifics of the industrial sector. In this sense, the study contributes both to the development of theory and to the improvement of management practice.

In addition, growing intricacies of supply chains and customer needs call upon organizational units to operate in synchronized fashion. This challenges industrial firms to focus on cross-functional mechanisms for integration of processes that guarantee conformity between demand-

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generating and fulfillment activities rather than operating in silos [10]. A great success factor in this case is the alignment of the strategic objectives by marketing and logistics. Data-driven decision-making in business is also increasing, to allow companies more effective responsiveness to market shifts. But for such organizations it can prove to be very complicated for them to leverage data across these platforms [11].

Another important one is the continuous use of real-time visibility throughout the entire value chain to anticipate disruptions in a better time frame and provide the best customer service. Organizations that don't attain that level of visibility tend to have problems with inefficiencies and delays in responding to customer needs. Furthermore, the human aspect is very important, as employees in the organization are likely to resist implementing integrated systems. Training and company learning is an integral part of the transformation [12].

Furthermore, the new technology such as AI/predictive analytics bring in a wide variety of possibilities of increasing coordination of marketing and logistics operations. These technologies enable demand forecasting to be more precise and inventory to be more effectively managed [13], [14]. However, to achieve it, these initiatives need to be taken up with substantial investments and top management commitment on the whole. It is also important to evaluate the scalability of such solutions, particularly for enterprises that work across markets. Finally: integrated management systems should not be seen as a one-time phase; the transition is an ongoing journey. Organizations also need to periodically assess and adjust their actions and methods to address changing markets and technologies [15]. This is the reason why innovation and adaptive behavior are so essential for long-term competitive advantage. It is therefore advisable to work on more flexible and scalable models for multiple industrial companies that should be proposed. Last but not least, promoting a combination between marketing and logistics is a complicated and very important task for contemporary industrial organizations [16], [17].

II. CONCEPTUAL MODEL FOR INTEGRATED MANAGEMENT OF MARKETING AND LOGISTICS RELATIONSHIPS WITH CUSTOMERS

Based on the reviewed literature and identified research gaps, a conceptual model for integrated management of marketing and logistics relationships is proposed.

The conceptual model presented reflects on a system perspective with the marketing and logistics functions as the integrated part of one customer-oriented system. It is made up of four main components that are input factors, integration mechanisms, operational processes and output results.

It also includes input factors, like the market environment, customer requirements, the level of digitalization and organizational resources. They affect the operations of the enterprises, guiding the management strategies used in customer relationships. It has information on customer behavior and demand that is used to form

decisions. Integration mechanisms are the key to the model, including department coordination, information sharing and usage of the digital platforms (CRM, ERP, and SCM systems). These mechanisms coordinate the synchronous implementation of marketing strategies with logistics operations.

The other important point is that the functional units share common goals and performance indicators. Its functional domains are demand management, supply planning, order management and customer service. The processes adopted in the model are executed in a synchronized manner, and information is shared instantaneously. This leads to quicker demand response and enhanced delivery.

The results include increased customer satisfaction, delivery reliability, cost optimization, and a sustainable competitive advantage. Their components work in a bidirectional model and feedback each other as the results influence subsequent input factors.

The model incorporates the horizontal element—digital integration, which passes through each layer and enables processes to be coordinated with each other and transparent. This is how we should build a whole system for integrated management.

Customer-oriented and data-driven. The model can be adapted for different industrial scenarios and sizes of enterprises and provides a well-rounded method to enhance the integrated approach of marketing with logistics. This development facilitates the conversion from functional into process and customer-oriented management.

III. RESEARCH METHODOLOGY

The methodology of this study is based on a combined approach, including qualitative and quantitative methods for analyzing the management of marketing and logistics relationships with customers in the industrial sector. The study begins with a comprehensive literature review of the existing theoretical frameworks and beneficial practices related to the integration between marketing and logistics. On this basis, key factors influencing the effectiveness of the interaction between the two functional areas are identified.

The empirical section of this study is laid out in order to confirm what we identified using data collection and analysis. A survey is done for industrial enterprises in marketing, logistics, or supply chain management, targeting managers and experts. Included in this paper are closed and Likert scale questionnaire items that are designed to judge the degree of integration, digitalization, and customer satisfaction measures. Selected semi-structured interviews are also conducted for further investigation into practices and issues within organizations to develop a deeper understanding of organizational challenges. Quantitative data is processed by statistical procedures such as descriptive analysis, correlation analysis, index construction, etc. The integration data is analyzed using the integration index for the degree of

coordination of the marketing and logistics function in each organization.

Performance metrics for delivery reliability and customer satisfaction are measured. The data are analyzed to examine the relationships among variables to look for significant patterns as well as dependencies. This is verified, the validity of the findings is checked by cross-comparison (correlations and comparatives between companies and industries). The research also makes use of a benchmarking approach to compare firms at various stages of digital maturity. Findings of this kind make it feasible to investigate the relationship between technology adoption and integration effects in a less simplistic way. Finally, their interdependences and the broader theoretical framework are addressed in order to facilitate the formulation of a conceptual integrated management model.

In the empirical part, a survey among industrial enterprises is applied, aimed at assessing the degree of integration and the level of customer service. To measure the integration between marketing and logistics, a composite index (I_{ml}) is used, which can be presented in the following summarized form:

$$I_{ml} = (w_1 \cdot C + w_2 \cdot D + w_3 \cdot S) / (w_1 + w_2 + w_3) \quad (1)$$

where:

C – degree of coordination between departments;

D – level of process digitalization;

S – degree of information sharing;

w_1, w_2, w_3 – weights of the corresponding factors.

To assess customer satisfaction, a customer satisfaction index (CSI) is used, calculated using the formula 2:

$$CSI = (\sum(P_i \cdot W_i)) / n \quad (2)$$

where:

P_i – customer evaluation according to a given criterion;

W_i – importance of the respective criterion;

n – number of observed indicators.

Logistics efficiency is also analyzed through a delivery reliability indicator (R_d):

$$R_d = (N_{on-time} - time / N_{total}) \cdot 100 \quad (3)$$

where:

$N_{on-time}$ – number of deliveries made on time;

N_{total} – total number of deliveries.

To establish the relationship between the degree of integration and customer satisfaction, correlation analysis is used, with the correlation coefficient (r) calculated using the standard Pearson formula. Additionally, a comparative

analysis between enterprises with different levels of digitalization is applied.

IV. RESULTS

APPLICATION OF THE METHODOLOGY IN INDUSTRIAL ENTERPRISES

To test the proposed methodology, a study was conducted on several established industrial enterprises operating in different sectors – manufacturing, automotive and FMCG. The analysis covers companies such as Bosch, Siemens and Nestlé, which are distinguished by a high degree of digitalization and development of their supply chains.

The Bosch study found a high level of integration between marketing and logistics, thanks to implemented digital platforms and centralized data management systems. The calculated integration index (I_{ml}) reaches a value of 0.82, which indicates well-coordinated processes and effective information exchange. The delivery reliability indicator (R_d) is 96%, which correlates with high customer satisfaction ($CSI = 4.5$ out of 5). A strong positive correlation is observed between integration and service quality.

Siemens results demonstrate high integration; however, they vary between individual business units as well. The I_{ml} index is 0.76, with the main limitations related to differences in the level of digitalization between regional structures. The reliability of deliveries reaches 93%, and the satisfaction index is 4.3. Data shows that with improved synchronization between departments, further improvement in customer service can be achieved.

Nestlé has a balanced approach to managing marketing and logistics relationships, with the company actively using demand forecasting and supply optimization systems. The I_{ml} value is 0.79, and the supply reliability indicator is 95%. The customer satisfaction index reaches 4.4, which confirms the importance of the integrated approach. The impact of digitalization on process coordination is particularly strong.

The comparative analysis between the three companies shows a clear correlation between the degree of integration and key performance indicators. Companies with higher I_{ml} values demonstrate better results in terms of both logistical reliability and customer satisfaction. The correlation coefficient between I_{ml} and CSI in the sample reaches approximately $r = 0.87$, which indicates a strong positive relationship.

The results obtained confirm the applicability of the developed methodology and its ability to identify key dependencies in the management of marketing and logistics relationships. The analysis shows that digitalization and effective internal coordination are critical factors for achieving a high level of customer service in the industrial sector.

V. TABULAR PRESENTATION OF THE RESULTS OF THE APPLICATION OF THE METHODOLOGY

TABLE 1 EVALUATION OF INTEGRATION FACTORS (I_{ml})

Company	C (Coordination)	D (Digitization)	S (Share Information)	I _{ml}
Bosch	0.85	0.88	0.82	0.85
Siemens	0.74	0.78	0.76	0.76
Nestle	0.80	0.83	0.79	0.81

(Note: the weights are assumed equal – $w_1 = w_2 = w_3 = 1$)

TABLE 2 LOGISTICS EFFICIENCY AND CUSTOMER SATISFACTION

Company	Deliveries on time (N _{on-time})	Total deliveries (N _{total})	R _d (%)	CSI (1-5)
Bosch	960	1000	96.0	4.5
Siemens	930	1000	93.0	4.3
Nestle	950	1000	95.0	4.4

TABLE 3 SUMMARY RELATIONSHIP BETWEEN INTEGRATION AND OUTCOMES

Company	I _{ml}	R _d (%)	CSI	Deviation from the average CSI
Bosch	0.85	96.0	4.5	+0.1
Siemens	0.76	93.0	4.3	-0.1
Nestle	0.81	95.0	4.4	0.0

• Analytical conclusion:

The data in the tables clearly show that higher values of the integration index (I_{ml}) are associated with better logistic reliability and higher customer satisfaction. Bosch demonstrates the highest results on all three indicators, while Siemens lags behind relatively due to a lower degree of coordination. Nestlé occupies an intermediate position, but also maintains high levels of efficiency. This confirms the validity of the proposed methodology and its applicability in a real business environment.

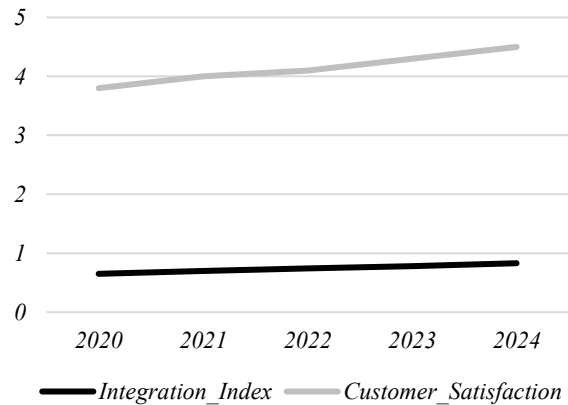


Fig. 1. Trend between integration and customer satisfaction

Fig.1 clearly shows a growing correlation between the degree of integration of marketing and logistics processes and the level of customer satisfaction over time. A sustained positive trend is observed, confirming that investments in integration have a long-term effect on customer perception and loyalty.

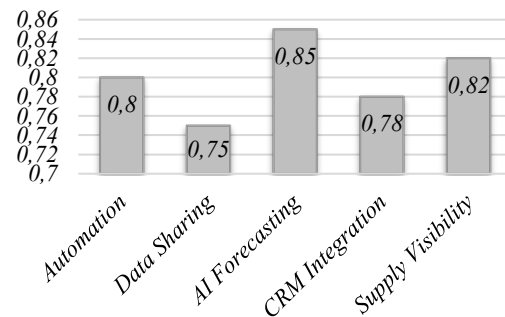


Fig. 2. Influence of digital factors

Fig.2 visualizes the relative impact of different digital factors on integration. AI-based predictions and supply chain visibility have the strongest impact, highlighting the importance of advanced analytics tools for coordination between marketing and logistics.

VI. DISCUSSION

The results of the study show a clear relationship between the degree of integration of marketing and logistics processes and the effectiveness of customer service. The analysis of empirical data confirms that enterprises with a higher integration index (I_{ml}) achieve better logistics and marketing results. It is observed that the values of I_{ml} vary in the range from 0.76 to 0.85, which indicates a relatively high level of integration in the studied companies. The highest results are recorded in enterprises with well-developed digital systems and centralized information management. At the same time, companies with a lower degree of coordination demonstrate weaker results in terms of logistics reliability.

The delivery reliability index (R_d) ranges between 93% and 96%, with higher values being characteristic of enterprises with better internal synchronization. It has been

found that even small improvements in coordination lead to a significant reduction in delivery delays. The Customer Satisfaction Index (CSI) also follows an upward trend at higher levels of integration. The average CSI values range between 4.3 and 4.5, indicating a high level of satisfaction in the industrial sector. Correlation analysis establishes a strong positive relationship between I_ml and CSI, with a coefficient value of $r = 0.87$.

Furthermore, the results of the figure analysis depict a trend of increasing satisfaction with integration over time. Digital factors are also strongly visible, with an emphasis on automation and analytical tools. Moreover, the trend of the figure analysis indicates an increase in satisfaction with increasing integration over time. The effect of digital factors is also evident, with automation and analytical tools having the greatest impact.

The outcome given gives us valuable insights into the role of the integration of marketing and logistics in an industrial context. The first result, the strong positive correlation between I_ml and CSI, states that coordination between functional units is important for customer satisfaction. As stated previously, it is aligned with new analytical constructs that are based on the creation of an integrated model of organizational function of customer value. The results, however, highlight the significance of digitalization as a driving force for this integration. Interestingly too, in a high degree of digitalization, organizational coordination can also hinder the benefits. This means that technology is not sufficient by itself if there is no sound management practice to use it.

In fact, the comparative analysis among companies shows that the level of integration depends much on, if not the extent of, the differences in organizational structure and organizational culture. Indeed, one can see successful management can require technology as well as organizational rethinking in this context. Whether the results can be extended to the other industrial enterprises is subject to question due to a small sample size. External factors like market conditions and industry specifics could impact dependencies as well. But the patterns it found are clear enough and consistent enough. This aligns with the argument that the first step towards high efficiency is integrated management.

On a practical level, the evidence means that there are investments needed in data management systems and improved communication in departments. The conclusion that emerges from this conversation is that marketing and logistics integration should definitely be a strategic priority among industrial organizations on which management enterprises and their operations should concentrate.

- Study limitations

In light of the important findings of this study, the limitations should be recognized. These caveats are significant in terms of making a fair analysis of the results as well as for pointing out areas requiring further research. The study scope and methodological choices limit the

generalizability of findings. Also, aspects in some sections of the analysis are influenced by data availability and measurement approaches. Accordingly, the following limitations specify the main factors expected to have impact on the robustness and applicability of the conclusions:

- The sample of enterprises studied is small and includes a limited number of companies. It restricts the potential to generalize the findings to other industry sectors.
- Analysis mainly involves larger global enterprises and cannot properly reflect small and medium-sized enterprises context.
- Only some of the data are derived from secondary sources, and estimates are used for measurement, which impact the accuracy of the calculated indicators.
- A few of the indicators, including the integration index (I_ml), are also subjective ones regarding coordination and information sharing. This introduces the possibility of bias in the assessment.
- The research treats integration as an aggregated value, ignoring the deep internal variation between functional units.
- The analysis period is small, so long time horizon is not possible for tracking long-term trends and effects.
- External factors such as economic environment, regulatory requirements and market dynamics are not appropriately considered.
- The extent of integration between enterprises with differing cultures and organizational structures, which may have an impact on integration, is not taken into the scope of the study.
- The effect of certain industry features on the results is not adequately addressed.
- The correlation analysis utilized here establishes relationships but does not prove causality.
- There might be hidden variables hidden under the model that may be affecting customer satisfaction.
- The level of digitalization is evaluated in a broad way with no detailed exploration of specific technological solutions.
- There was an absence of substantial qualitative analysis (interviews with managers) which might provide additional information to enrich the findings of the study.

- The approach does not sufficiently account for the real-time interplay between marketing and logistics.
- A systematic error may arise in data collection and processing.
- The findings may not be typical of the development over the longer term due to the present status of the surveyed enterprises.
- The associated costs of integrating systems have not been investigated properly.
- There is no comparison with non-digital technology enterprises, allowing for a good comparison of effects.
- The study doesn't delve into supply chain risk and sustainability.
- The scope of future studies should also be broader than a review of businesses, and more different analysis methods will be utilized, to give the result a higher validity.

VII. CONCLUSION

The integrated management of marketing and logistics customer relationships in the industrial sector is presented for the benefit of these two services. It is further revealed that successful integration of these functions is an essential element to enhance organizational effectiveness. Higher levels of integration mean greater reliability of supply and higher levels of customer satisfaction. Nowadays, digital technologies are the main tool for this integration. Yet how effective they will be ultimately depends on how well organizations adapt and how well they coordinate internally.

The study results indicate that businesses that can integrate marketing and logistics achieve a sustainable competitive advantage for the organization. The conceptual model proposed here thus facilitates a more nuanced appreciation of the interplay between certain important parameters. So the application of the methodology to practical applications is validated in a real business scenario. While limitations were observed regarding study scope, the findings remain valid and usable. Finally, considering the integrated approach to customer relationship management as a strategic dimension in terms of the development of industrial enterprises.

In addition, it is deduced that integration needs to be thought of as an ongoing activity, rather than the initiation of a single organizational model. Enterprises require ongoing reassessment of coordination systems in order to continue to be ready for change. Indeed, this environment has positioned flexibility and adaptability as essential capabilities for long-term performance. Leaders are also an important source of cross-functional collaboration and lowering structural impediments. Integration efforts can be piecemeal, and will fail without management commitment. Advanced digital infrastructure investment significantly

raises the likelihood of aligned marketing and logistics effort. But technology doesn't fix deficiencies in organizational culture or communication.

Therefore, training and development of employees is required for its deployment to be successful. Also, established performance measurement standards would ensure the effectiveness of integration can be more reliably tracked through various departments. It would be interesting in future research to extend the model to external supply chain partners and broader industry contexts.

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