



Research Article

## A study on the factors influencing Product Space Dynamics of FMCG Brands in the Indian Market

DOI: 10.58429/pgjsrt.v5n2a230

Dr. Surjadeep Dutta <sup>1</sup>, Dr. Arunava Mookherjee <sup>2</sup>, Dr. Somroop Siddhanta <sup>3</sup>, Souvik Koner <sup>4</sup>, Rajat Kr Tarafder <sup>5</sup>

<sup>1,2,3,4,5</sup> Faculty of Management Studies, Dr. B.C. Roy Engineering College, Durgapur, West Bengal, India.

surjadeep.dutta@brec.ac.in

VOLUME 5 | NO.2 | 2026 ISSUS

### ABSTRACT

The research examines the influence of essential strategy factors on brand positioning and market expansion in the fast-moving consumer goods (FMCG) industry in India through the dynamics of the product space. The methodology employed is quantitative via a structured questionnaire with the sample comprised of 200 individuals from various demographics and the data collected will provide insight into the independent variables affecting the product space dynamics, including product portfolio strategy, brand positioning, social media marketing intensity, price competitiveness, distribution channel reach, consumer preference and purchasing behavior, and innovation and the development of new products. The analyzed data indicate that the proposed model is statistically significant ( $p < 0.001$ ) and explains a large amount of variance ( $R^2 = 0.625$ ) and, therefore, has a substantial amount of explanatory power. Additionally, the reliability analysis supports the finding of strong internal reliability (Cronbach's Alpha = 0.929). The findings further suggest that Consumer Preference & Buying Behavior, is the largest contributor, followed by price competitiveness, product portfolio strategy and social media marketing. The study concludes that through their pricing structures, innovation, and digital interactions, FMCG companies in India utilize these strategic methods to create the market structure rather than simply reacting to the consumers' demands.

### KEYWORDS

Product Space Dynamics, FMCG, Product Portfolio Strategy, Brand Positioning, Social Media Marketing, Price Competitiveness, Distribution Channel, Innovation, Consumer Behavior, Indian Market





## **INTRODUCTION**

India's fast-moving consumer goods (FMCG) industry has one of the most competitive, yet dynamic, marketplace environments due to fierce brand competition, fast-paced new product development, rapid changes in consumer preferences and lifestyles. More recently, product space dynamic is increasingly becoming important because product space dynamic helps explain competitive strategies and market structures by clarifying how firms group, expand and differentiate their product lines across categories. Studies show that FMCG companies continuously use both horizontal differentiation strategy and product line extensions to build many different niches in the product space that minimize direct competition and maximize market coverage (Sarangi, Chakraborty, & Triantis, 2021). The Indian FMCG market has evolved from generally stable brand hierarchies (as shaped by liberalization, globalization, and the emergence of multinational companies) into fluid and contested marketplaces characterized by low brand loyalty and high brand switching (Majumdar, 2007; Rathod & Nagdev, 2025). In addition, brand architecture in FMCG is increasingly perceived as dynamic versus static. Therefore, to meet changing consumer needs and keep pace with changes in the competitive environment, firms need to continuously reconfigure their product portfolios and adapt their branding strategies (Pandya & Jayswal, 2009).

Additionally, through the launch of new products/variants, companies seek to navigate MM competition strategically as well as optimize their presence across overlapping product lines (Sarangi et al., 2021). Various elements surrounding the Indian FMCG marketplace – including innovation through distribution; rural-urban consumption gaps; and the growth of private labels – continue to impact the product environment and increase competition among brands (Mimani, 2009; Raju et al., 2024). New research has identified that sustainability, brand positioning and a consumer-focus in innovation are becoming significant determinants of where firms populate and develop in this product environment (Prashar, 2023; Kurian, Devanna, & Sharma, 2025). Therefore, developing a comprehensive view of product space dynamics in the Indian FMCG marketplace requires understanding the integrated relationships of product strategy, competitive positioning and consumer behaviour as companies continue to adapt to a highly volatile and fragmented market (Panchal & Chand, 2026; Mahajan, Chandwaskar, & Malhotra, 2026).

## **EARLIER WORK**

A significant amount of research has been completed regarding the marketing of fast moving consumer goods (FMCG). Most of this research has focused on various aspects of FMCG marketing; namely: branding, consumers' purchasing behaviour, promotion strategies, and market segmentation. Most studies found that FMCG marketers operate in a low involvement/high frequency purchase environment. This means consumers are primarily driven by three factors in making their decision: brand recall, product availability, and perceived value (Mishra, et al. (2016)).

Researchers have identified branding strategies (i.e., emotion, trust, and positioning) as vital for product differentiation in a very cluttered marketplace (Mann & Kaur, 2013). In India, however, marketing effectiveness is impacted further by the various segments in both urban and rural marketplaces and the differences in consumer's price sensitivity, cultural preferences, and product accessibilities are significant factors impacting purchasing behaviour (Ali, et al. (2012); Jha (2013)).

Academic research also shows that impulse purchases and increased visibility for brands in the FMCG sector can be made possible by using a variety of different promotional methods (e.g., advertisement, promotions, and point-of-sale displays) (Joshi & Nema, 2017; Husnain, 2016). Researchers have identified packaging and retail promotion as key points of interaction that influence consumer purchase behavior in highly competitive retail environments (Mahajan & Vidani, 2023). Recent studies show that digital marketing and social media are becoming increasingly important in consumers' evaluations and interactions with brands, particularly among consumers under 30 years old (Giri, Sharma, & Thomas, 2026). Research has demonstrated that consumers' switching behaviors and brand loyalty in the FMCG sector is lower than average because of the large number of substitutable products available to them; therefore, FMCG companies should continually innovate and use relationship marketing to maintain customers (Patikar & Panmeih, 2020; Bhatt & Saiyed, 2015).

In addition to this, new research streams are looking into green and sustainable marketing and how branding itself is positively impacting consumer attitudes and loyalty to firms operating in the fast-moving consumer goods space (Mahajan & Jarolia, 2024). To sum it all up, the literature indicates that Fast-Moving Consumer Goods marketing consists of multidimensional components, integrating both traditional components (product, price, place, promotion) with changing components (digital engagement, sustainability, and consumer experience) in a market that is changing rapidly (Vanitha, 2024; Rathod & Nagdev, 2025).

The impact of social media on product space transformation in the FMCG (Fast Moving Consumer Goods) industry has been significant, as it allows companies to redefine product positioning, categories and react more swiftly to changing consumer behaviour. Social media is distinct from other forms of marketing because it allows brands to have real-time interaction with consumers, creating value through co-creating value, and receiving real-time feedback to assist with product development and portfolio changes (Giri, Sharma and Thomas, 2026). The use of social media platforms has created an interactive environment that improves engagement with consumers, thereby increasing brand resonance and altering how consumers perceive the differentiation of FMCG brands/products in the competitive product space (Thannippara and John, 2026). Content generated on social media such as influencer and consumer-generated reviews has been shown through research to shape purchase intent and influence the relative positioning of brands/products in their respective categories (Ahuja and Tabeck, 2024; Nallasivam, 2024).



Companies can use social media analytics to gain a better understanding of how consumers behave, which will help them make data-driven choices about developing new products, expanding their lines through extended offerings, improving the positioning of their existing products within the marketplace, etc. (Mohammadian and Fatahi Valilai 2024). Moreover, research shows that digital engagement decreases information asymmetries and enhances brand transparency, resulting in increased competition among brands competing for consumers' attention and accelerating the pace at which configurations of the product space are transformed or adjusted to meet evolving consumer needs and wants (Mulyawan, Alamsyah, and Marimin 2022). In quick service restaurant (QSR) markets where consumers have little brand loyalty, social media marketing is helping drive greater levels of switching behaviour among brands as well as a willingness by consumers to try new brands or products, thereby enabling the overall fluidity of the product space and the ability of manufacturers / retailers to continue to operate effectively and profitably within it (Ali and Mehmood 2023); integration of omnichannel strategies and social commerce creates a further blurring of lines between different categories of products, enabling brands to have greater presence (Rodrigues and Coelho 2021).

As shown in the most recent research, the use of digital content that is both visible and interactive can affect impulse purchasing and guide the breakdown of micro-segments within the fast-moving consumer goods (FMCG) market (Yasin, Toor & Arshad, 2023). Thus, using social media marketing has many benefits by improving brand exposure and consumer interaction, but it has also been established as a way to strategically manage or change the dynamics associated with FMCG product space, thereby allowing companies that sell FMCG products remain relevant in an ever-changing and increasing digitized world (Chowdhury, Ara & Nath, 2024; Dumisana & Tlapana, 2026).

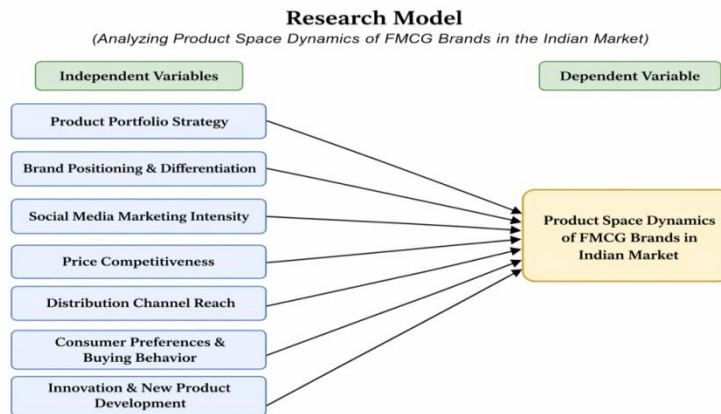
## **RESEARCH OBJECTIVES**

To analyze the factors influencing the growth of Product Space Dynamics of FMCG Brands in the Indian Market.

## **RESEARCH GAP**

There are many academic papers regarding Fast-Moving Consumer Goods (FMCG) marketing, branding and consumer behaviour, however much of the research regarding product space dynamics in India is limited. For example, the majority of research appears to focus on one specific area only and does not encompass an overall view of how FMCG companies can grow (Kurian, Devanna, & Sharma, 2025).

**RESEARCH MODEL**



**Figure 1.** Product space dynamics (self sourced).

**MATERIALS AND METHODS**

The current study uses quantitative methods to examine the FMCG product space trend in India. A descriptive research design was used to help analyze the relationship between the dependent variable (product space) and some of its six independent variables (product portfolio strategy, brand positioning, social media marketing intensity, price/distribution, and innovation regarding product space). Primary data was obtained using a structured questionnaire with a Likert scale to assess respondents' perceptions/behaviours regarding FMCG products. The sample of 200 respondents was selected using convenience sampling; therefore, all 200 are deemed representative of the population with a total number of degrees of freedom (i.e., n = 200). Data analyses were performed using statistical software including Cronbach's Alpha for reliability testing, Chi-square tests to determine associations, and multiple regressions (including ANOVA and coefficient) to determine independent variable impacts on the dependent variable.

**DATA ANALYSIS**

**Demographic Analysis**

**Table 1.** Demographic details.

<b>Demographic Variable</b>	<b>Category</b>	<b>Percentage (%)</b>
Gender	Male	55%
	Female	45%
Age Group	18–25	30%
	26–35	35%
	36–45	20%




---

	46+	15%
Income Level	Low Income	25%
	Middle Income	50%
	High Income	25%
Location	Urban	60%
	Rural	40%
Education	Undergraduate	40%
	Graduate	35%
	Postgraduate	25%

---

Analysis of respondents' demographic characteristics confirms that there was a fairly diverse but relatively well-balanced demographic profile among respondents. There was a slightly higher percentage of males (55%) than females (45%), suggesting a small gender bias but also demonstrating inclusiveness with respect to different types of consumer perspectives. A large majority of respondents are in the 18–35 years age cohort (65%). This age grouping demonstrates that the majority of respondents represent a primarily younger and economically productive segment of consumers. Numerous studies provide support for the finding that younger demographic groups greatly affect FMCG consumption and brand engagement patterns in India (Kumarasamy et al., 2024; Verma et al., 2022). Regarding income, the middle-income group comprises approximately 50% of respondents; therefore, the majority of respondents are from the FMCG industry's primary target market since this group typically accounts for most volume consumption because of the relatively balanced relationship between affordability and purchasing power (Nathiya & Kasthuri, 2021).

Moreover, there were a greater number of respondents living in urban areas than in rural areas, which indicates greater access to structured retail stores, digital media, and brands, and thus more exposure to these stores and products will play an important role in consumers' knowledge of products as well as how they will choose the different types of products. There was also a relatively high proportion of respondents who were either completing an undergraduate or graduate degree (75%), which indicates that the relative majority of respondents were well-informed consumers, and therefore, will evaluate multiple features of a product, such as the brand and the value proposition, prior to deciding which product to purchase. Overall, the various demographic profiles of the study population are consistent with predicting that the sample as a whole consists mostly of young, urban, and middle-income individuals, and therefore, they are very useful for understanding the dynamics in the FMCG product space because generally speaking, this

demographic typically is very responsive to innovation, branding, and digital marketing strategies (Gaikar et al., 2023; Mishra & Prasad, 2014).

### Reliability Analysis

To determine how internally consistent the measurements used in the research study are, the researchers performed a reliability analysis (Cronbach's Alpha). The measure of reliability used for constructs is Cronbach's Alpha; a value above 0.70 indicates that the measure can be used for exploratory research; a value above 0.80 is thought to be indicative of "good" reliability.

**Table 2.** Reliability statistics.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.929	8

Reliability statistics suggest a high level of consistency and reliability based on the measurement scale used in this research. With a Cronbach's Alpha of 0.929 for the eight items in the model, this is considered good internal consistency due to being above the recommended threshold of 0.70, as well as the more appropriate benchmark of 0.90 for more advanced studies. Thus, all eight items used to assess constructs regarding product space dynamics, including product innovation, branding, pricing, distribution and social media marketing, are highly correlated with each other and represent a common construct altogether. The high alpha also suggests that there will be low amounts of measurement error present in respondents' responses, which indicates a high degree of reliability. Therefore, the measurement scale used to create this model is considered strong, and will be able to provide a basis for conducting further statistical analyses (including correlation/regression) based on the results from the model, and will yield findings that are considered credible/valid.

### Hypothesis Testing

H01: There is no significant association between Product Portfolio Strategy and Product Space Dynamics. So Null Hypothesis is accepted.

H02: There is no significant association between Brand Positioning and Product Space Dynamics.

H03: There is no significant association between Social Media Marketing Intensity and Product Space Dynamics.

H04: There is no significant association between Price Competitiveness and Product Space Dynamics.

H05: There is no significant association between Distribution Channel Reach and Product Space Dynamics.

H06: There is no significant association between Consumer Preference & Buying Behavior and Product Space Dynamics.

H07: There is no significant Association between Innovation & New Product Development and Product Space Dynamics.

**Table 3.** Relationship among the variables.

<b>Chi-Square Tests</b>		<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson (H01)	Chi-Square	465.448 <sup>a</sup>	16	.000
Pearson (H02)	Chi-Square	355.745 <sup>a</sup>	16	.000
Pearson (H03)	Chi-Square	348.396 <sup>a</sup>	16	.000
Pearson (H04)	Chi-Square	363.766 <sup>a</sup>	16	.000
Pearson (H05)	Chi-Square	92.170 <sup>a</sup>	16	.000
Pearson (H06)	Chi-Square	420.163 <sup>a</sup>	16	.000
Pearson (H07)	Chi-Square	292.589 <sup>a</sup>	16	.000

Statistical analysis via the chi-square test results evidenced an existence of statistically significant relationships between all sets of variables investigated in this study for each of the hypotheses (i.e., H01 – H07). For each hypothesis the Pearson chi-square statistic was quite large (i.e., with degrees of freedom equal to 16 and associated p-values (asympt. sig.) equal to 0.000, which

is considerably less than the predetermined level of significance of 0.05). This unambiguously implies that all null hypotheses must be rejected and all alternate hypotheses accepted.

### Regression Analysis

**Table 4.** Model Summary.

<b>Model Summary<sup>b</sup></b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of Estimate</b>	<b>Durbin-Watson</b>
1	.790 <sup>a</sup>	.625	.620	.823	1.988

According to The model summary shows that there is a very strong and statistically significant relationship between the selected independent variable(s) and the dependent variable - product space dynamics within the FMCG sector. The correlation coefficient (R = .790), reveals that there is a strong level of positive correlation among the selected independent variable(s) as a group (collectively) with respect to the dependent variable, thereby providing strong support that the combined independent variable(s) are strongly associated with product space dynamics within the FMCG sector. The R-Square (0.625) indicates that approximately 62.5% of the variability in product space dynamics (dependent variable) can be accounted for by the model itself (independent variable(s)), which suggests that the model has a relatively strong level of explanatory power based upon the standards of social science research. In addition, the adjusted R-Square (0.620) value is very close to the actual R-Square, which indicates that the model is considered well fitted to the data and there is no indication that the model contains variables that are unnecessary and therefore overly complicated for the purposes of analysis. The standard error of estimate (0.823) is considered to be relatively low; therefore, the predicted values are expected to be very close to the observed values thereby adding to the accuracy of the model. The Durbin-Watson statistic (1.988) is also very close to the ideal value of 2.00, indicating that there are no detectable indications of residual autocorrelation.

**Table 4.1.** Anova.

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	636.385	7	90.912	123.904	.000 <sup>b</sup>

Residual	446.109	608	.734
Total	1082.494	615	

a. Dependent Variable: Product Space Dynamics

The results of the ANOVA confirm that the overall regression model is statistically significant and fits well for finding out the product space dynamic of FMCG market. The F-value is 123.904 and the corresponding p-value (0.000) is less than (0.05), showing that the model is very significant. Therefore, collectively, the independent variables in the total regression model (product strategy, branding, pricing, distribution and advertising through social media) significantly influence product space dynamics. The regression sum of squares (636.385) is greater than the residual sum of squares (446.109), meaning that a large proportion of the total variation (1082.494) in the dependent variable is accounted for by the model rather than by random error. The mean square values also support this, with the regression mean square (90.912) being considerably larger than the residual mean square (0.734) demonstrates the strength of this model.

**Table 4.2.** Regression.

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized t</b>	<b>Sig.</b>	
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
	(Constant)	-.408	.206	-1.983	.048	
1	Product Portfolio Strategy	.188	.046	.176	4.120	.000
	Brand Positioning	.116	.047	.109	2.478	.013
	Social Media Marketing Intensity	.168	.045	.154	3.758	.000
	Price Competitiveness	.305	.052	.283	5.899	.000
	Distribution Channel Reach	.104	.047	.063	2.228	.026
	Consumer Preference & Buying Behavior	.636	.028	.674	22.625	.000

---

Innovation & New Product Development	.137	.044	.125	3.083	.002
--------------------------------------	------	------	------	-------	------

---

a. Dependent Variable: Product Space Dynamics

---

As shown in the coefficients table, the results demonstrate how each independent variable impacts product space dynamics within the FMCG industry. The constant term ( $B = -0.408$ ,  $p = 0.048$ ) is statistically significant, which indicates where the dependent variable would exist when none of the independent variables are present. In terms of the strength of the individual impacts, consumer preference and buying behaviour ( $\beta = 0.674$ ,  $p = 0.000$ ) is the most significant effect and is highly significant with regard to its positive relationship with product space dynamics. Therefore, consumer-driven factors are the primary influence of how FMCG product is developed and positioned within the market and how they will achieve expansion. Next in degree of strength is price competitiveness ( $\beta = 0.283$ ,  $p = 0.000$ ), which demonstrates that pricing is an important strategy when determining a product's position within the market. After price competitiveness, product portfolio strategy ( $\beta = 0.176$ ,  $p = 0.000$ ) and social media marketing intensity ( $\beta = 0.154$ ,  $p = 0.000$ ) also have very significant contributions toward product space dynamics. This indicates that variety of product offerings and the degree of engagement in the digital environment are important factors impacting product space. Although not as significant as the previously mentioned independent variables, both innovation/new product development ( $\beta = 0.125$ ,  $p = 0.002$ ) and brand positioning ( $\beta = 0.109$ ,  $p = 0.013$ ) are moderately significant influences on product space, relative to differentiation and the need for continuous improvement. Lastly, distribution channel reach ( $\beta = 0.063$ ,  $p = 0.026$ ) has the lowest level of statistical significance (i.e., it is less important than all other independent variables).

## MANAGERIAL IMPLICATIONS

This research provides important implications for managers of Fast-Moving Consumer Goods businesses operating within India. The power of price competitiveness means managers must consider implementing dynamic, value-based pricing strategies as a necessary component of competitiveness, particularly in the price-sensitive marketplace characterized by India. Additionally, the significance of the product portfolio strategy emphasizes the need for developing and executing continuous expansion of product lines, diversification, and category management in order to effectively fill and dominate the retail shelves associated with their products. Therefore, FMCG companies must also look at different options for presenting a broad range of product offerings that appeal to all consumer segments, whether that be high-end, mid-range or low-end consumers.

The intensity of social media marketing (SMM) has an indirect positive impact on four of the five elements; therefore, as a digital engagement tool, managers should place emphasis



on SMM with targeted campaigns, influencer marketing, and personalized content to increase visibility and engagement of their brands. Furthermore, the importance of innovation and product development demonstrates that businesses should prioritize their research and development (R&D) function to continuously introduce to their market new or updated products in order to remain competitive and adjust with the ever-changing preferences of consumers. Brand positioning is another critical component for companies to focus on in order to differentiate themselves in a very competitive market through their consistency in brand messages and clarity in communicating those messages to consumers. Whereas, channel reach has a much less significant effect than the previous four components; however, should not be overlooked when determining how to develop a successful marketing strategy. Companies must maintain a strong omnichannel presence that connects their traditional retail with e-commerce in order to maximize their market reach. Interestingly, there appears to not be any significant relationship between consumer preferences/behaviour and purchase decisions; thus, managers should not solely rely on what consumers say they prefer when making purchasing decisions, but will need to consider other key decision-making factors such as price, product innovation, and marketing tactics and strategies that may influence consumer decisions. Therefore, FMCG managers should have a holistic and strategic approach that includes price, innovation, digital marketing, and product portfolio expansion as part of their strategies to effectively manage and enhance dynamic product space.

## **CONCLUSION**

Ultimately, the results show that product space dynamics in the Indian FMCG market are affected by various strategic factors including price competitiveness, product portfolio strategy, social media marketing, innovation, brand positioning and distribution reach, Consumer preference/buying behavior. The results of the statistical analysis show that pricing has the greatest impact on all FMCG brands and then on product strategies and digital marketing efforts. This means that both economic and promotional dimensions are critical to a firm's presence in the market. The model is also statistically strong and has high explanatory power and high reliability, further demonstrating the validity of the study.

## **Funding Statement**

The authors wish to acknowledge that no specific funding or support was provided for this study.

## **Author Contribution**

Dr. Surjadeep Dutta, Dr. Arunava Mookherjee: Conceptualization, Methodology, Data Analysis.

Dr. Somroop Siddhanta: Project Review, Literature Survey.

Souvik Koner, Rajat Kr. Tarafder: Report writing, Literature Survey.

## REFERENCES

1. Sarangi, S., Chakraborty, A., & Triantis, K. P. (2021). *Multimarket competition effects on product line decisions—A multi-objective decision model in fast moving consumer goods industry*. Journal of Business Research.
2. Majumdar, R. (2007). *Product Management in India*. PHI Learning.
3. Pandya, B., & Jayswal, M. M. (2009). *Leveraging Brand Assets by Understanding Brand Architecture: Imperatives for FMCG Sector for Competitive Edge in India*. Indian Journal of Marketing.
4. Mimani, K. (2009). *Innovations and Inhibitions—Sales and Distribution Systems of FMCG Companies in India*. ProQuest Dissertation.
5. Prashar, A. (2023). *Supply chain sustainability drivers for fast-moving consumer goods (FMCG) sector: An Indian perspective*. International Journal of Productivity and Performance Management.
6. Kurian, J. S., Devanna, H., & Sharma, P. (2025). *Sustainable brand positioning in Indian FMCG sector: A multi-criteria decision-making approach*. Asian Journal of Innovation Research.
7. Rathod, M., & Nagdev, R. (2025). *Analyzing the factors influencing consumer brand loyalty in the FMCG sector in India*. Vidya Journal.
8. Raju, P. V. M., Raj, K. P., Kumar, H., & Kamal, G. (2024). *Exploring factors influencing buying of private label brands in FMCG*. International Journal of Management Studies.
9. Panchal, S., & Chand, S. (2026). *Analyzing the performance of FMCG firms: Role of competitive strategies and capital structure*. International Journal of Productivity and Performance Management.
10. Mahajan, Y., Chandwaskar, P., & Malhotra, M. (2026). *Brand personality–loyalty relationship in the Indian FMCG market*. Cogent Business & Management.
11. Mishra, M. K., Kesharwani, A., & Das, D. (2016). *The relationship between risk aversion, brand trust, brand affect and loyalty: Evidence from the FMCG industry*. Journal of Indian Business Research, 8(2), 78–97
12. Mann, B. J. S., & Kaur, M. (2013). *Exploring branding strategies of FMCG, services and durables brands: Evidence from India*. Journal of Product & Brand Management.
13. Ali, M. A., Thumiki, V. R. R., & Khan, N. (2012). *Factors influencing purchase of FMCG by rural consumers in South India*.
14. Jha, M. (2013). *Brand awareness and consumer preference with reference to FMCG sector in rural Bihar*.
15. Joshi, A., & Nema, G. (2017). *Marketing strategies in creating brand image of FMCG in India*.
16. Husnain, M. (2016). *Impact of branding on impulse buying behavior: Evidence from FMCG sector*.
17. Mahajan, H., & Vidani, J. (2023). *Packaging strategies: Outlook on consumer buying behaviour for FMCG products*.
18. Patikar, G., & Panmeih, L. (2020). *Brand loyalty towards FMCG: A systematic literature review*.
19. Bhatt, V., & Saiyed, M. (2015). *Brand switching behavior of consumers in FMCG industry*.
20. Mahajan, S., & Jarolia, P. (2024). *A systematic review of green marketing communication and its effect on brand loyalty in the FMCG sector*.
21. Vanitha, A. (2024). *Evaluating the effectiveness of marketing strategies in the FMCG sector: A consumer perception analysis in India*. (EBSCOhost)
22. Giri, U., Sharma, A., & Thomas, R. (2026). *Impact of consumer buying behaviour on FMCG products through digital marketing*. Taylor & Francis.



23. Thannippara, S. J., & John, J. M. (2026). *Impact of social media marketing activities on building brand resonance in FMCG*. IUP Journal of Brand Management. (ProQuest)
24. Ahuja, V., & Tabeck, P. S. (2024). *Enhancing brand trustworthiness through social media marketing in FMCG*. Cogent Business & Management.
25. Nallasivam, A. (2024). *Exploring the digital shopper: Social media influence on FMCG consumer behavior*. Atlantis Press.
26. Mohammadian, N., & Fatahi Valilai, O. (2024). *Decoding consumer insights through social media analytics for FMCG*. Springer.
27. Mulyawan, A., Alamsyah, Z., & Marimin. (2022). *How digital platforms change consumer buying behavior in FMCG*. IOP Conference Series.
28. Ali, W., & Mehmood, A. (2023). *Consumer behavior and brand loyalty in FMCG industry*.
29. Rodrigues, F. S., & Coelho, A. I. (2021). *Omnichannel strategies in FMCG retail*. Springer.
30. Yasin, Z., Toor, S. I., & Arshad, A. (2023). *Impact of digital advertising visuals on FMCG consumer behavior*
31. Chowdhury, M., Ara, S., & Nath, A. (2024). *Digital marketing adoption in multinational FMCG sector*. SSRN.
32. Dumisana, A., & Tlapana, T. (2026). *Digital marketing impact on consumer purchasing decisions in FMCG*.